



Republic of Uganda



National Water and  
Sewerage Corporation

# Seventh Performance Contract

For the Period 1<sup>st</sup> July 2021 – 30<sup>th</sup> June 2024  
Between The Government of The Republic of Uganda  
and National Water and Sewerage Corporation

# PC7





**Republic of Uganda**



**National Water and  
Sewerage Corporation**

## **SEVENTH PERFORMANCE CONTRACT (PC7)**

**FOR THE PERIOD 1<sup>st</sup> JULY 2021 – 30<sup>th</sup> JUNE 2024**

**Between**

**THE GOVERNMENT OF THE REPUBLIC OF UGANDA**

**and**

**NATIONAL WATER AND SEWERAGE CORPORATION**

THIS AGREEMENT is made on the 1<sup>st</sup> day of July 2021

**BETWEEN:**

- (1) The Government of Uganda (herein referred to as GoU) represented by the Ministry of Water and Environment (hereinafter referred to as "MWE" which expression shall where the context so admits include its authorized representatives, agents, assignees and successors in title), located on Plot 3-7 Kabalega Crescent, Luzira, Kampala of P.O Box 20026, Kampala, Uganda on the one hand; and
- (2) The National Water and Sewerage Corporation (herein referred to as the "NWSC" which expression shall where the context so admits include its authorized representatives, agents, assignees and successors in title) located on Plot 3 Nakasero Road of P.O Box 7053, Kampala, Uganda on the other hand.

MWE and NWSC may hereinafter be referred to individually as "Party" and collectively as "Parties".

**WHEREAS:**

The MWE is mandated under the Water Act CAP 152, Laws of Uganda 2000 to enter into Performance Contracts with Water and/or Sewerage Authorities appointed in accordance with Section 46 of this Act, to provide water supply and sewerage services to the people of Uganda efficiently and economically and it is understood that the Areas specified in Appendix 1 are already declared Water and Sewerage Supply Areas, and National Water and Sewerage Corporation (NWSC) has been appointed as such the Water and Sewerage Authority;

**AND**

Whereas the Ministry of Finance, Planning and Economic Development (MoFPED) under the Public Enterprises Reform and Divestiture Act (PERD Act) CAP 98 is mandated to exercise the strategic monitoring role and liaise as necessary with MWE in monitoring the performance, and in the development of operating plans of Public Enterprises of which NWSC is classified under class II;

The NWSC is a Statutory Public Corporation empowered under the NWSC Act CAP 317 Laws of Uganda 2000 as a body corporate, to enter into such Contracts and act as a Water Supply and Sewerage Authority in Uganda;

The Parties further agreed that the Performance Contract be one of the main instruments for regulating water supply and sewerage services provided and managed by NWSC;

**AND**

The underlying principles of the Performance Contract (PC) is that NWSC will be given sufficient autonomy to manage the operations of the public utility entrusted to it in a rigorous and enterprising manner, exercise and balance this autonomy within the agreed mandate, and a framework of effective accountability;



## AND

The Performance Contract shall in no way amend, supersede or modify the provisions of the Water Act, the NWSC Act, the Public Finance Management Act 2015 (PFMA), the Public Enterprise Reform & Divestiture Act (PERD Act), the Public Procurement and Disposal of Public Assets Act (PPDA), the National Environment Act, the National Forestry and Tree Planting Act, the Land Act, the Land Acquisition Act, and the regulations promulgated thereunder.

## NOW:

PURSUANT to sections 46, 47 and 48 of the Water Act which empowers the Minister to enter into a Performance Contract with an appointed Water Authority and Section 7, 8, 9 and 11 of the PERD Act that provide for the oversight of Public Enterprises;

IN ADDITION, section 4 of the NWSC Act, which expresses the functions of the Corporation in accordance with the Water Act.

IT IS HEREBY AGREED AS FOLLOWS:

### PART A: PRELIMINARY

#### 1.0 PURPOSE OF THE CONTRACT (PC7)

The purpose of this Contract is:

- 1.1 To further set out the role, scope and performance targets of NWSC as a Water and Sewerage Authority in the Areas in which it is granted jurisdiction by the MWE as indicated in Appendix 1.
- 1.2 To ensure that there is an agreed framework within which the NWSC goals can contribute towards the achievement of overall National Sector Goals within the anticipated time frames.

#### 2.0 COMMENCEMENT DATE

This Contract is deemed to take effect on and from the 1st day of July 2021 and shall continue for a period of three (3) years or until it is terminated in accordance with the provisions of this Agreement or any other governing law in Uganda.

#### 3.0 PARTIES TO THE CONTRACT

- 3.1 The parties to this Performance Contract are the Government of the Republic of Uganda (GoU) on the one hand (herein represented by MWE); and NWSC on the other hand.
- 3.2 For the purposes of administering the Contract, GoU will be represented by the Permanent Secretary, Ministry of Water and Environment. On the other hand, NWSC will be represented by the Managing Director, National Water and Sewerage Corporation.

#### **4.0 NWSC GOVERNANCE PROVISIONS**

4.1 GoU undertakes to permit full commercial freedom to NWSC and its successor entities in all Areas of its operations (including capital expenditure, commercial borrowing to fund investment programs, staffing and salary levels, and tariffs), subject to the provisions of:

- 4.1.1 The National Water Policy of Uganda
- 4.1.2 The terms of this Performance Contract
- 4.1.3 The Water Act Cap 152 Laws of Uganda 2000
- 4.1.4 The NWSC Act Cap 317 Laws of Uganda 2000
- 4.1.5 The PERD Act Cap 98 Laws of Uganda 2000
- 4.1.6 The Public Finance Management Act, 2015
- 4.1.7 Any other relevant legislation now or in the future

#### **5.0 THE CONTRACT DELIVERABLES**

5.1 It is agreed that the Contract deliverables shall be the achievement of set targets by the NWSC and as agreed with all relevant parties at the onset of the Contract. These will take the form of the Key Performance Indicators summarized in a score card as detailed in Appendix 2, with the supporting assumptions in Appendix 3.

5.2 Without prejudice to Clause 4.1, the NWSC shall be solely responsible for ensuring that the Contract Deliverables are at all times performed in accordance with:

- 5.2.1 The NWSC statutory mandate and all relevant Laws of Uganda at the time being in force;
- 5.2.2 The Sector Strategic Investment Plan, National Development Plan, Government manifesto and Vision 2040;
- 5.2.3 NWSC 's obligations in terms of this Agreement; and
- 5.2.4 Good Industry Practice.

#### **6.0 ASSISTANCE AND CO-OPERATION**

6.1 Each Party undertakes to co-operate fully with the other in order to facilitate the performance of this Agreement and in particular will use reasonable endeavors to avoid unnecessary complaints, disputes and claims against the other Party.

6.2 The GOU will make all efforts to assist NWSC in performing its obligations under this Agreement.

#### **PART B: GENERAL PROVISIONS**

##### **7.0 GENERAL OBLIGATIONS AND RESPONSIBILITIES OF THE NWSC**

7.1 NWSC's Board of Directors will carry out its mandate in accordance with the NWSC Act, best practice and principles of Corporate Governance.

7.2 NWSC shall carry out its statutory functions with the aim of achieving the agreed upon performance targets which are listed in Appendix 2 of this Agreement during the Contract Period.



- 7.3 NWSC is responsible for collecting, organizing and presenting all data and information required to compute the performance indicators.
- 7.4 NWSC will carry out an investment programme in line with Clause 8.2 and Appendix 5, primarily aimed at achieving the key performance indicators included in this Contract. GoU contribution to the investment programme will be subject to MTEF allocation to the Water and Sanitation Sector.

## **8.0 FINANCIAL MATTERS, ACCOUNTS AND RECORDS**

- 8.1 NWSC shall keep proper books of account of the revenue, operational costs and expenditures of the Corporation and shall keep those books and all correspondences and documents belonging or relating to the subject matter as required by the NWSC Act and the National Audit Act, 2008 and any other applicable laws that may be in force from time to time.

### **8.2 Financing of Investments**

- 8.2.1 It is understood in this Agreement that the NWSC investment programme is to be financed with a cocktail of funding as presented in Appendix 5. The funding will be realized from the following sources;

- a) The NWSC internally generated resources.
- b) The Government of Uganda.
- c) The Donors/Development Partners.
- d) Any other Financing options.

- 8.2.2 Clause 7.4 notwithstanding, appraisal of the investment performance of NWSC will be based on investments funded from internally generated resources or cash flows only.

## **9.0 GENERAL OBLIGATIONS AND RESPONSIBILITIES OF GOVERNMENT**

- 9.1 The GoU will shoulder the costs of investments deemed to be of a social mission nature. Under such circumstances, the internal rate of return of the investment may be calculated to determine the necessary GoU subsidy to prevent the investments being a financial burden to NWSC.
- 9.2 Funding for major investments in water and sewerage works shall be sourced from the Government and Development Partners with some contribution from NWSC where feasible. In this regard, the GoU and NWSC will endeavor to source funds to cater for these investments.
- 9.3 For all the new towns to be taken on by the NWSC, a due diligence will be conducted so as to come up with a realistic investment and financing plan to improve services within these towns.
- 9.4 GoU also undertakes to adequately budget and timely release funds to settle all its current bills and all the arrears.
- 9.5 GoU commitment to investments as described in clauses 9.1 to 9.3 shall apply to this Performance Contract only when commitment of the required funds has been formally secured by NWSC from GoU.

## **10.0 NWSC SUB-CONTRACTORS**

NWSC shall not be relieved or excused of any responsibility, liability or obligation under this Agreement by the appointment of any Sub-Contractor to carry out any part of the Contract Deliverables. NWSC shall be responsible for the payment, performance, acts, defaults, omissions, breaches and negligence of all Sub-Contractors.

## **11.0 CONTRACT MANAGEMENT AND REPORTING**

11.1 Both parties recognize that the Corporate Plan Goals and Objectives (2021-2024) shall form the basis for the Annual Performance Contract Targets (2021-2024).

11.2 NWSC will prepare and submit to MWE the Quarterly Progress Reports after the end of each quarter as per section 48 (2) of the Water Act CAP 152. The Quarterly Progress Reports will entail the following, among other things: a performance review of the Corporation compared to the PC7 targets, main activities and initiatives undertaken during the reporting quarter, major issues (Contractual or otherwise) requiring MWE's attention and action as well as the planned major activities and initiatives for the remaining quarter(s) of the financial year under review.

The MWE will review Quarterly Progress Reports and give feedback, if any, within 21 days from the date the report is received.

11.3 A formal review of NWSC's performance under this Contract will be carried out once a year by the Performance Review Team (PRT) at the Ministry of Water & Environment (MWE) and may be assisted by a representative from MoFPED and/or an independent consultant with suitable experience in utility performance monitoring.

11.4 The performance review under this Contract will be held every November (for previous financial year-end). The parties will agree on any actions required by either party moving forward to the next formal review.

11.5 The MWE will be responsible for compilation of the Report on the Proceedings and Resolutions of the Review within two weeks from the review meeting, and the Resolutions adopted may then be construed to be part of this Performance Contract.

11.6 The Performance Review Team representatives from MWE will specifically address the following:

- (a) NWSC's performance evaluation against specific indicators presented in Appendix 2 with supporting assumptions in Appendix 3.
- (b) May seek clarification from NWSC on any underlying trends or events arising from the Quarterly Progress Reports, as well as such trends or events at a utility level if relevant.
- (c) Will agree with NWSC the required PC7 reporting format that should be included in NWSC's own quarterly cumulative reports.



- (d) Will review the calculation for the Annual Composite Aggregate Score (CAS) within 14 days of receipt of the CAS from NWSC after each financial year-end.
  - (e) Consider any other issues that may from time to time be agreed upon by the parties.
- 11.7 The review methodology used by the MWE will be agreed upon by the parties prior to its application to the review process for purposes of minimising disputes. However, the final decision on the review methodology will be made by the MWE.
- 11.8 The adoption or rejection of any MWE feedback is at the discretion of the NWSC, unless such feedback is according to other relevant legislation in force at the time. However, this does not in any way relieve NWSC from her obligation of achieving the targets set out in this contract.

## 12 REWARD/PENALTY STRUCTURE

- 12.1 The incentive/penalty mechanism is to be governed by the NWSC Act, and as such approved by the Board. The Board will, based on the reviewed performance, determine the reward/penalty to be given to the employees based on recommendation by the MWE.
- 12.2 The NWSC Head Office Team is accountable for the achievement of the performance objectives and expectations of the Performance Contract.
- 12.3 The NWSC Head Office Team shall be responsible for putting in place innovative measures and mechanisms to ensure that the Performance Contract targets and expectations are achieved.

The reward/penalty structure for the NWSC Head Office Team is illustrated in the table below:

Performance	Composite Aggregate Score	Measure	Bonus/ Penalty
Outstanding	4	8% above PC 7 Target	25%
PC7 Target	3	As given in the Appendix 2	12.5%
Minimum Performance Target	2	As given in the Appendix 2	0%
Below Expectations	1	Failure to achieve Half the Minimum Performance Targets (weighted)	(6.25%)
Poor (Extreme underperformance)	0	Failure to achieve All the Minimum Performance Targets (weighted)	(12.5%)

The reward/penalty computation shall:

- a) Be computed based on the relative weighting of each of the key performance indicators presented in Appendix 2.
- b) Include a maximum performance incentive of 25% of annual gross salary on the achievement of a Composite Aggregate Score of 4, equivalent to achievement of Outstanding Performance, which is 8% above the PC7 Targets.

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- c) Include a maximum penalty of 12.5% of annual gross salary on the achievement of a Composite Aggregate Score of 0 (failure to achieve all the agreed minimum performance targets).
  - d) Include a performance incentive of 12.5% of annual gross salary on the achievement of a CAS of 3, which is equivalent to the achievement of all the PC7 Targets as given in Appendix 2.
  - e) Be a prorated performance incentive for any measure between a CAS of 4 and 3.
  - f) Be a prorated performance incentive for any measure between a CAS of 3 and 2.
  - g) Be no incentive or penalty on achievement of a CAS of 2 (equivalent to achievement of the minimum performance target).
  - h) Be a prorated penalty for any measure between a CAS of 0 and 2.
- 12.4 The PRT, in deciding the appropriate bonus rate to apply in any year, will give due weight to the achievement of targets set out in this Contract. The detailed incentive/penalty formula is attached as Appendix 4.
- 12.5 It is understood that bonus awards for other staff other than those defined under Head Office that are critical to the achievement of the Corporate objectives/targets as defined in this Contract shall be paid according to the provisions in their appointment Contracts and other applicable operating frameworks.
- 12.6 In the event that NWSC fails to perform, its obligations to meet the agreed performance targets for reasons other than those outside its control, the GoU will be entitled to enforce any penalties it deems fit against the NWSC in line with the NWSC Act.

## **PART C: GENERAL PROVISIONS**

### **13.0 DISPUTE RESOLUTION PROCEDURE**

Any dispute arising out of or in connection with this Agreement shall be resolved in accordance with the procedure set out below:

In the event that a dispute has arisen, it shall be the obligation of the aggrieved party to promptly notify the other party in writing of such a dispute and request the other party to have such a dispute resolved as soon as possible. The aggrieved party shall be obliged to notify the other party of such a dispute not later than 14 days from the date when the aggrieved party came to know of such a dispute.

The Parties shall, to the best of their efforts amicably and promptly settle, through direct negotiations, any dispute within 30 days from the date the Dispute arises.

The appointed representatives of each party shall in good faith and through regular consultations with their respective stakeholders engage in direct meetings with a view of resolving the dispute

amicably. Where there is a failure to resolve a dispute through negotiations, the Dispute shall be referred to the Minister who shall appoint a select dispute review team from members of the Water Policy Committee to review the dispute with supporting submissions from both parties and prepare and submit a report to the Minister within 21 days from the date of appointment. The Minister's decision on the dispute shall be final and binding on all parties, and shall be communicated within 28 days.

#### **14.0 AMENDMENTS**

No provision of this Agreement may be amended, substituted or otherwise varied, and no provision may be added to or incorporated in this Agreement, except (in any such case) by an agreement in writing signed by the duly authorized representatives of the Parties.

#### **15.0 SUCCESSOR PERFORMANCE CONTRACT**

15.1 Six (6) months or any other period to the expiration of the duration of this Performance Contract as the parties may deem proper, the parties shall meet and consider the necessity of entering into the next Performance Contract.

15.2 In the event that the Parties shall deem it necessary to enter into the successor Performance Contract, the Parties shall co-operate and endeavor to negotiate and agree on the terms of the successor contract prior to expiry of this Performance Contract (PC7).

#### **16.0 FORCE MAJEURE**

Neither party shall be liable for delay or failure that results from: acts of God including disasters/ calamities; war/terrorism/riots/civil commotion; Strikes/industrial disputes.

#### **17.0 GOVERNING LAW AND JURISDICTION**

This Agreement shall be considered as a Contract made in the Republic of Uganda and shall be subject to the Laws of Uganda.

**IN WITNESS HEREOF** the parties have executed this Agreement by their duly authorised representatives on the date mentioned herein above.



FOR AND ON BEHALF OF THE GOVERNMENT OF UGANDA:



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MINISTER, MINISTRY OF WATER AND ENVIRONMENT

In the Presence of:



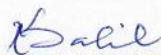
for -----  
PERMANENT SECRETARY, MINISTRY OF WATER AND ENVIRONMENT

FOR AND ON BEHALF OF NATIONAL WATER & SEWERAGE CORPORATION:



-----  
MANAGING DIRECTOR, NATIONAL WATER & SEWERAGE CORPORATION

In the Presence of:



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CORPORATION SECRETARY, NATIONAL WATER & SEWERAGE CORPORATION

## Appendix 1: Areas of NWSC Operations

### Kampala Metropolitan Area

Administrative Area	Town/Urban Centers	#
1	Kampala Water	Kampala City
		Mukono Municipality
		Kira Municipality
		Nansana TC
		Wakiso TC, Buloba
		Kakiri

### Central Region

Administrative Area (Clusters)	Urban Centers/ Service Areas	#
1	Entebbe	Entebbe
		Kajjansi
2	Jinja	Jinja
		Kagoma
		Buwenge
		Njeru
3	Lugazi	Lugazi
		Nkonkonjeru
		Buikwe
		Najjembe
4	Iganga	Iganga
		Busembatya
		Mayuge
		Kaliro
		Naluwerere
		Luuka
		Buwuni
		Bugiri
5	Bugiri	Bugiri
6	Mityana	Mityana
7	Masaka	Kalungu
		Lukaya
		Suunga
		Masaka
		Mukungwe
8	Sembabule	Bukakata
		Sembabule
		Lutuuku
		Kyambi
		Mabirizi
		Mateete
		Mitete
		Ntuusi
		Rwebitakuli
		Lugushuru
9	Mpigi	Mpigi
		Buwama
		Kayabwe
		Kyabadaza
		Gombe

Administrative Area (Clusters)	Urban Centers/ Service Areas	#
10	Luweero	Luweero
		Wobulenzi
		Bombo
		Ziobwe
		Semuto
		Nakaseke
		Bukomero
11	Nakasongola	Nakasongola
12	Kapeeka	Kapeeka
13	Mubende	Mubende
		Kiganda
14	Kigumba	Kigumba
15	Bweyale	Bweyale
		Kiryandongo
16	Kamuli	Kamuli
		Kisozi
		Mbulambuti
		Kyotera
17	Kyotera	Kyotera
		Mutukula
		Kalisizo
		Sanje
		Kakuuto
		Rakai
18	Lwengo	Lwengo
		Kyazanga
		Kinoni -Lwengo

### Eastern Region

Administrative Area (Clusters)	Urban Centers/ Service Areas	#
1	Mbale	Mbale
		Budadiri
		Sironko
		Butebo
		Bukedea
2	Tororo	Kachumbala
		Tororo
		Malaaba
		Nagongera
		Bubuto SC
		Bunanbwana SC
		Sisuni SC
		Butiru TB
		Manafwa
		Lirima
		Lwakhakha
		Bumbo SC
		Buwoni SC
		Kwapa SC
		Mella SC
		Busia
		Magare



Administrative Area (Clusters)		Urban Centers/ Service Areas	#
3	Soroti	Soroti	23
		Osukuru SC	24
		Kaberaido	25
		Atiriri	26
		Kalaki	27
		Otuboi	28
		Amuria	29
		Serere	30
4	Kumi	Pallisa	31
		Ngora	32
		s	33
5	Kapchorwa	Kapchorwa	34
		sipi	35
6	Moroto	Moroto	36
		Matany	37
		Kangole	38
7	Kotido	Kotido	39
		Kaabong	40

### Northern Region

Administrative Area (Cluster)		Urban center/ Service Area	#
1	Apac	Apac	1
		Aduku	2
		Ibuje	3
		Kaye Landing Site	4
2	Arua	Arua	5
		Wandi	6
		Omugo	7
		Kubala	8
		Okpkotani	9
3	Gulu	Gulu	10
		Unyama	11
		Anaka	12
4	Lira	Lira	13
		Amach	14
		Dokolo	15
5	Kitgum	Kitgum	16
6	Pader	Pader	17
		Pajule	18
		Patongo	19
		Kalongo	20
7	Nebbi	Nebbi	21
		Paidha	22
		Nyapea	23
		Okollo	24
8	Pakwach	Pakwach	25
9	Adjumani	Adjumani	26
10	Koboko	Koboko	27
		Yumbe	28
11	Moyo	Moyo	29

### Western And Southwestern Region

Administrative Area (Cluster)		Urban Centres/ Service Areas	#
1	Hoima	Hoima	1
		Bukwiri	2
		Banda	3
		Kasambya	4
		Misango	5
2	Kyankwanzi	Kyankwanzi	6
3	Bushenyi	Buhweju/Nsiika	7
		Bushenyi	8
		Ishaka	9
		Kyabugimbi	10
		Kabira	11
		Kashenshero	12
		Mitooma	13
		Rutookyie	14
		Mayanga-Omuribiri	15
		Bitereko-Iraramira	16
		Kati-Rwempungu	17
		Kanyabwanga-Omukabanda	18
		Kisiizi-Kengyera	19
		Itendero	20
		Kitagata	21
		Bugongi	22
		Sheema	23
		Kabwohe	24
		Kyangyenyi	25
4	Rubirizi	Ryeru	26
		Magambo	27
		Irembezi	28
		Katerera	29
		Rubirizi	30
5	Kisoro	Kisoro	31
6	Mbarara	Mbarara	32
		Kinoni	33
		Rubindi	34
		Bwizibwera	35
		Kashaka	36
		Biharwe	37
		Kagongi	38
		Nyehanga	39
		Kaberebere	40
7	Fort Portal	Fort Portal	41
		Kichwamba	42
		Kasunga-nyanja	43
		Rubona	44
		Katebwa	45
		Kicucu	46
		Kiko	47
		Kabale-Kabarole	48
		Mugusu	49
		Kijura	50
		Kibiito	51
		Kyenjojo	52

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Administrative Area (Cluster)		Urban Centres/ Service Areas	#
8	Kasese	Kasese	53
		Hima	54
		Rugendabara	55
		Rwimi	56
9	Masindi	Masindi	57
10	Kabale	Kabale	58
		Kamwezi	59
		Muhanga	60
11	Rukungiri	Rukungiri	61
		Kebisoni	62
		Buyanja	63
		Nyakagyeme-Rwerere	64
12	Kanungu	Kanungu	65
		Kihihi	66
		Kambuga	67
		Butogota	68
		Kanyampanga	69
		Kanyantorogo	70
		Nyamirama	71
		Kateete	72
		Nyakinoni	73
		Nyanga	74
		Kirima	75
13	Ibanda	Ibanda	76
		Rwenkobwa	77
14	Kamwenge	Kamwenge	78
		Ishongorero	79
		Bisozi	80
		Kahunge	81
		Bigodi	82
		Katalyeba	83
		Kabuga	84
		Rukooko	85
15	Lyantonde	Lyantonde	86
		Kasagama	87
		Kaliro	88
		Kinoni	89
		Katovu	90
		Kinuka	91
16	Ntungamo	Ntungamo	92
		Omungyenye	93
		Rubare	94
		Kagarama	95
		Rwentobo	96
		Rweshemeire	97
		Kyempene-Rugarama	98
		Nyabihoko	99
		Nyamunuka	100
		Itojo	101
		Kiziba	102
17	Rushere	Rushere	103
		Kiruhura	104
		Sanga	105
		Kanyareru	106
		Kikatsi	107
		Kazo	108

Administrative Area (Cluster)		Urban Centres/ Service Areas	#
18	Mpondwe	Mpondwe -Lhubirha	109
		Katwe	110
		Harukungu	111
19	Ruhama-Kitwe	Ruhama	112
		Kitwe	113
		Mirama Hills	114
		Kikagati	115
		Rukoni	116
20	Ntoroko	Ntoroko	117
		Rwebisengo-Kanara	118

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# NATIONAL WATER AND SEWERAGE CORPORATION PC7 PERFORMANCE SCORECARD (2021-2024)

## Appendix 2: Annual Targets for the Seventh Performance Contract Between GoU and NWSC for the Period (2021-2024)

Code	KPI	CAS Acronym	Unit	Minimum Performance Target	Year 1 Targets 2021 - 2022	Year 2 Targets 2022 - 2023	Year 3 Targets 2023 - 2024	Weight %	Formula
<b>TECHNICAL</b>									
Te.01	Non-Revenue Water	NRW	%					40%	
i	Kampala Water	NRW-KW	%	42.2%	42.0%	41.7%	41.2%	18%	
ii	Central Region	NRW-C	%	26.0%	25.0%	24.0%	23.0%	5%	(Volume of water Supplied-vol. of Water sold)/Vol.of water Supplied
iii	Northern Region	NRW-N	%	26.0%	25.0%	24.0%	23.5%	3%	
iv	Eastern Region	NRW-E	%	25.0%	24.5%	24.0%	22.0%	3%	
v	Western & South-Western Region	NRW-WSW	%	24.0%	23.0%	22.0%	21.0%	3%	
Te.02	System Input Metering Coverage	SIMC	%	72%	75%	78%	80%	5%	Number of functional meters /Total meter requirements (Total meters and unmetered) (%)
Te.03	New Water Connections (operational)	NWC	Number	50,000	55,000	55,000	55,000	7%	Incremental growth (Number of new connections installed on the NW/SC network)
Te.04	New Sewerage Connections (operational)	NSC	Number	200	200	250	300	5%	Incremental growth (Number of new connections installed on the NW/SC network)
Te.05	Capex Budget Implemented	CW	% of UGX million	60%	65%	70%	75%	5%	% spent of Capex budget (Internally Generated Funds)
<b>COMMERCIAL</b>									
Co.01	Water Sales Volume Growth	WS	m3 million	85.0	90.0	95.0	100.0	15%	Volume of Water sold per annum (Billed and estimated)
Co.02	Collections/Billing Ratio	CBR	%	90%	95%	95%	95%	10%	Revenue Collected / Billed Revenue (%)
Co.03	Average Days Receivable	RCD	days	96	94	92	90	5%	Receivables / Billed Revenue Sales x 365
<b>FINANCIAL</b>									
Co.01	Return on Capital Employed	ROCE	%	0.5%	1.0%	1.0%	1.0%	9%	EBIT (Assets - Liabilities) (%)
Co.02	Operating Cost / Revenue (Working Ratio)	WR	%	85%	80.0%	80.0%	80.0%	5%	Operating Cost / Revenue (%)
<b>QUALITY OF SERVICE &amp; ENVIRONMENT</b>									
Qu.01	Compliance to Drinking Water Standards	WQ	%	98%	98%	98%	98%	8%	% Samples Pass Rate
Qu.02	Compliance to Sewerage Standards	EDC	%	40%	43%	45%	50%	4%	% Samples Pass Rate
Qu.03	Compliance to Abstraction Permits	AP	%	50%	60%	70%	80%	2%	% of Abstraction points that comply to permits
<b>PRO-POOR ORIENTATION</b>									
Pp.01	Pro-Poor Connections Growth	PPC	Number	1,500	1,600	1,700	1,800	5%	Incremental growth (Number of new PSPs installed on the NW/SC network)
<b>TRANSPARENCY/GOVERNANCE</b>									
Tg.01	Audit Recommendations Implemented	ARI	%	70%	82%	83%	84%	4%	% Audit Queries Resolved / Audit Queries Raised
<b>CUSTOMER SATISFACTION INDEX</b>									
Cu.01	Customer Satisfaction Survey	CSI	%	70%	75%	75%	75%	4%	Average Score %
	<b>Total</b>							<b>100%</b>	

*Sahil*



## Appendix 3: Notes to the PC7 Performance Score Card

### 1. NON REVENUE WATER (NRW)

NRW is one of the most important indicators for assessing the operational efficiency of a utility. NRW is defined as the difference between the volumes of water supplied and water sold expressed as a percentage of the treated water supplied, ie  $(\text{water supplied} - \text{water sold}) / \text{water supplied} \times 100$ . NRW under this Agreement is categorised into NRW for the five regions; Kampala Metropolitan Region, Central Region, Eastern Region, Northern Region, and Western and South Western Region.

The intention is to discern the uniqueness of each region. Kampala Metropolitan is expected to achieve NRW reduction from 42.0% in the first year (FY2021/22) to 41.2% in the last year (FY2023/24) and other regions to reduce NRW by three percentage points based on the following assumptions:

- Save for Kampala Metropolitan, significant progress has been made over the years to reduce NRW and reducing NRW further from the baseline performance (minimum performance target) is much harder and in some areas uneconomical. The reduction of NRW in Kampala, is projected to be relatively low over the three years. While the planned interventions aimed at curbing water losses including among others, water network rehabilitation, extension and rezoning as well as strategic priority meter replacements will greatly contribute to NRW reduction, the impact of the additional water of 160,000m<sup>3</sup>/d from the new Katosi WTP will inevitably erode some of the NRW efficiency gains.
- Implementation of Annual Area Specific illegal water use reduction programmes.
- A survey will be undertaken to establish the requirement for all abstraction and supply points to be equipped with approved system meters. System input meters start with the water supplied point as a minimum, but larger networks will require system meters at other key points. Where viable and cost-effective, these should be able to record and transmit data via the cell-phone network. This will enable more accurate system losses to be calculated and addressed. Over the three years, system input meter coverage should improve by at least eight percentage points.
- Implementation of the planned investments as presented in Appendix 5 including the Kampala Network Expansion Project in which the Network will be rationalised and pressure within the system balanced.
- Replacement of the planned old sections of the aged network.
- Priority meter replacement to reduce under registration.

### 2. NEW WATER CONNECTIONS

This is also an output indicator that shows the growth of the Corporation's water service coverage. It is projected that new connections will grow at a minimum average of 50,000 per annum in the



next 3 years. This is a fair growth given the saturated supply within the central business districts of most of the old Areas. The growth in connections is largely tied to the expansion of network under the SCAP-100 project, based on the following assumptions;

- There is increased connectivity on the New Water Mains extensions under the SCAP-100 project.
- Timely implementation of the planned interventions under the Water Supply Stabilisation Programme and the planned investments as presented in Appendix 5.

### **3. NEW SEWER CONNECTIONS**

This is an output indicator that shows the growth of the Corporation's sewerage service coverage. Sewer connections are expected to grow at an average of 250 per annum in the next 3 years. The following assumptions have been made in setting the targets:

- Pro-active marketing of the new sewer lines constructed under the Kampala Sanitation Project.
- Priority sewer network intensification and expansion.

### **4. PROPORTION OF NWSC FUNDED CAPITAL BUDGET EFFECTIVELY IMPLEMENTED**

Value of Capital works implemented as a percentage of total capital budget is also a financial efficiency indicator that measures budgetary discipline in implementation of planned capital works. Specifically, this indicator will be assessed based on the projects funded using NWSC's internal resources as per the Annual Budget. A minimum of 60% is targeted annually across the three years based on strict and realistic planning and budgeting. The following assumptions were considered in setting these targets:

- Realisation of the projected cash flow.
- Stable macro-economic environment.
- Continued disruptions due to the Covid-19 pandemic, etc.

### **5. WATER SALES**

This indicator measures the volumetric water sales and gives an indication on the NWSC's real growth. The increase in water sales is a manifestation of improvements in the level of service and increased water supply coverage.

The water sales are projected to grow by 15 million cubic meters over the three years from a minimum target of 85 million cubic meters. The water sales target was set with the following assumptions:

- Implementation of the planned investment activities outlined in Appendix 5, including the Kampala network restructuring and expansion programme.
- An annual average increase of at least 50,000 connections as a result of connectivity on

the new water mains extended under the SCAP-100 project, connections from the existing system and planned investment activities presented in Appendix 5.

- Reduction in NRW from 42.2% to 41.2% for Kampala, 26.0% to 23% for Central, 26.0% to 23.5% for Northern Region, 25.0% to 22.0% for Eastern Region and, and 24% to 21% for Western and South Western Region as explained in section 1.

## **6. AVERAGE DAYS RECEIVABLE**

This is a financial efficiency indicator, which depicts the commitment and resolve of NWSC to collect balances owed by the debtors within the reporting period. This indicator also measures the effectiveness of the collection process and is defined as the amount of outstanding revenue (arrears) at the end of the year divided by the total billed revenue per day.

Under this Contract, NWSC is expected to reduce the average days receivable from 96 to 90 days over the three-year period. The target for average days receivable was based on the following assumptions:

- All GoU arrears are cleared.
- Timely payment of GoU current bills.
- All government institutions connected with prepaid meters.
- Collection ratio of at least 100 percent.

## **7. RETURN ON CAPITAL EMPLOYED (ROCE)**

This is the bottom line indicator, which measures the financial health of a Company. It measures the strength of the balance sheet in realising operating profit before finance costs and tax, and therefore the ability of the balance sheet to attract interest-bearing debt.

The first year target is 1%, which is expected to remain at same level throughout the three-year period. The ROCE target was set with the following assumptions:

- An increase of 15 million cubic metres in water sales over the three years. In addition to growth in sales, the Corporation will ensure targeted initiatives for cost containment and improvements in operational efficiency.
- An increase in the asset base as a result of the takeover of new towns, SCAP-100 project implementation (with no immediate returns) and the investment activities presented in Appendix 5. Some of these investments have a strong social mission element and based on the added fact of lagged returns for most of the investments, the ROCE is not expected to grow in the short run.

## **8. COMPLIANCE WITH NATIONAL STANDARD FOR DRINKING (POTABLE) WATER, 2008**

The indicators for: Bacteriological quality, Colour, Turbidity, Chlorine residual, PH, were agreed upon to assess compliance of the water delivered to the customers in relation to the National Water Standards for drinking water. NWSC is expected to achieve 98% compliance per annum over the three-year period based on the following assumptions:



- Timely implementation of the planned investments as presented in Appendix 5.
- Availability and timely supply of chemicals and ingredients for water quality treatment.
- Continued standardisation and modernisation of the water quality monitoring systems.

#### **9. COMPLIANCE WITH EFFLUENT DISCHARGE PARAMETERS**

This indicator measures the Corporation's compliance to meeting the effluent standards with regard to BOD and Total Suspended Solids (TSS). NWSC is expected to achieve an average of 50% compliance by the end of the Contract. The following assumptions were taken into consideration in setting the above target;

- Timely implementation of the NWSC Sanitation Program as presented in Appendix 5.
- Desludging and continued maintenance of all the waste stabilization ponds.

#### **10. COMPLIANCE WITH WATER ABSTRACTION PERMITS**

The indicator will measure the level of compliance with permits that are issued for water abstraction either surface water or groundwater for the NSWC schemes. NWSC is expected to comply with the conditions that are attached to the permits. The assumptions are that;

- Meters are installed and functional to measure the amount of water abstracted on a daily basis.
- Abstraction data is submitted quarterly as required.

#### **11. PRO-POOR CONNECTION GROWTH**

This indicator measures the extent of service to the poor through provision of kiosks/Public Stand Post connections. The pro-poor connections are projected to grow by a minimum average of 1,500 PSPs per annum during the three-year period. The above projections were based on the following assumptions:

- Continued operationalization of the urban poor branch in Kampala and rolling out of the Urban Poor interventions to the rest of other areas.
- Timely implementation of the urban poor projects and other planned investments as presented in Appendix 5.
- Implementation of SCAP-100 project.

#### **12. PERCENTAGE OF AUDIT RECOMMENDATIONS IMPLEMENTED DURING THE YEAR.**

Percentage of Audit recommendations implemented during the years is a governance indicator showing conformance to audit recommendations and good governance. By the end of the three-year period, NWSC is expected to ensure that at least 70% of both the Internal and External Audit Resolutions recommended are implemented, given the following assumptions:

- The audit recommendations are within the mandate of NWSC to implement.
- Goodwill from all concerned stakeholders to support NWSC in implementing the audit recommendations especially those beyond its control.

### 13. CUSTOMER SATISFACTION INDEX

This is a measure of customers' satisfaction with NWSC services. The indicator helps in promoting an increased focus on customer requirements and stimulates improvements in NWSC services. A Customer Satisfaction Index of at least 70% is considered as the best practice and hence the annual CSI target for the next three years based on the following assumptions:

- Reliable and continuous 20-hour daily supply of water.
- Effective and timely response to customer complaints.
- Adoption of other interactive digital technologies for increased outreach.
- Continuous use of the on-spot billing in all Areas.
- Effective use of Customer Relations Model (CRM) to capture and follow up on customer complaints.
- Introduction of more flexible payment options for customers.
- Effective utilisation of the Local Water Committees, School Water and Sanitation Clubs, Water Community Communication Clubs, Water Barazas and other stakeholder engagements to enhance collaborations with communities and other stakeholders.

### 14. MINIMUM PERFORMANCE TARGETS

Minimum performance targets were based on the average actual performance for the period 2018 - 2021. These were used in the computation of the Composite Aggregate Score (CAS).



## Appendix 4: Incentive Framework

### REWARD AND PENALTY STRUCTURE

The Reward/Penalty structure shall include a maximum performance incentive of 25% of Annual Gross Salary (AGS) on the achievement of Outstanding Performance (OP) (equivalent to a Composite Aggregate Score (CAS) of 4), 12.5% of the AGS on the achievement of the **PC 7** Performance Targets (PCT) which translates into CAS of 3, no incentive and no penalty on achievement of all the agreed Minimum Performance Targets (equivalent to CAS of 2), a penalty of 6.25% of AGS on performing below expectations (equivalent to CAS of 1) and a maximum penalty of 12.5% of AGS for extreme underperformance (equivalent to CAS of 0) and a prorated percentage of AGS for any performance between CAS of 0 and 4.

The Composite Aggregate Score shall be computed as follows:

$$CAS = (0.05X_{NRW-KW} + 0.04X_{NRW-C} + 0.03X_{NRW-N} + 0.03X_{NRW-E} + 0.03X_{NRW-WSW} + 0.05X_{SIMC} + 0.07X_{NWC} + 0.05X_{NSC} + 0.05X_{CW} + 0.15X_{WS} + 0.10X_{CBR} + 0.05X_{RCD} + 0.05X_{ROCE} + 0.04X_{WR} + 0.04X_{WQ} + 0.02X_{EDC} + 0.02X_{AP} + 0.05X_{PPC} + 0.04X_{ARI} + 0.04X_{CSI})$$

Where:

#	CAS =	Composite Aggregate Score
1	$X_{NRW-KW}$	Performance Score on Non-Revenue Water-Kampala Water
2	$X_{NRW-C}$	Performance Score on Non-Revenue Water-Central Region
3	$X_{NRW-N}$	Performance Score on Non-Revenue Water- Northern Region
4	$X_{NRW-E}$	Performance Score on Non-Revenue Water- Eastern Region
5	$X_{NRW-WSW}$	Performance Score on Non-Revenue Water-Western & South Western Region
6	$X_{SIMC}$	Performance Score on System Input Meter Coverage
7	$X_{NWC}$	Performance Score on New Water Connections
8	$X_{NSC}$	Performance Score on New Sewerage Connections
9	$X_{CW}$	Performance Score on Capital Works (Capital Budget Implemented)
10	$X_{WS}$	Performance Score on Water Sales
11	$X_{CBR}$	Performance Score on Collection/Billing Ratio
12	$X_{RCD}$	Performance Score on Receivable Collection Days (Average Days Receivables)
13	$X_{ROCE}$	Performance Score on Return on Capital Employed
14	$X_{WR}$	Performance Score on Working Ratio (Operating Cost/Revenue)
15	$X_{WQ}$	Performance Score on Water Quality
16	$X_{EDC}$	Performance Score on Effluent/Sewerage Discharge Compliance
17	$X_{AP}$	Performance Score on Abstraction Permits Compliance
18	$X_{PPC}$	Performance Score on Pro- Poor Connections
19	$X_{ARI}$	Performance Score on Audit Recommendations Implemented
20	$X_{CSI}$	Performance Score on Customer Satisfaction Index

## Notes

A performance score of 4 (four) shall equate to achievement of the Outstanding Performance Target (OPT), 3 (three) to achievement of the PC7 Performance Targets (PCT), 2 (two) to achievement of the Minimum Performance Target (MPT), and zero for failure to achieve the Minimum Performance Target. The performance score shall be computed as follows:

Indicators	Actual	Performance Score (X <sub>i</sub> )
<b>SMC, NWC, NSC, CW, WS, CBR, ROCE, WQ, EDC, AP, PPC, ARI, CSI</b>	$AP \geq OPT$	<b>4</b>
	$PCT < AP < OPT$	$3 + \left( \frac{AP - PCT}{OPT - PCT} \right)$
	$AP = PCT$	<b>3</b>
	$PCT > AP > MPT$	$2 + \left( \frac{AP - MPT}{PCT - MPT} \right)$
	$AP = MPT$	<b>2</b>
	$AP < MPT$	<b>0</b>
<b>RCD, NRW, WR</b>	$AP = OPT$	<b>4</b>
	$OPT < AP < PCT$	$3 + \left( \frac{PCT - AP}{PCT - OPT} \right)$
	$AP = PCT$	<b>3</b>
	$PCT < AP < MPT$	$2 + \left( \frac{MPT - AP}{MPT - PCT} \right)$
	$AP = MPT$	<b>2</b>
	$AP > MPT$	<b>0</b>



## Appendix 5: NWSC Planned Investments 2021-2024

### NWSC Planned Funding and Expenditure 2021-2024 (Shs. Million)

#	PROJECT NAME (Projected Completion Date)	CASH FLOW PROJECTIONS (UGX. MILLION)											
		2021/22				2022/23				2023/24			
		GOU	DONOR	NWSC	TOTAL	GOU	DONOR	NWSC	TOTAL	GOU	DONOR	NWSC	TOTAL
1	Kampala Sanitation Project (Dec 21)	51,800			51,800								
2	<b>Kampala Water Lake Victoria WatSan Project:</b>												
2.1	Package 2B: Network Restructuring & Rehabilitation. (June 21)	-	6,203		6,203	9,459	136,747		146,206	50,148	53,048		103,196
2.2	Package 5B: Improvement of Water Supply and Sanitation Services in Informal Settlements. (June 21)	4,126	37,806		41,932	34,000	51,794	448	86,242	16,014	6,121		22,135
2.3	Accompanying measures		11,211		11,211	-	11,211		11,211		4,484		4,484
2.4	Package 4B TM (June 22)	2,063	27,022		29,085	-	-						
2.5	Package 4B DWTP (June 22)	2,063	37,274		39,337	-	-						
3	<b>Integrated Water Management and Development Project &amp; Improved Project for Improved Living Conditions</b>												
3.1	IWMSPD- Mbale (June 25)		29,240	2,000	31,240		52,351	1,000	53,351		53,351		53,351
3.2	IWMSPD- Gulu (June 24)		75,265	3,100	78,365		99,755	1,000	100,755		44,780		44,780
3.3	IWMSPD-Adjumani (June 25)		2,510	500	3,010		15,810	2,500	18,310		37,256		37,256
3.4	Source Protection Measures for Mbale, Gulu Adjumani and Arua (June 25)		2,169		2,169		9,764		9,764		8,679		8,679
4	<b>South Western Cluster - Development of Water and Sanitation Infrastructure for the Mbarara - Masaka Areas</b>												
4.1	Package 1: Kagera Water Treatment Plant (June 25)	3,144	58,702	1,000	59,702	8,383	75,110		75,110	8,383			82,771
4.2	Package 2: Mbarara (June 25)		24,615	1,000	25,615		41,737		41,737				47,344
4.3	Package 3: Masaka (June 26)		5,005	500	5,505		43,471	500	43,671				59,926
5	Wakiso West WatSan Project (June 26)				-		30,350		30,350		151,750		151,750
6	Expansion and development of sewage treatment system in Gaba and Mukono sub-catchments in the Kampala Metropolitan Area (LVPIII) (Dec. 29)		800		880								
7	Sembabule Water Supply Project (June 22)			6,000	6,000				8,100				
8	Bushenyi Water Supply Augmentation Project (June 23)			9,600	9,600				2,400				
9	Hoima Water Production Improvement Project (June 24)			4,720	4,720			300	300			880	880

*Salil*



# NWSC Planned Funding and Expenditure 2021-2024 (Shs. Million) cont'd

#	PROJECT NAME (Projected Completion Date)	CASH FLOW PROJECTIONS (UGX. MILLION)											
		2021/22				2022/23				2023/24			
		GOU	DONOR	NWSC	TOTAL	GOU	DONOR	NWSC	TOTAL	GOU	DONOR	NWSC	TOTAL
10	Compact Waste Water Treatment Plants (Kitgum, Kasese and Masaka) (June 26)							1,300	1,300			4,700	4,700
11	Water Supply Stabilization Projects for Moyo, Kotido and Kabong, Parombo and Lira (June 26)							3,400	3,400			6,600	6,600
12	Kisoro Nkanka Water Supply Project (June 26)							3,600	3,600			5,400	5,400
13	Kasese Water Supply Improvement Project (June 25)						6,110	1,000	7,110		22,586	1,000	23,586
14	Albertine Graben area (Hoima, Masindi, Fort Portal) (June 26)						2,100	500	2,600		58,000	1,000	59,000
15	Construction of Vocational Skills Development Facility in Lira Kachungu and Mbarara - Bushenyi			3,000	3,000			4,000	4,000		1,000	2,000	3,000
16	SCAP 100-100% Service Coverage Acceleration Project (June 26)	50,000		52,000	102,000	50,000		52,000	102,000	50,000		52,000	102,000
17	Jinja/Njeru Water Supply and Sanitation Project (June 29)				-		1,056		1,056		4,224		4,224
18	Sanitation Investment Plan (June 26)		5,000		5,000		5,000		5,000		5,000		5,000
	<b>TOTAL</b>	<b>113,196</b>	<b>322,822</b>	<b>83,420</b>	<b>516,373</b>	<b>101,842</b>	<b>582,066</b>	<b>82,048</b>	<b>757,573</b>	<b>124,545</b>	<b>450,279</b>	<b>73,580</b>	<b>830,062</b>

Note: However, these will be updated at the beginning of every financial year and every mid-year (December) to align the projects with the emerging priorities.

Sahl



## Appendix 6: Customer Satisfaction Survey Samples



### National Water and Sewerage Corporation (NWSC)

#### Customer Satisfaction Survey for FY...../.....

#### Customer Satisfaction Survey Questionnaire

*Dear Esteemed Customer,*

*Customer Satisfaction Surveys are part of the NWSC's continuous endeavour to serve you better and the Corporation would like to know how you feel about NWSC services. We are therefore conducting a survey to establish areas that you would like NWSC Management to improve upon since you are the reason we exist. The survey is voluntary and should last no more than 10 minutes. Your opinions are very important to us. You are kindly requested to fill in this questionnaire, and please be assured that your responses will be treated with **confidentiality**. Thank you for your valuable time.*

#### Section A: [Customer Priorities]

This section consists of a set of 3 questions intended to find out the importance attached to various aspects of our services.

Indicate the level of importance based on a scale: **1** represents "Important" and **3** represents "Not important"; please tick the most appropriate importance level in the boxes as indicated below;

No:	QUESTIONS	TICK THE APROPRIATE IMPORTANT LEVEL		
		Important	Fairly Important	Not Important
		1	2	3
1.	How would you rate the importance you attach to having a reliable and continuous supply of tap water to your home/premises/institution?			
2.	How would you rate the importance you attach to receiving good quality water at your home/premises/institution?			
3.	How would you rate the importance you attach to having your enquiries / queries / complaints responded to or resolved quickly?			

## Section B: [Customer Satisfaction]

This section consists of a set of 3 questions intended to find out your level of satisfaction with respect to our services.

Indicate the level of importance based on a scale: **1** represents "**Important**" and **3** represents "**Not important**"; please tick the most appropriate importance level in the boxes as indicated below;

No.	QUESTIONS	TICK THE APROPRIATE SATISFACTION LEVEL		
		Satisfied	Fairly Satisfied	Dissatisfied
		1	2	3
1.	How would you rate your level of satisfaction with the <b>reliability and continuity of water supply to your home/premises/institution?</b>			
2.	How would you rate your level of satisfaction with the <b>quality of water you receive at your home/premises/institution?</b>			
3.	How would you rate your level of satisfaction with the <b>time we take to respond to or resolve your enquiries or queries or complaints?</b>			

Please provide here below any comments and/or suggestions that would help NWSC to improve customer services:

.....

.....

.....

.....





## National Water and Sewerage Corporation (NWSC)

### Customer Satisfaction Survey for FY...../ .....

#### Customer Satisfaction Survey Questionnaire for Suppressed Accounts

**Dear valued customer**

As part of our continuous endeavor to serve you better, NWSC Management would like to know how you feel about our services. We are therefore conducting a survey to get your feedback on our water and sewage services. Your corporation is very important to us and will help us at NWSC serve you better. Thank you.

Customer Name: .....

Location: .....

Phone Contact: .....

1.a) Are you using NWSC water? Yes ☐ No ☐

b) Please Explain: .....

.....

.....

2. What is your current source of water?

.....

3 a). Would u like to be reconnected to NWSC Water? Yes ☐ No ☐

b) Please Explain: .....

.....

.....

*Salil*

The background is a deep blue, textured surface, possibly water or a liquid, with gentle ripples and waves. Several bright, out-of-focus light sources are scattered across the upper half, creating a bokeh effect with soft, glowing circles. The overall mood is serene and dynamic.

GoU-NWSC

PC7