



PRESENTATION OF KISUMU WATER & SEWERAGE COMPANY - KIWASCO

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Strengthening Competences and Skills of Water Sector Organisations.

Case of:
Kisumu Water & Sewerage
Company (KIWASCO)
Kisumu. Kenya.



INTRODUCTION

KIWASCO MANDATE

To effectively provide adequate water to customers and to collect, treat, and dispose sewerage in a safe and environmentally friendly manner.

- **KIWASCO Became Operational in July 2003 as a Limited Company after the Transformation of the Water and Sewerage Department of the Kisumu Municipal Council.**
- **2006 the company's establishment was about 189 permanent and about 60 temporary staff.**
- **Current customer base - 10,000 direct connection.**
- **Area – 297km² Coverage: Water 40%; Sewerage 8%**
- **Kisumu City Population – Approx 500,000**



INVENTORY OF SKILLS YEAR 2006

When the current strategic plan was unveiled in the year 2007, the company compiled an inventory of skills for staff in the organization. The following was the outcome:

Section	Titles	No
TECHNICAL OPERATIONS Involves <ul style="list-style-type: none"> • Raw Water abstraction • Treatment • Distribution • Quality Control • Maintenance collection and treatment of Wastewater 	Engineers	2
	Technicians	
	Diploma	12
	Certificate	11
	Chemist	
	Graduate	1
	Lab Technologist	
	Diploma	1
	Plumbers	
	certificate	10
Water operators		
Certificate	11	
Sewerage operations		
Certificate	4	
Laborers		
Unskilled	6	
AUDIT <ul style="list-style-type: none"> • Ensure safe environment for sustainable operations • Identify, evaluate & mitigate risks 	Audit Expert	
	Certificate	2

INVENTORY OF SKILLS

SECTION	TITLES	NO.
COMMERCIAL OPERATIONS <ul style="list-style-type: none"> •New Connections •Meter reading •Billing •Revenue Collection •Customer Relations Management 	Marketers	
	Graduate	1
	Diploma	0
	Certificates	0
	Billing & IT	
	Graduates	0
Diploma	1	
	Metering technician	
	Certificates	30
PROCUREMENT <ul style="list-style-type: none"> •Invite bids •Analyze & Award Tenders •Contract Management 	Procurement experts	
	Graduate	1
	Diploma	0
	Certificates	1
HUMAN RESOURCES <ul style="list-style-type: none"> •Selection & recruitment •Induction •Staff welfare •Manage HR Activities 	Human resource experts	
	Graduate	0
	Diploma	6
	Certificates	3
FINANCE <ul style="list-style-type: none"> • Keep all financial records • Ensure resources availability to support the strategy 	Financial experts	
	Graduate	1
	Diploma	0
	Unskilled	3

INVENTORY OF SKILLS YEAR 2006 – Continues

EDUCATION LEVEL	NO. OF STAFF	%
Graduates	6	3
Diplomas	20	11
certificates	34	18
Unskilled	129	68
Total	189	100%

AGE GROUP	NO. OF STAFF	%
20 - 30	6	3.0
31 - 40	127	67.0
41 - 55	56	30.0

It may be observed that the bulk of staff were unskilled and also in terms of age, the organisation was young with 70% being under 45 years.

COMPANY TRANSFORMATION

- Human resource development strategy was a key component of the Strategic Plan 2007 – 2011 developed in 2007.
- The strategy required the development of a flexible organisation with the following competences:
 - **Versatile staff,**
 - **Staff conscious of cost,**
 - **Competent and comfortable with new technology,**
 - **Staff passionate about customer service,**
 - **Effective communications**
 - **Staff receptive to new ideas**
 - **Competitive work culture.**
- To realise the following Vision and Mission:

OUR VISION

To be the model water and Sewerage service Provider in the region and beyond



OUR MISSION

To Provide Reliable, Quality, Affordable, Water and Sewerage Service in an Efficient, Viable, and Environmentally Friendly Manner.



POST-TRAINING INVENTORY OF SKILLS YEAR 2010

Currently the staff establishment of KIWASCO is about 135 permanent and 133 temporary staff.

The Company has continued to pursue its strategic plan of human development and here below are the skills and competences the company has acquired since the beginning of the implementation of the current strategic plan.



INVENTORY OF NEW SKILLS YEAR 2010

Section	Titles	No
TECHNICAL OPERATIONS Involves <ul style="list-style-type: none"> • Raw Water abstraction • Treatment • Distribution • Quality Control • Maintenance collection and treatment of Wastewater 	Engineers	5
	Technicians	
	Diploma	4
	Certificate	11
	Chemist	
	Graduate	1
	Lab Technologist	
	Diploma	1
	Plumbers	
	certificate	10
Water operators		
Certificate	11	
Sewerage operations		
Certificate	4	
Laborers		
Unskilled	6	
AUDIT <ul style="list-style-type: none"> • Ensure safe environment for sustainable operations • Identify, evaluate & mitigate risks 	Audit Expert	
	Graduate Certificate	1 1

INVENTORY OF NEW SKILLS YEAR 2010 *Continues*

SECTION	TITLES	NO.
COMMERCIAL OPERATIONS <ul style="list-style-type: none"> •New Connections •Meter reading •Billing •Revenue Collection •Customer Relations Management 	Marketers	
	Graduate	2
	Diploma	6
	Certificates	6
	Billing & IT	
	Graduates	1
Diploma	1	
	Metering technician	
	Certificates	15
	Unskilled	15
PROCUREMENT <ul style="list-style-type: none"> •Invite bids •Analyze & Award Tenders •Contract Management 	Procurement experts	
	Graduate	1
	Diploma	1
	Certificates	1
HUMAN RESOURCES <ul style="list-style-type: none"> •Selection & recruitment •Induction •Staff welfare •Manage HR Activities 	Human resource experts	
	Graduate	1
	Diploma	6
	Certificates	3
FINANCE <ul style="list-style-type: none"> Keep all financial records Ensure resources availability to support the strategy 	Financial experts	
	Graduate	1
	Diploma	1
	Unskilled	1

Comparison of Skill Sets 2006 & 2010

2006	SKILLS	2010	REMARK
6	Graduates	14	Growth
20	Diplomas	8	Decline
34	Certificates	99	Growth
129	Unskilled	14	Decline
189	TOTAL	135	

The no. of unskilled workers dropped significantly as many of them studied and obtained certificates.

Interventions to Improve Skills & Competencies

1. TRAINING

	PROBLEM AREA	TRAINING	IMPACT
1.	Bad Culture (staff) <ul style="list-style-type: none"> • Negative attitudes • Lack of output oriented culture • Lack of ownership 	Cultural transformation <ul style="list-style-type: none"> • Change Management by Peak performance • Performance Management 	Enhance Core values Performance-Based output At least 65% Output
2.	Customer Complaints Poor Communication	<ul style="list-style-type: none"> •Customer care 	<ul style="list-style-type: none"> •Reduced Complaints to 54% •Communication enhanced More communication channels
3.	Poor wastewater management Poor Network Maintenance High NRW	Water Operation Quality Wastewater	Quality meets KEBS Treated effluent discharge Minimized water losses
4.	Lack of Proper supervision	Supervisory skills	Ongoing

Mode of Training

- i. On the job training (Technical areas; meter reading & sewer operations)
- ii. External training – out of office training by consultants – exposure – less interference – motivation to staff
- iii. E-learning – technology – Trained senior managers – less costly but require high skills
- iv. Coaching – on a daily basis - on the job by those in higher positions – less costly

Interventions to Improve Skills & Competencies

2. Benchmarking & Sharing of Best Practices particularly with Uganda – NWSC under WOP – A

Process entails exchange of structured programmes in different

fields including:

- Technical**
- Commercial**
- Human Resources**

3. Incentives and reward system to encourage staff to improve knowledge & skills through own-funded training

4. Competitive in-house recruitment

5. Hiring from open market to bring on-board mixed skills

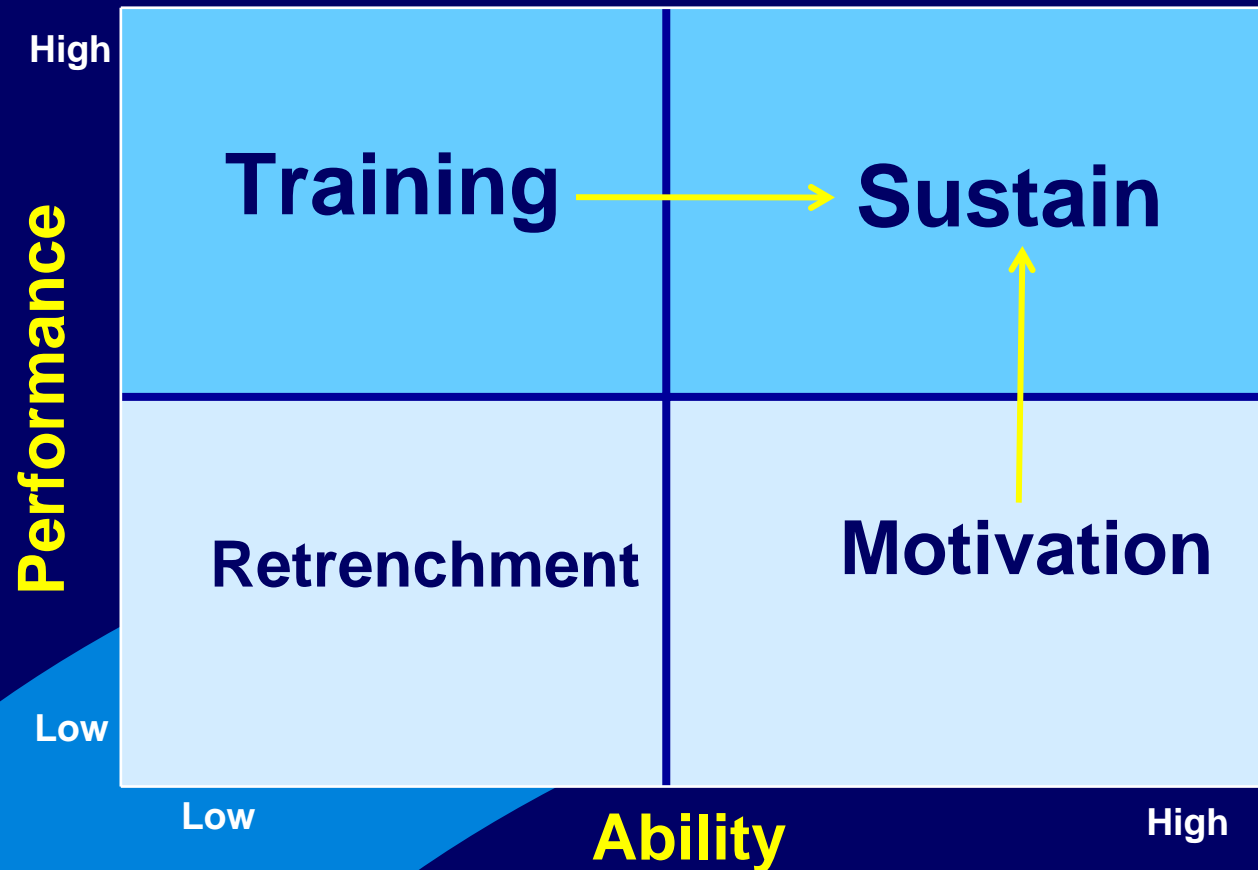
Challenges in Implementing Interventions Identified

- **Retention of Highly Qualified Staff due to Financial Constraints**
- **Low skills and knowledge level particularly among staff who joined from the local authority**
- **Financial constraints to restructure and downsize**
- **Lack of funds to allow intensive benchmarking**

CONCLUSION

- Skills and competency levels in water companies are generally low and they require a lot of training. However, Ability, Correct environment, Structures that support systems Create an enabling environment.
- It is important to link strategies of the company with HR development. At the same time training should be selective and targeted to enable companies achieve their objectives.
- Trainings are generally expensive; new cheap and affordable channels need to be explored i.e training of trainers and using approved training modules on electronic media to train others e.g e-learning
- Professional training is required most at middle and lower cadre (levels) i.e middle level management, supervisory levels.

Ability & Performance Matrix



Improved sustained performance can only be achieved through training, motivation of staff, and retrenchment of staff with low abilities and consequently low performance.

THE END
THANK YOU VERY MUCH!

