

**DETAILED CV FOR DR. ENG. SILVER MUGISHA****Date: 2021****Personal Information:**

<b><u>Position:</u></b>	Managing Director		
<b><u>Name of Firm:</u></b>	National Water and Sewerage Corporation (NWSC)		
<b><u>Name of Staff:</u></b>	<b>Dr. Eng. Silver Mugisha</b>		
<b><u>Profession:</u></b>	Civil Engineer/Sector Utility Management		
<b><u>Date of Birth:</u></b>	14 <sup>th</sup> September, 1968	<b><u>Marital Status:</u></b>	Married
<b><u>Years of Experience (General):</u></b>	25 years		
<b><u>Years of Experience in a large organisation</u></b>	24Years	<b><u>Nationality:</u></b>	Ugandan
<b><u>Committee/Board Member Roles</u></b>	<ol style="list-style-type: none"> <li>1. President, African Water Association, Feb 2020-todate</li> <li>2. Chairman, Uganda Federation of Employers, March 2019-todate</li> <li>3. Chairman, Uganda Business and Technical Examinations Board, July 2019-todate</li> <li>4. Chairman, Governing Council of Uganda Technical College, Bushenyi, September 2019-todate</li> <li>5. Vice President, International Water Association (IWA) 2016-2018</li> <li>6. Chairman Membership, Engagement and Communications Committee of IWA Board (2016-2018)</li> <li>7. Member, IWA Board of Directors 2014-16</li> <li>8. Vice President, AfWA for East and Central African Region (2014-20)</li> <li>9. Chairman Governance, Human Resources and Ethics Committee of AfWA Board (2016-2020)</li> <li>10. Chairman, Board of Scientific and Technical Council (2010-2014), Africa Water Association (AfWA)</li> <li>11. Chairman, Programme Committee/Board for Water Operators Partnership for Africa (2010-2014)</li> <li>12. Member, Board of AfWA</li> <li>13. Chairman, Programme Committee, AfWA Abidjan Congress (2012-2014)</li> <li>14. Member, Programme Committee/Board, IWA World Water Congress &amp; Exhibition (2010-2012)</li> <li>15. Chairman, Programme Committee/Board, AfWA Marrakech Congress &amp; Exhibition (2010-2012)</li> <li>16. Member, Editorial Board of <i>Journal of Water, Sanitation and Hygiene for Development</i> (2010-todate)</li> <li>17. Member, Editorial Board of <i>Asian Journal of Business Management</i> (2009-todate)</li> <li>18. Member - Membership, Education and Training (MET) Committee of Uganda Institute of Professional Engineer (MUIPE), Uganda (2007-2008)</li> </ol>		
<b><u>Tel Contact: +256 717 315109/+256-772-590178</u></b>	E-mail: <a href="mailto:silver.mugisha@nWSC.co.ug">silver.mugisha@nWSC.co.ug</a> or <a href="mailto:smugisha@hotmail.com">smugisha@hotmail.com</a>		

**Education:**

<b><u>Name of Institution and Country</u></b>	<b><u>Date (from/to)</u></b>	<b><u>Degree(s)/Diploma(s)/Certificates obtained</u></b>
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Makerere University – Uganda in Collaboration with PURC-University of Florida, USA	Nov.2002/Oct.2005	PhD in Civil Engineering (Engineering Economics and Management).
World Bank Institute, USA/AfWA	June 2-4, 2008	Certificate in Public-Public Partnerships – ‘Contractualisation in WSS
Institute of Corporate Governance of Uganda	Jan 24 <sup>th</sup> – 25 <sup>th</sup> 2007	Certificate in Corporate Governance: Enhancing Board Effectiveness
Catalyst2 - UK	5 <sup>th</sup> – 8 <sup>th</sup> May 2004	Certificate in Private Sector Participation
Stone & Webster Consultants - UK	22nd-23 <sup>rd</sup> April 2004	Certificate in Private Sector Participation
African Management Development Centre	2 <sup>nd</sup> Dec/7 <sup>th</sup> Dec.2002	Certificate in Result Oriented Change Management
Technical University of Berlin – Germany	Oct, 2002	Certificate in Private Sector Participation and Financing
PURC-University of Florida, USA	June 2002	Certificate in Utility Regulation and Strategy
IHE Delft-Netherlands	Oct.1998-March 2000	MSc. Sanitary Engineering (Sector Utility Management ). <i>With Distinction</i>
Makerere University-Uganda	Oct. 1989-June 1993	BSc. Civil Engineering <i>Upper Second Class</i>

#### **Membership of Professional Societies:**

1. Member of Uganda Institution of Professional Engineers
2. Registered with Engineers Registration Board-Uganda
3. Fellow of International Water Association (IWA)
4. Fellow of SENSE Research School, Den Hague, the Netherlands
5. PURC Senior Research Associate, University of Florida, USA

#### **Membership of Community/Church Activities:**

1. Head of Laity, Kitabi Parish Council, Mbarara Archdiocese
2. Board Member, Radio Maria, Uganda
3. Chairman, Arch Diocese of Mbarara Development Association (AMDA) Construction Committee
4. Treasurer General, Lubaga Cathedral Parish
5. Chairman, Planning, Development and Building Committee, Mutundwe Centre, Lubaga Cathedral Parish
6. Patron, St Charles Lwanga Choir, Lubaga Cathedral Parish
7. Patron, St. Kizito Women’s Group, Mutundwe
8. Chairman, MUTWE Development Association, Mutundwe
9. Secretary to the Finance Committee, Lubaga Cathedral Parish
10. Member of Lubaga Parish Pastoral Council
11. Board Member, Sacred Heart Choir, Lubaga Cathedral Parish

#### **Key Qualifications/Skills:**

**I have gained significant key specialised skills in a number of areas, which include, among others:**

- Organisational development
- Business process re-engineering
- Capacity development, networking and partnerships development
- Performance development planning and implementation
- Project management, negotiations and financing
- Strategic management and enterprise reforms

- Performance monitoring and regulation
- Human resources development and productivity analysis
- Performance incentives design and benchmarking
- Cost-benefit analysis
- Hydraulic structures and design
- Management of Water supply and sanitation systems
- Public-Private Partnerships
- Operations research and industrial organisation
- Stakeholder mapping and buy-in

### **Detailed Tasks/Areas of Experience:**

**The long experience at NWSC has helped to gain strong experience and track record in carrying out the following tasks, among others:**

Strategic and operational plan development; creation of corporate visions and missions; design of operational manuals and quality systems; planning and design of staff productivity enhancement systems; development of problem-solving oriented research agenda and training/capacity development plans; design and implementation of high-impact performance incentive plans; designing and implementing performance monitoring/evaluation and comparative competition systems; development of risk management and project appraisal systems; development of incentive contracts and negotiating win-win targets and contractual obligations; criteria and negotiation of PPP-contracts; spearheading design and implementation of output oriented performance improvement plans; negotiation of financing for WATSAN projects; design and implementation of short and long-term utility reform approaches; tariff setting and design; preparation of financial budgets and action plans; courting and buying-in oversight authorities into strategic plans; project inception, design and management; organisational restructuring and utility re-organisation; design of strategic investment plans; overseeing asset valuation and design of asset management plans.

### **Employment Record:**

26<sup>th</sup> Aug 2013-todate Managing Director, National Water and Sewerage Corporation, NWSC.

- 2006-2013 Chief Manager, Institutional Dev. & External Services Division at NWSC. The Division is in charge of projects appraisal & evaluation, performance monitoring and evaluation, performance systems design, risk management, research and External Services.
- 2004-Todate Contract Manager/Authorised Representative for NWSC's Kampala Water (70% of NWSC Operations).
- 2010-todate Senior Lecturer (0.25FT) at UNESCO-IHE, Delft, the Netherlands in the department of integrated water management and governance and my teaching subjects are cost-benefit analysis; utility financial analysis; customer satisfaction analysis and introduction to productivity analysis.
- 2009-2012 Chairman, Contracts Committee of NWSC Procurement Entity
- 2002-2006 Manager-Research, Monitoring and Evaluation at NWSC. The Department was responsible for projects appraisal, monitoring and evaluation; research and external services.
- 2003-2004 Part-Time Lecturer at Kyambogo University, Kampala. Teaching subjects were fluid mechanics and water resources engineering
- 2000-2002 Principal Engineer (Areas) National Water and Sewerage Corporation Headquarters in Kampala
- 1998-2000 Principal Engineer/Study leave
- 1997-1998 Area Manager, National Water and Sewerage Corporation, Tororo Area
- 1996-1997 Head of Technical Operations/Area Engineer of Kampala Water Supply Area, NWSC
- 1995-1996 Head of Water Distribution Operations/Water Engineer of Kampala Water Supply Area, NWSC
- 1995 Zonal Manager, Nakulabye Branch, Kampala Water Supply Area, NWSC
- 1994-1995 Assistant Resident Engineer/Design and Supervision Engineer for Kampala Water Network Rehabilitation Project under SEBA Consulting Engineers (from Austria), NWSC

1993-1994 Assistant Engineer with Ministry of Works, Uganda; working on Kampala-Busunju road rehabilitation design works and Kibuye Roundabout modification works, under EU-funded project

### **Specific Areas of Responsibility and Level of Exposure**

<b>Area</b>	<b>Exposure/Experience</b>
<b>Leadership in Strategic planning and innovative approaches</b>	<ul style="list-style-type: none"> <li>• Key Champion in the development of Strategic Direction (SD) 2013-18 to guide strategic delivery of key milestones at NWSC</li> <li>• Key champion in the development of area performance contracts (APCs) and alignment of associated business plans with NWSC’s corporate plan (2000-2003). Also played a key role in preparing concept papers for Board approval</li> <li>• Key champion in the inception, design and implementation of short-term corporate improvement strategies in form of ‘Stretch-Out’ and ‘One-Minute Management’ programs including drafting and presentation of concept papers to the Board (2002-2003)</li> <li>• Participated in the design and incorporation of NWSC visions and missions in all Corporate Plans (2000-2012)</li> <li>• Key champion in the inception, design and implementation of internally delegated area management contracts (IDAMCs) in all areas of NWSC (2004-2011) including preparation and making presentations of concepts to the Board for approval</li> <li>• Key champion in the evolution of ‘Performance, Autonomy, Creativity and Empowerment (PACE)’ contracts from IDAMCs as a means of increasing stakeholder value in terms of increased business growth, including preparation and presentation of the concept to the Board for approval (2011-2012)</li> <li>• Preparation and presentation of quarterly performance reports of institutional development and external services division to the NWSC Board for information and approval, wherever applicable (2006-2012).</li> <li>• Preparation and presentation of Kampala Water’s periodic performance reports to the Board for information (2004-2012)</li> <li>• Key champion in the periodic performance evaluation of all NWSC Areas and making presentations to the Board through regular performance workshops, including design of short-term performance re-engineering strategies and plans (2001-2012)</li> <li>• Participating and sometimes making presentations about NWSC performance to annual water sector review meetings organised by Ministry of Water and Environment</li> <li>• Occasionally attending water sector working group meetings, organised by Ministry of Water and Environment</li> <li>• Main focal person in coordinating GIZ (former GTZ) project activities in NWSC, negotiating and ensuring increased stakeholder value, including reformatting of grant strategies and focus (2004-2012).</li> <li>• Actively participated in water sector reform studies, led by Consult 4 Group of South Africa, and spearheaded by Ministry of Water and Environment (2000-2002).</li> <li>• Key champion in the restructuring on NWSC to incorporate a strong external service function to strengthen networking capacities of the corporation</li> <li>• Team leader in the design of short and long-term strategic action plans for a number of regional utilities, including, among others: Dar Es Salaam Water and Sewerage Corporation (2006-2010), Nzoia Water and Sewerage Company of</li> </ul>

Area	Exposure/Experience
	<p>Kenya (2006-2007), Lusaka Water and Sewerage Company of Zambia (2005-2006), Nkana Water and Sewerage Company of Zambia (2005-2007), Harar Water and Sewerage Authority of Ethiopia (2010-2011), Ogun State Water Company of Nigeria (2009-2010), Water and Sewerage Authority of Trinidad and Tobago (2011), including preparation and making presentations to top management/Board for approval</p> <ul style="list-style-type: none"> <li>• Team leader in the preparation of corporate plans, for Board approval in the following regional utilities: Lake Victoria North Water Services Board, Kakamega, Kenya (2006-2007); Dar Es Salaam Water and Sewerage Authority, Tanzania (2007-2008); Zanzibar Water and Sewerage Authority (2006-2007)</li> <li>• Key champion in restructuring the Scientific and Technical Council of AfWA including redefinition of the roles, vision, mission, goals and strategies</li> </ul>
<p><b>Leadership in Financial management and resource mobilisation</b></p>	<ul style="list-style-type: none"> <li>• Spearheading preparation and implementation of Department and IDES division financial budgets (2002-2012)</li> <li>• Spearheading inception, design, cost estimates and implementation of all IDES projects, which have included construction International Resource Centre building and feasibility studies and design of bottled water plant; including preparation and presentation of concept papers for Board approval (2006-todate)</li> <li>• Oversight responsibilities in the feasibility studies, project design, financial budgets and implementation of water and sanitation (WSS) projects in Kampala Water Supply Area; including M&amp;E of urban poor project, water supply augmentation projects in Ntinda, Namugongo, Kyengera, Bwaise/Kawempe, Salaama and Namasuba, among others.</li> <li>• As a Manager and eventually head of Division responsible for institutional development and projects appraisal, I have been ensuring that all operational plans incorporate optimum revenue, expenditure and operational forecasts, reflecting improved operating margins, taking the Board's approved budget forecasts, as the guiding criteria. I have also been ensuring that capital project proposals from all Areas are appraised (apriori) using a cost-benefit analysis approach, and prioritised before being incorporated in the budget (2002-2012).</li> <li>• As a Contract Committee Chairman I have been ensuring that all procurements and commitments are within the Board's approved procurement plans and financial budgets (2009-todate)</li> <li>• As a Contracts Manager for Kampala Water Supply, ensuring that all financial requests are carefully scrutinised and approved within the limits of agreed committed management fees, which are in turn within the financial budget approved by the Board. Current volume of operational and delegated capital development funds that handled by my office are about Ush 3.5 billion per month (2004-2012)</li> <li>• As a Division head, ensuring that all external services contracts are executed within the limits of financial provisions of the various contracts and ensuring that prior financial risk-analysis is carried to maintain a working ratio threshold of 0.5-0.6. (2005-2012)</li> <li>• As Area Manager (Branch Accounting Officer) of NWSC-Tororo, ensured that budgets reflecting expenditure and revenue forecasts were prepared timely and expenditures made within the ceilings approved by the Board (1997-1998).</li> <li>• As GTZ-focal person, I was the overall coordinator for asset re-evaluation and investment planning assignments under EU-GTZ-funding (2006-2007)</li> </ul>

Area	Exposure/Experience
	<ul style="list-style-type: none"> <li>● As head of technical operations/Area Engineer of Kampala Water Supply Area in, I was responsible for preparation of financial budgets (for technical operations) and approving subsequent expenditures within approved budgets (1996-1997). Was also a key champion in enforcing revenue collection strategies requiring technical input</li> <li>● As Contract Manager for Kampala Water Supply Area, I was responsible for ensuring that the operational investment fund (OIF) under KfW funding was effectively implemented and that expenditures complied with donor guidelines (2004-2010)</li> <li>● As the overall head of monitoring management fees for Areas, I have been ensuring that all funds requests for management fees are computed within agreed thresholds and approved budget ceilings and making monthly feedbacks to Areas (2001-2012).</li> <li>● Spearheading preparation of financial budgets and operating plans/road map for the scientific and technical council of the Africa Water Association, including presentation for approval to the Steering Board (2010-todate)</li> <li>● Played a key role in mobilisation and negotiation of funding from the World Bank for pro-poor output-based aid project for Kampala Water supply Area</li> <li>● Have been playing a key role in mobilising funding for external services and research projects in NWSC, mainly involving World Bank, European Union, GTZ/GIZ and KfW.</li> <li>● Consultant for UN-Habitat in preparation of a Strategic Plan and financial proposal to Africa Development Bank Facility for Water Operators Partnership for Africa, from which the Bank gave USD 1.00M. (2009)</li> <li>● As a head of performance monitoring, I have been working closely with Internal Audit to ensure that the corporation's fiduciary risks are minimised, including initiating targeted integrity and fraud detection checks (1996-2012)</li> </ul>
<b>Leadership in Administrative and Human Resources Development</b>	<ul style="list-style-type: none"> <li>● Played a key role in restructuring and job enrichment in all Areas of NWSC operations, to match with scale and business growth (2000-2012)</li> <li>● Played a key role in restructuring NWSC-HQs that resulted into the creation of External Services Department, R&amp;D Department under the Institutional Development Division including identification of the right staffing (2005-2006)</li> <li>● Played a key role in the creation of Planning and Capital Development Division, including definition of key result areas (KRAs) and job descriptions</li> <li>● My Division (IDES) has been exemplary in mentoring strong and serious employee that have been the envy of other Divisions and Departments.</li> <li>● I have ensured that the Division/Department staff are pivotal and signposts of a multi-disciplinary team of change champions, performance monitors/evaluators and researchers.</li> <li>● Key champion in introducing and continuously reviewing of 'one-minute management' goals and appraisal system in NWSC, which has helped to strengthen individual accountability (2002-2012)</li> <li>● Have ensured that the IDES division and associated departments hold weekly output-based meetings, where every staff weekly tasks assigned (past and projected) are discussed, creating an environment where each staff is held accountable (2006-2012).</li> <li>● Representing the Division in presenting to the Board, the Division's performance achievements versus planned strategic actions, including projections for the next set of outputs (2006-2012).</li> </ul>

Area	Exposure/Experience
	<ul style="list-style-type: none"> <li>● Representing the Division in presenting briefs to Top Management and chairing Top Management meetings, on rotational basis, as Chief Manager on duty (2006-2012)</li> <li>● Have played a key role in designing and implementing the right and purposed-based organisational structures at NWSC-HQs and Areas (2000-2012)</li> <li>● Key champion in designing incentives plans in NWSC that has been pivotal to performance in NWSC (2000-2012)</li> <li>● Have played a key role in redefining key result areas (KRAs) and aligning with suitable organisational structure in NWSC (2000-2012)</li> <li>● Have played a key role in designing a strong Training Policy and Training Calendars that have revamped training and development in the corporation (2007-2012)</li> <li>● Have maintained a conducive and serious working environment in the Division that has helped to strengthen staff capacities and reduce staff turnover in the Division (2006-2012)</li> <li>● Have introduced the concept of Personal Development Goals/Career Growth, enabling staff in the Division to increase their professional frontier (2011-2012)</li> <li>● Introduced the practice of open work-out session in weekly division meetings, enabling free airing of staff grievances and finding solutions, thus promoting a rational positive work environment (2006-2012)</li> <li>● Team leader in designing organisational structure for the following regional utilities, including presentation to the Board for approval: Dar Es Salaam Water and Sewerage Corporation (2006-2010), Lusaka Water and Sewerage Company of Zambia (2005-2006), Harar Water and Sewerage Authority of Ethiopia (2010-2011), Tanzania Electricity Corporation (TANESCO) (2010-2011); Dar Es Salaam Water and Sewerage Corporation (2006-2010)</li> </ul>
<b>Leadership in Communication Strategy and Public Administration</b>	<ul style="list-style-type: none"> <li>● As the overall Coordinator of the AfWA Congress that took place in March 2011, I was in charge of developing the overall communication strategy that involved use of the local and international media, website, fliers/brochures and written communications. The congress attracted a record 1700 delegates, the first of its kind in the history of AfWA.</li> <li>● The external services department in the IDES Division, which I helped to create, is a powerful communication tool for the corporation and has helped to increase its visibility worldwide (2005-2012).</li> <li>● I have been playing a key role in designing and negotiating the performance contract between NWSC and Government of Uganda (2000-2012)</li> <li>● Has been playing a key role in designing and reformulating the corporation's 3-Year Corporate Plan (2000-2012)</li> <li>● Played a key role in introducing the Corporation's Transport Policy (2001)</li> <li>● Key champion in designing the corporation's incentive payment policy and presentation for approval by the Board (2000)</li> <li>● Played a key role in the design of the Water Herald, a key publication that helps to communicate NWSC activities, happenings and achievements to outside stakeholders (2005-2012)</li> <li>● My Division is pivotal in regular re-design and updating of the Corporation's Website, which is a powerful information sharing tool with the outside stakeholders (2009-2012)</li> <li>● I have made a number of publications in international magazines and peer-reviewed journals that have increased NWSC visibility to the outside world</li> </ul>

Area	Exposure/Experience
	<p>(2004-2012)</p> <ul style="list-style-type: none"> <li>● I have made a number of presentations on NWSC and Uganda at large that have helped increase visibility of the corporation (2000-2012)</li> <li>● I spearheaded the introduction of customer satisfaction surveys that have helped to strengthen communication between the corporation and its clientele including feedback on services offered (2000-2012)</li> <li>● As the Authorised representative of Kampala Water Supply Area, I was instrumental in introducing the SMS system, as an early warning system for non-paying customers and supply interruptions (2006-2012)</li> <li>● As the Authorised representative of Kampala Water Supply Area, I always advise on when to hold press conferences and what type of messages should be presented to the public (2006-2012)</li> <li>● I was instrumental in spearheading community sensitisation campaigns and 'customer give-back' programmes that have gone a long way in enhancing the corporate image (2004-2012)</li> <li>● I have also championed a business relations policy for external services that involves giving of customer delight gifts and strategic communication of NWSC achievements to potential clients (2005-2012)</li> <li>● I have been a key champion in the introduction of Local Council Water Committees, as a platform to communicate and share operational and investment strategies of the corporation (2008-2012)</li> <li>● I have been a regular participant of Annual Water Sector Reviews that offer excellent opportunities to communicate what the corporation has achieved, the challenges and future plans (2004-2012).</li> <li>● Have been a key champion in soliciting, planning and hosting of international meetings, forums/summits and conferences that have helped to promote the corporations image (2004-2012)</li> <li>● I sit on a number of international committees/Boards that have helped increase visibility of NWSC in the international arena (2008-2012)</li> </ul>
<p><b>Leadership in Legal, Policy and Compliance</b></p>	<ul style="list-style-type: none"> <li>● Helped to introduce a checkers/monitoring system that works closely with internal audit to ensure compliance with agreed performance standards (2005-2012)</li> <li>● Helped to put in place data/quantitative information system, on the basis of which regular performance target compliance analysis is carried out and feedback given (2002-2012)</li> <li>● In designing short and medium-term operational action plans/strategies, I have been central in ensuring that the policy parameters set-out by the Board and the Ministry through a number of Policy instruments are complied with (2000-2012).</li> <li>● As a Contracts Committee Chairman, I diligently worked with the Contracts Committee to improve compliance with PPDA and last audit positioned NWSC among the best complying entities (2009-2012)</li> <li>● Have helped to put in place a structured staff integrity system that checks the behaviour of the corporation's employees while interfacing with customers, to promote ethical behaviour (2006-2012)</li> <li>● Have helped institute a number of strategic audits in NWSC operational Areas to cross-check staff integrity levels and instituting remedial measures (2002-2012)</li> <li>● My Division is charged with the responsibility of driving and promoting a string occupation, health and safety policy, which is already in action (2009-2012)</li> <li>● My division is also in charge of continuous development of staff productivity</li> </ul>



Area	Exposure/Experience
	<p>management systems to promote individual accountability and typically we have a system of daily, weekly and monthly task planners that are regularly monitored to ensure compliance (2003-2012)</p> <ul style="list-style-type: none"> <li>• I am currently spearheading researches aimed to developing improved waste water treatment strategies using aluminium sulphate sludge and other tertiary treatment options, to improve compliance with national environmental standards</li> <li>• As the president of the Scientific and Technical Council (STC) of AfWA, I make sure that strategies and actions plans of the STC are with the policy parameters approved by the Steering Board (2010-2012)</li> <li>• In carrying out journal publications, I always make sure that I comply with the guidelines set out for authors and reviewers (2004-2012).</li> </ul>

### Detailed Tasks and Professional Experience:

Role	Tasks Assigned:	Date/Period:
<b><u>Managing Director</u></b>	<ul style="list-style-type: none"> <li>• Leadership in Strategic planning and innovative approaches at NWSC</li> <li>• Leadership in Financial management and resource mobilisation</li> <li>• Leadership in Administrative and Human Resources Development</li> <li>• Leadership in Communication Strategy and Public Administration</li> <li>• Leadership in Legal, Policy, Compliance and Regulatory Strategy</li> </ul>	2013-todate
<b><u>Chief Manager- Institutional Dev. &amp; External Services – NWSC</u></b>	<ul style="list-style-type: none"> <li>• Preparation of revenue forecasts and expenditure budgets for the IDES Division, including presentation to the Board for approval</li> <li>• Preparation and presentation of quarterly performance reports to the Board for information and approval, as necessary</li> <li>• Preparation and presentation of strategic performance concepts to the Board for approval</li> <li>• Preparation of risk-management/mitigation measures to ensure business continuity and growth</li> <li>• Periodic performance evaluations of change management programmes/contracts and providing timely feedback</li> <li>• Participate in periodic technical audit/checking activities (technical processes)</li> <li>• Development of performance benchmarking systems (criteria, competition systems etc) comparable to good international standards</li> <li>• Maintenance of a credible and transparent data base on key operating indicators for computation of trends, performance history and programme/contract management</li> <li>• Coordination of external research activities/requests in NWSC</li> </ul>	2006-2013

Role	Tasks Assigned:	Date/Period:
	<ul style="list-style-type: none"> <li>• Identification of problematic areas in NWSC operations and ensure that relevant researches are carried out to enhance the corporation's performance improvement initiatives.</li> <li>• Continuous assessment of NWSC change management programmes and playing a leading role in strengthening/developing successor programmes</li> <li>• Timely project appraisals prior to implementation of infrastructure expansion programmes and advising management on expected viability</li> <li>• Post evaluation of implemented expansion projects and advising management on value for money creation (construction/implementation credibility, functionality and impact)</li> <li>• Ensuring that external services are effectively marketed and sourced</li> <li>• Ensuring that external services are effectively and efficiently carried out, timely paid for and in liaison with the Finance and Accounts Division, maintain proper documentation.</li> <li>• Preparation of documentation and presentations and represent the Corporation in national and international forums, as directed by Management.</li> <li>• Preparation and assisting management to present, for approval, policies relating to institutional development (change management) programmes and external services.</li> <li>• Effective coordination of change management and research projects, as directed by Management.</li> </ul>	
<p><b><u>Chairman, Contracts Committee, NWSC Procuring Entity</u></b></p>	<ul style="list-style-type: none"> <li>• Taking overall leadership in ensuring that best practices in relation to procurement and disposal are strictly adhered to</li> <li>• Working with the Secretary, Contracts Committee to schedule meetings</li> <li>• Taking overall leadership in ensuring compliance with the PPDA Act</li> <li>• Adjudication of recommendations from the Procurement and Disposal Unit and award of contracts</li> <li>• Taking overall leadership in liaising with the PPDA on matters within the jurisdiction of the Contracts Committee</li> </ul>	<p>Sept, 2009-2012</p>
<p><b><u>President, Scientific and Technical Council (STC) of Africa Water Association/Chairman of Water Operators' Partnership Programme Committee/Board</u></b></p>	<ul style="list-style-type: none"> <li>• Chair STC Board meetings</li> <li>• Chairs STC general meetings</li> <li>• Spearheads formulation of financial budgets, presenting them to the AfWA Steering Board for approval and monitoring their implementation</li> <li>• Chairs the Programme Committee of AfWA Congresses</li> <li>• Chairs the Programme Committee of Water Operators</li> </ul>	<p>March, 2009-March, 2014</p>

Role	Tasks Assigned:	Date/Period:
	Partnership for Africa (WOP-Africa), which includes representatives from major utilities, donors, Global WOP and other key stakeholders. The committee approves WOP-Africa strategic plans, financial proposals and receives and reviews quarterly reports	
<b>Coordinator</b> of design of a transformational strategic plan for Water and Sewerage Authority (WASA) of <b>Trinidad and Tobago, Caribbean</b>	<ul style="list-style-type: none"> <li>• Preparation of presentations on NWSC internal reforms and experiences on benchmarking and regulation in developing countries, as catalysts of possible transformation of WASA</li> <li>• Design and presentation of a 10-point transformational strategic outline for WASA plus associated buy-in</li> <li>• Participated in the design of MOU instruments for next steps</li> </ul>	August 2011
<b>TEAMLEADER/ Project Director</b> for Performance Development Plan (PDP) inception, development and monitoring implementation Project, Tanzania Electricity Supply Company (TANESCO), <b>Tanzania</b>	<ul style="list-style-type: none"> <li>• Overall leadership in performance development planning process</li> <li>• Stakeholder mapping and buy-in</li> <li>• Presentation of plan for approval to Executive Management and Board of TANESCO</li> <li>• Supervising overall contract management and compliance</li> <li>• Taking the lead in presenting evaluation results and superintending over closing performance workshops</li> <li>• Advising on communication strategy for the PDPs</li> </ul>	March 2010-Todate
<b>TEAMLEADER/ Project Director</b> of a Capacity Development project with Harar Water and Sewerage Authority (HWSA), <b>Ethiopia</b> – AfDB Sponsored	<ul style="list-style-type: none"> <li>• Spearheading review of existing strategic plan and designing of successor plans</li> <li>• Coordination of capacity building activities</li> <li>• Courting key stakeholder to implement high-impact internal reform strategies, including attendant change management interventions</li> <li>• Coordinating and ensuring effective implementation of benchmarking and staff attachment activities</li> </ul>	June-Sept, 2011
<b>Consultant</b> for Support to M&E of Incentive Contracting Arrangements of Lusaka Water and Sewerage Corporation, <b>Zambia</b> -World Bank Funded Project	<ul style="list-style-type: none"> <li>• Review of existing M&amp;E arrangements and come up suitable arrangements</li> <li>• Design reporting frameworks</li> <li>• Provide support to quarterly evaluations</li> <li>• Provide support to incentive computations and reviews</li> </ul>	May 2010-April 2011
<b>Consultant</b> for Support to Incentive Contracting Arrangements of Lusaka Water and Sewerage Corporation, <b>Zambia</b> - World Bank Funded Project	<ul style="list-style-type: none"> <li>• Review of operational performance and designing appropriate incentive contracts for the corporation’s business units</li> <li>• Design of contract frameworks and incentive systems</li> <li>• Design of internal competition frameworks and expressions of interest formats</li> <li>• Facilitating stakeholder buy-in workshops and conclusions</li> </ul>	Sept-Dec, 2009
<b>TEAMLEADER/</b>	<ul style="list-style-type: none"> <li>• Review of key governance issues facing water and</li> </ul>	May-Dec,

Role	Tasks Assigned:	Date/Period:
<p><b>Lead Consultant</b> for Characterisation of the water governance situation in selected <b>Nigerian States</b> of Abuja, FTC, Kaduna, Enugu, Ogun, Lagos, Cross River – World Bank Funded Project</p>	<p>sanitation in selected Nigerian States</p> <ul style="list-style-type: none"> <li>• Development of governance assessment toolkit for urban water and sanitation, focussing on policy context, infrastructure development, decentralisation and subsidiarity, regulation, functioning of service providers, financing mechanisms, institutional arrangement, citizen accountability, among others</li> <li>• Conducting cross-state assessment of governance arrangements selected Nigeria States</li> <li>• Development of inception and final reports on governance and organising/facilitating of stakeholder buy-in forums</li> </ul>	2009
<p><b>Consultant</b> for Rapid Assessment of Implementation of Government Contract with Lusaka Water and Sewerage Company (LWSC) of <b>Zambia</b> and come up with replication measures – World Bank Funded Project</p>	<ul style="list-style-type: none"> <li>• Sole Analyse performance of Performance Contract</li> <li>• Review the M&amp;E system and propose improvements</li> <li>• Review incentive systems and suggest mechanisms of incorporating individual performance commitment contracts</li> <li>• Suggest approaches to scaling up the performance contracting approach to other water service areas of Zambia.</li> <li>• Arrange a multi-stakeholder workshop and achieve consensus of suggested approaches</li> </ul>	February, 2009
<p><b>Consultant</b> for Review of Business Plan and Preparation of Proposal to African Water Facility for WOP-Africa – UN-Habitat Funded Project</p>	<ul style="list-style-type: none"> <li>• Review WOP-African Business Plan and update to reflect ensuing challenges and developments</li> <li>• Project financial arrangements and activities</li> <li>• Prepare proposal to AfDB-AWF for funding</li> <li>• Discuss proposal and achieve consensus in a multi-stakeholder workshop in Nairobi</li> </ul>	Dec-January, 2009
<p><b>Urban Water and Sanitation Services Expert</b>, Engaged by Co-Water Services of Canada, on AfDB-funded Governance Project</p>	<ul style="list-style-type: none"> <li>• Project proposal preparation</li> <li>• Review of key governance issues facing water and sanitation in Africa</li> <li>• Development of governance assessment toolkit for urban water and sanitation, focussing on policy context, infrastructure development, decentralisation and subsidiarity, regulation, functioning of service providers, financing mechanisms, institutional arrangement, citizen accountability, among others</li> <li>• Conducting cross-country assessment of governance arrangements in Uganda and South Africa</li> <li>• Development of inception and final reports on governance and organising/facilitating of stakeholder buy-in forums</li> </ul>	June, 2008-Oct, 2008
<p><b>Deputy Chief of Party and NWSC Authorised Representative</b> for a USAID funded Northern Uganda Water and Sanitation Improvement</p>	<ul style="list-style-type: none"> <li>• Preparation of proposal at the bidding stage</li> <li>• Coordination of implementation activities (tender preparation, incentive contract design, infrastructure strengthening and development plans, community education, stakeholder consultation and mapping, tariff design and subsidy packaging, among others)</li> </ul>	June, 2008-Dec2010

<b>Role</b>	<b>Tasks Assigned:</b>	<b>Date/Period:</b>
<i>Project in the towns of Kitgum and Pader, <b>Uganda</b>, in partnership with ARD, USA</i>	<ul style="list-style-type: none"> <li>• Client (USAID) consultations and activity updating</li> <li>• Government consultations and joint sector review mainstreaming</li> </ul>	
<b>TEAMLEADER/ Project Director</b> on <i>Water Resources and Commercial Policy Manual development for Electrogaz, <b>Rwanda</b> – World Bank Funded</i>	<ul style="list-style-type: none"> <li>• Coordination and supervision of proposal writing</li> <li>• Authorised representative of NWSC on the project</li> <li>• Oversight to manual development and report writing</li> <li>• Contract management and ensuring effective invoicing for activities carried out</li> <li>• Contract negotiations and team coordination</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	April, 2008- Aug, 2008
<b>Performance Contract Design Expert</b> , <i>Engaged by ARD, USA on a USAID funded workshop held in Cairo, <b>Egypt</b> for participants from Afghanistan, Montenegro, Egypt, Mozambique, India and Jordan</i>	<ul style="list-style-type: none"> <li>• Preparation of training materials on performance contracts, focussing on NWSC experience in Uganda</li> <li>• Facilitating discussions and design of model performance contracts</li> <li>• Preparation of presentation on practical challenges in contract procurement</li> </ul>	Feb, 2008- March, 2008
<b>TEAM LEADER/ Institutional Development and Performance Management Specialist</b> <i>for UN-Habitat: Fast Tracking Capacity Building Activity for 5No. E. African WSS Towns around L. Victoria and Zanzibar Water Authority (ZAWA) – UN-Habitat Funded</i>	<ul style="list-style-type: none"> <li>• Project proposal preparation and contract negotiation</li> <li>• Preparation of training needs assessment and other preparatory activities</li> <li>• Preparation of capacity building modules</li> <li>• Oversight of PIP preparations in the respective towns</li> <li>• Oversight of preparation of operational manuals in leak-detection, customer care, illegal use reduction, financial management, block-mapping and demand management</li> <li>• Task team leader for preparation of strategic business plan for Zanzibar Water Authority (ZAWA)</li> <li>• Leadership in preparation of certificates and invoices for completed works and following up payments</li> </ul>	April, 2007 – 2008
<b>TEAMLEADER/ Project Director</b> <i>for a joint activity between PA-Consulting (USA) and NWSC in respect to feasibility study of WSS provision in small and rural growth centres in <b>Northern Uganda</b> – USAID-funded</i>	<ul style="list-style-type: none"> <li>• Oversight and approval of work plans</li> <li>• Review and approval of field reports</li> <li>• Coordination and chairing of stakeholder workshop on findings and forging consensus</li> <li>• High-level stakeholder mapping to seek approval of WSS roadmap.</li> <li>• Leadership in preparation of certificates and invoices for completed works and following up payments</li> </ul>	April, 2007 – July, 2007
<b>TEAM LEADER/ Institutional Development and Performance</b>	<ul style="list-style-type: none"> <li>• Project proposal preparation and contract negotiation</li> <li>• Tariff setting and design</li> <li>• Preparation of quarterly reporting systems for DAWASCO's win-win programme</li> </ul>	January, 2006 – 2010

Role	Tasks Assigned:	Date/Period:
<p><b><u>Management Specialist</u></b>  <i>for the Dar es Salaam Water and Sewerage Corporation (DAWASCO) and Dar Es Salaam Water and Sewerage Authority (DAWASA) Assignment, Tanzania – World Bank Funded</i></p>	<ul style="list-style-type: none"> <li>• Carrying out filed inspection in WSS systems to authenticate reported data</li> <li>• Design and operationalisation of comparative competition activities, ensuring that a high level of motivation is maintained among staff</li> <li>• Design of incentive plans monitoring and evaluation mechanisms and the financing portfolios</li> <li>• Carrying out quarterly evaluations of the win-win programme</li> <li>• Advising of successor performance improvement plan to the win-win programme</li> <li>• Advise on the strategic plan preparation for DAWASA and ensuring that the plan is finalised</li> <li>• Preparation of certificates and invoices for completed works and following up payments</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	
<p><b><u>TEAM LEADER/ Institutional Development and Performance Management Specialist</u></b>  <i>for the Nzoia Cluster (Kenya) Accompanying Measures Sub-Consultancy Assignment, Kenya – KfW Funded</i></p>	<ul style="list-style-type: none"> <li>• Project proposal preparation and contract negotiation</li> <li>• Preparation of performance improvement programmes (100-Days and Strategic Plan)</li> <li>• Design of Incentive Sharing systems</li> <li>• Design of reporting formats and mechanisms</li> <li>• Strengthening of performance management systems</li> <li>• Formulation of SMART and STRETCH targets</li> <li>• Design of comparative competition systems involving use of emotional incentive schemes</li> <li>• Carrying out monthly evaluations of the performance improvement programmes</li> <li>• Design and commissioning of suitable successor plans</li> <li>• Preparation of certificates and invoices for completed works and following up payments</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	January, 2006-2007
<p><b><u>TEAM LEADER/ Institutional Development and Performance Management Specialist</u></b>  <i>for the Lusaka Water and Sewerage Company (LWSC) Assignment, Zambia – World Bank Funded</i></p>	<ul style="list-style-type: none"> <li>• Preparation and negotiation of contractual arrangements between Lusaka Water and Government of Zambia</li> <li>• Institutional analysis and strategy formulation resulting into 3-Days performance improvement programme</li> <li>• Design of incentive plans (focusing on individual performance criteria) monitoring and evaluation mechanisms and the financing portfolios</li> <li>• Advise on suitable decentralisation arrangements to increase managerial autonomy and empowerment</li> <li>• Preparation of certificates and invoices for completed works and following up payments</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	December, 2005-2006
<p><b><u>TEAM LEADER/ Institutional</u></b></p>	<ul style="list-style-type: none"> <li>• Project proposal preparation and contract negotiation</li> <li>• Design and Preparation of 100-Days Stretch-Out</li> </ul>	November, 2005 - 2007

Role	Tasks Assigned:	Date/Period:
<p><b><u>Development and Performance Management Specialist</u></b>  <i>for the Nkana Water and Sewerage Company Assignment, <b>Zambia</b> – Internally Funded</i></p>	<p>Programme, based on a participatory procedure</p> <ul style="list-style-type: none"> <li>• Design of incentive plans monitoring and evaluation mechanisms and the financing portfolios</li> <li>• Carrying out monthly evaluations of the 100-Stretch-Out Programme, using a participatory procedure</li> <li>• Design and preparation of reporting mechanisms and inspection systems</li> <li>• Preparation of certificates and invoices for completed works and following up payments</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	
<p><b><u>TEAM LEADER/ Institutional Development and Performance Management Specialist</u></b>  <i>for the Dar es Salaam Water and Sewerage Corporation (DAWASCO) Assignment, <b>Tanzania</b> – World Bank Funded</i></p>	<ul style="list-style-type: none"> <li>• Preparation and negotiation of contractual arrangements, gaining consensus from the World Bank (the Financier) and DAWASCO (the Client)</li> <li>• Institutional analysis and strategy formulation resulting into 100-Days Operational Rescue Plan (July-Sept-2005)</li> <li>• Design of incentive plans monitoring and evaluation mechanisms and the financing portfolios</li> <li>• Carrying out monthly evaluations of the 100-Days operational Rescue Program</li> <li>• Design and commissioning of the 3-year successor Strategic Plan with 1-year detailed operational plan</li> <li>• Preparation of certificates and invoices for completed works and following up payments</li> <li>• Input into the communication strategy for the performance improvement strategies to the public</li> </ul>	<p>June 2005-2006</p>
<p><b><u>Manager, Research, Monitoring &amp; Evaluation, NWSC</u></b></p>	<ul style="list-style-type: none"> <li>• Preparation of performance reporting mechanisms and procedures, data capture and performance management systems for NWSC operating Areas</li> <li>• Backstopping for business plan preparation processes, as part of NWSC performance improvement programmes in Areas</li> <li>• Design and introduction of new performance improvement programmes in Areas and other Support Business Units at Head Office</li> <li>• Performance monitoring and evaluation of Areas</li> <li>• Co-ordinating research programmes in NWSC and ensuring that findings and recommendations are used to enhance NWSC performance improvement initiatives</li> <li>• Design of internal incentive contractual frameworks namely APCs and IDAMCs and ensuring effective contract management during the implementation process</li> <li>• Design of incentive plans monitoring and evaluation mechanisms and the financing portfolios</li> <li>• Ensuring effective co-ordination and execution of External Services assignments</li> </ul>	<p>2002-2006</p>
<p><b><u>Head/Principal Engineer of Monitoring and</u></b></p>	<ul style="list-style-type: none"> <li>• Review of annual budget proposals from Areas</li> <li>• Review and approval of capital projects for Areas</li> </ul>	<p>April 2000-Sept. 2002</p>

<b>Role</b>	<b>Tasks Assigned:</b>	<b>Date/Period:</b>
<b><u>Evaluation Section</u></b>	<ul style="list-style-type: none"> <li>• Review of financial requests from areas and comparing compliance to approved budgets</li> <li>• Periodic evaluation of Areas' performance versus set performance standards and providing feedback</li> <li>• Part of contract management team for Kampala Revenue Improvement Project/KRIP and Ondeo Services Uganda Ltd/OSUL Contracts</li> </ul>	
<b><u>Area Manager, Tororo Area</u></b>	<ul style="list-style-type: none"> <li>• Acting as Branch Accounting Officer</li> <li>• Preparation of annual budgets including expenditure and revenue forecasts and seeking approval from Management</li> <li>• Supervising all water production, distribution, commercial and customer care operations</li> <li>• Spending within approved budget parameters</li> <li>• Working as the corporation's spokesperson of the Area</li> <li>• Ensuring good public relations with customers and other stakeholders</li> </ul>	July 1997- Sept, 1998
<b><u>Head/Area Engineer of Technical Operations in Kampala Water Supply Area</u></b>	<ul style="list-style-type: none"> <li>• Preparation of annual budgets for all technical operations of Kampala Water Supply Area</li> <li>• Supervision of all technical operations (water production, water distribution, water sales, sewerage operations, materials management, building operations and transport)</li> <li>• Carry out customer care and complaints handling</li> <li>• Participating in top management meetings of Kampala Area</li> </ul>	Sept, 1996- July, 1997

### **Other Specific Working Experience**

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Mar'10-Mar'14	President of Scientific and Technical Council (STC) of African Water Association
December 2011	Overall Coordinator of Leadership and Change Management Summit in Kampala, Uganda
March 2010	Overall Coordinator of International AfWA Congress in Kampala, Uganda
July 2007	Overall Coordinator of Planning and Design of Stretch-Out (High Impact staff empowerment program) for Kampala WSS operations (Over 600 staff)
2007-2008	Focal Person for NWSC-African Development Bank-USAID Collaborative Activity agreed in Tunis.
2007	Overall Coordinator of GTZ-funded comprehensive customer survey in NWSC operational towns involving 1000 respondents, based on ISO-TC 224 Standard.
July, 2007	Overall chairman and Coordinator of WBI funded ISO-TC 224 Workshop in Kampala, Uganda.
2006-2007	Overall Coordinator of Asset Re-evaluation and Investment Planning Assignment in NWSC, financed by GTZ-European Union Facility
Dec-2004	Team Leader in the "Review and Updating of Project Proposal for WSS improvement in Small Towns around L. Victoria" Assignment – under UN-Habitat, Nairobi, Kenya
May 2004	conducted a training module on "One Minute Management" to Industrial Practitioners under Training and Quality Development of the Uganda Manufacturers Association (UMA)
March 2004	Part of the NWSC Advisory Team for Delhi JAH Board, India (WSS operations improvement) – World Bank funded
2002-2004	Member of the Performance Monitoring Team for Kampala Water Supply Area Services Management Contract under a French-Based Company; Ondeo Services Uganda Limited (OSUL)



## Research and Publication

1. Mugisha, Silver and Berg, S (2017), "Adaptive Leadership in Water Utility Operations: The Case of Uganda", *Sustainable Water Resources Management*, Issue 2/2017.
2. Mugisha, Silver (2014), "Frontier Distance Function Analysis for Water Supply Systems", *Municipal Engineer*, 167(1), 11-21
3. Mugisha, Silver (2014), "Technical Inefficiency Effects in a Stochastic Production Function for Managerial Incentives in Public Water Utilities", *Journal of Water Science and Technology: Water Supply*, 14(1), 61-72
4. Mugisha, Silver (2013), "Applying Incentives to Increase Revenue Water in Urban Systems", *Journal of Water Supply: Research and Technology – AQUA*, 62(5), 268-278
5. Mugisha, Silver (2013), "Data Envelopment Analysis in Target Setting of Water Utilities", Proceedings of the ICE – *Municipal Engineer*, DOI: 10.1680/muen.11.00040
6. Mugisha, Silver (2012), "Forecasting Coverage and Non-Revenue Water with Markov Process", Proceedings of the ICE – *Municipal Engineer*. DOI: 10.1680/muen.11.00033
7. Mugisha, Silver and Tatiana Borisova (2010), "Balancing coverage and financial sustainability in Pro-poor water service initiatives: a case of a Uganda project", *Engineering Economics*, 55(4) 305-327
8. Mugisha, Silver and Ato, Brown (2010), "Patience and action pays: a comparative analysis of WSS reforms in three East African cities", *Water Policy* 12 (5) 654–674
9. Philippe Marin, William Muhairwe, Silver Mugisha, and Josses Mugabi (2010), Internal delegation contracts for water in Uganda: An innovative approach to establishing a successful public utility", *GRINDLINES*, Note No. 55, June 2010, World Bank, Washington, D.C
10. Berg, S. and Mugisha, S. (2010), "Pro-poor Water Service Strategies in Developing Countries: Promoting Justice in Uganda's Urban Project", *Water Policy*, 12: 589–601
11. Mugisha, Silver (2009), "Creative Approaches to Problem Solving in Water Utility Reforms: Application of Lateral Thinking Techniques", *Leadership and Management in Engineering Journal*, 9 (2), p83-89.
12. Mugisha, Silver and Sandy Berg (2008), "State-Owned Enterprises: NWSC's Turnaround in Uganda", *African Development Review*, 20 (2) 304-334
13. Mugisha, Silver (2008), "Infrastructure Optimization and Performance Monitoring: Empirical Findings from Water Sector in Uganda", *African Journal of Business Management*, Volume 2(1): pp. 013-025.
14. Mugisha, Silver, Sanford V. Berg, and Muhairwe Tsimwa William (2007), "Using Internal Incentive Contracts to Improve Water Utility Performance: The Case of Uganda's NWSC", *Water Policy*, 9 (3) 271-284.
15. Mugisha, Silver (2007), "Performance Assessment and Monitoring of Water Infrastructure: An Empirical Case Study of Benchmarking in Uganda", *Water Policy*, 9 (5) 475-491
16. Mugisha Silver (2007), "Effects of Incentive Applications on Technical Efficiencies: Empirical Evidence from Ugandan Water Utilities", *Utilities Policy*, 15 (4)225-233
17. Mutikanga, Harrison and Mugisha, Silver (2005), "A phased approach to efficiency improvement in low-income countries: the case of NWSC Fort Portal town in Uganda" *Water Science and Technology: Water Supply*, double issue 3-4 of volume 5; ISSN 1606-9749.
18. Mugisha, Silver, Sanford V. Berg, and Heather Skilling (2004b), "Practical Lessons for Performance Monitoring in Low-Income Countries: The Case of National Water and Sewerage Corporation, Uganda," *Water* 21, October: 54-56.
19. Mugisha, Silver, Sanford V. Berg, and Gaddi Ngirane Katashaya (2004a), "Short-Term Initiatives to Improve Water Utility Performance in Uganda: The Case of the National Water and Sewerage Corporation," *Water* 21, June.

## Books and Book Chapters

1. Mugisha Silver (2019), "Sustaining High Performing Public Enterprises: A Case of National and Sewerage Corporation, Uganda, 164 pages, IWA Publishing, UK.
2. Mugisha Silver (2011), "Utility Benchmarking and Regulation in Developing Countries: Practical Application of Performance Monitoring and Incentives", 200pages, IWA Publishing, UK, ISBN-10: 1843392577 ISBN-13: 978-1843392576

3. Mugisha Silver (2010), "Capacity Building and Optimisation of Infrastructure Operations: A Case of National Water and Sewerage Corporation, Uganda" Chapter 10 in Capacity Development for Improved Water Management, edited by M.W. Blokland, G.J. Alaerts and J.M. Kaspersma (2010), UNESCO-IHE, Delft, the Netherlands.
4. Mugisha, Silver (2008), "Development and Regulatory Challenges in Water Services to the Urban Poor: Examples from Uganda and Tanzania", Proceedings of the International Urban Water Conference, Heverlee, Belgium on: Water and Urban Development Paradigm, Towards an Integration of Engineering, Design and Management Approaches. *CRC Press, Taylor and Francis Group*. Page 535-542
5. Mugisha, S. Marin, P., Muhairwe, T.W. and Mugabi, J. (2007). "Transforming Public Water Utilities through Private Sector-like Management Principles: The National Water and Sewerage Corporation, Uganda Experience", World Bank Water Sector Board Discussion Paper, World Bank, Washington, D.C .
6. Mugisha Silver (2005), "Effects of Managerial Incentives Intensity and Performance Monitoring Modes on Water Utility Efficiency and Productivity Growth: Findings National Water and Sewerage Corporation, Uganda", Ph.D Thesis, Makerere University.

### Conference papers Prepared/Presented

June 2013	Leadership and Change Management: Top Down and Bottom-up Leadership Approaches; Bridging Infrastructure Policy and Practice. Presented to UN-Habitat organised Workshop for East Africa Utility Managers/CEOs, Kampala
Jan 2012	Towards a modern utility operation using appropriate technological options: A case of NWSC, Uganda. Prepared for Utilities, Smart Metering and Grids Africa Summit Cape Town, South Africa.
Sept 2011	Towards a Modernised Utility Operation -The Story of NWSC. Presented to Makerere University Business School MBA participants, Kampala
Aug 2011	Experiences on Utility Bench-marking & Regulation in Developing Countries, presented for top management of Water and Sewerage Authority of Trinidad and Tobago
July 2011	Real Reform, Real Time-Utility Transformation in Africa – A Case of NWSC, Uganda. Presented at AfricaSan Conference, Kigali, Rwanda
Sept 2010	Reform turnaround strategies for WSS organisations in developing countries: A Case of NWSC-Uganda, Presented for African Segment at IWA world water congress in Sept, Montreal Canada, 19-24 <sup>th</sup> Sept, 2010.
June 2010	Change Management Drivers and Utility Benchmarking - Principles, Experiences and Practice. Presented to Lusaka Water Managers, Lusaka, Zambia
April 2010	Changing Organisational Culture and Performance through Incentives, Reforms and Incentive Contracting – A Case Study of NWSC-Uganda. Presented to a Delegation of Zimbabwean Utility Managers and Local Government, Kampala.
Oct 2009	Strategic Change Management: Approaches and Lessons from NWSC Experience. Presented to Harar Water Corporation Staff, Ethiopia.
Sept 2009	Water Integrity in the Uganda WSS Sector. Presented to a Seminar on Integrity Survey by Transparency International, Kampala
Sept 2008	New economic and political models to water and sanitation for resource scarcity and for emerging countries – a case of Uganda's WSS sector, presented to a high level roundtable on water and energy network for development organized by UNESCO-Paris, 10th Sept, 2008.
Nov, 2007	Successfully Addressing Water Supply Optimization Strategies for Africa. Presented for African Water Congress 2007, Johannesburg, November, 2007
July, 2007	Turnaround Approaches Using Private Sector Mentality: What Can Others Learn from NWSC-Uganda. Presented for World Bank Institute (WBI) organized ISO-Workshop, Hotel Africana, Kampala, Uganda, July, 2007.
March 2007	Financing Innovations for the 21st Century: Experiences from NWSC-Uganda. Presented for "Paying for Sustainable Water Infrastructure Conference". Atlanta, USA, March, 2007.

Oct 2006	Contractualization in Africa: Evolving Concepts and Adaptive Practices in WSS. Present for WBI organized Contractualization Workshop, Montreal, Canada, October, 2006.
March 2006	Developing Water Operators Partnerships (WOPs): A Case of NWSC-Uganda. Presented for World Water Forum, Mexico, March, 2006.
Nov, 2005	The Influence of Commercial and Customer Orientation on Utility Efficiency: Empirical Evidence from National Water and Sewerage Corporation (NWSC), Uganda. Presented for WEDC Conference in Speke Resort, Munyonyo, Kampala, November, 2005.
May 2005	Performance Improvement through Internal Reform Initiatives In NWSC, Presented for the Annual Meeting For Urban Water Supply Association, Tanga – Tanzania from 26th to 28th May, 2005

### Research Undertakings Supervised/Advised

2013	Supervisor of <b>Geoffrey Nkutu</b> on <i>“Risk Management Behaviour in Financial Institutions in Uganda”</i> . On-going PhD Thesis Research. Makerere University Business School, Kampala
2013	Supervisor/Examiner of <b>Jibok Chatterjee</b> on <i>“Performance indicators and benchmarking in wastewater utility: case studies in Bangkok”</i> . A Master of Science Thesis. Urban water engineering and management Asian Institute of Technology, Thailand UNESCO-IHE, Netherlands
2013	Supervisor of <b>Herni Ratri</b> on <i>“Evaluation of technical efficiency of water utilities in Indonesia: Application of Data Envelopment Analysis”</i> . A Master of Science Thesis. UNESCO-IHE Institute for Water Education, Delft, the Netherlands
2012	Supervisor for <b>Jeniffer Brenda Isoke</b> on <i>“Selection factors of drinking water technologies for two urban informal settlements in Kampala, Uganda”</i> . A Master of Science Thesis. UNESCO-IHE Institute for Water Education, Delft, the Netherlands
2011	Advisor for <b>Caroline Murungi</b> on <i>“Leading practices in the provision of water and sanitation services to the urban poor: a case study of Kampala”</i> . A Master of Science Thesis. UNESCO-IHE Institute for Water Education, Delft, the Netherlands
2010	Supervisor for <b>Mary Immaculate Atugonza</b> on <i>“An Integrated Water Resources Management (IWRM) Approach for River Basin Planning: a Case Study of Mpanga River”</i> . A Master of Science in Civil Engineering; Research Dissertation, Faculty of Technology, Makerere University
2005	Supervisor for <b>Allan Kaford</b> on <i>“Development of floodplain maps for land-use Management of Bwaise III”</i> . A Master of Science in Civil Engineering; Research Dissertation, Faculty of Technology, Makerere University

### Research Undertakings Examined

2012	PhD defence discussant/reviewer for <b>Steven Korutaro Nkundabanyanga</b> on <i>“Board Governance, Intellectual Capital and Firm Performance”</i> . A PhD Thesis, Makerere University Business School; School of Graduate Studies, Makerere University
2012	PhD defence discussant/reviewer for <b>Samwel Mafabi</b> on <i>“Knowledge Management, Creative Climate and Organisational Resilience in Uganda's Parastatals: The mediating effect of innovation”</i> . A PhD Thesis, Makerere University Business School; School of Graduate Studies, Makerere University
2012	External Examiner of <b>Joshua Mwondha</b> on <i>‘An Evaluation of the Existing Ecosan Toilets in Kampala City’</i> . A Master of Science Dissertation. School of Graduate Studies, Makerere University
2011	External Examiner of <b>Jude Byansi Ziwa</b> on <i>‘Capacity Utilisation of National Water and Sewerage Corporation System in Northern Uganda’</i> . A Master of Science Dissertation. School of Graduate Studies, Makerere University
2011	External Examiner of <b>Julius Richard Wakholi</b> on <i>‘Improving the methods of Rain Water Harvesting for Sustainable Use at House Holds and Institutions: A Case Study of Ruhira in Isingiro District’</i> . A Master of Science Dissertation. School of Graduate Studies, Makerere University

- 2010 External Examiner of **Olivia Ritah Nantongo** on *'Investigation of the Influence of National Water and Sewerage Corporation Current Metering System on Revenue'*. A Master of Science Dissertation. School of Graduate Studies, Makerere University
- 2010 External Examiner of **Kenan Okurut** on *'Application of Solar Water-Disinfection Technology in Peri-Urban Communities in Uganda'*. A Master of Science Dissertation. School of Graduate Studies, Makerere University
- 2010 External Examiner of **Joachim Bongomin** on *'Modelling Non-Point Source Pollution in Lake Victoria. A Case of Gaba Landing Site'*. A Master of Science Dissertation. School of Graduate Studies, Makerere University
- 2009 External Examiner of **Henry Mukisa** on *'Investigating Desirable Characteristics of River Manafwa for Hydropower Development'*. A Master of Science Dissertation. School of Graduate Studies, Makerere University

**Languages:**

<u>Language</u>	<u>Reading</u>	<u>Speaking</u>	<u>Writing</u>
English	Excellent	Excellent	Excellent
Swahili	Fair	Fair	Poor

**Countries of Work Experience:**

Uganda, Kenya, Tanzania, Zambia, Ghana, India, Rwanda, Nigeria, Ethiopia, South Sudan, Egypt, Trinidad and Tobago, the Netherlands
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Certification:

I, the undersigned, certify that to the best of my knowledge and belief, these data correctly describe my qualifications, my experience, and me.

**Dr Eng Silver Mugisha**

**[Name of staff member and authorized representative of the firm]**

**Date: 06/April/2021**

**Date/Month/Year**