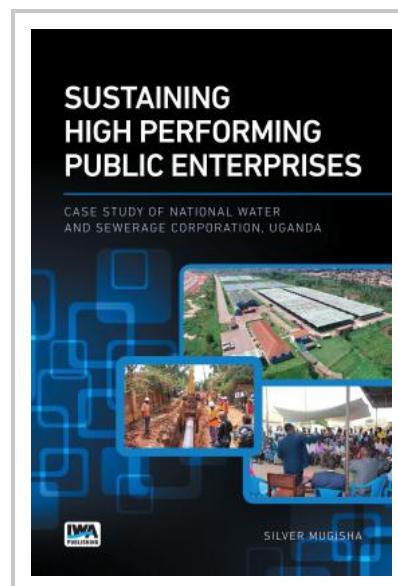


Sustaining High Performing Public Enterprises: Case Study of National Water and Sewerage Corporation, Uganda

Sustaining High Performing Public Enterprises presents steps taken by National Water and Sewerage Corporation of Uganda, a typical public enterprise, to sustain a high performance momentum after over 15 years of successful utility reforms. Specifically, the author pinpoints key achievements during the period 2013–2018 including growth in geographical coverage from 23 to 240 towns, increase in connections from 310,000 to about 600,000; revenues growing more than three times and network growth improving from 80kms per year to over 2000kms per year. The concept of new public management (NPM) is used to set the scene for a case description of various initiatives and innovations implemented. A balanced scorecard framework is used to characterize the various activities. The book highlights a shift from over-emphasis on positive cash-flows alone to a balanced approach to 'water for all' citizens. The need to balance technical work and political aspirations is highlighted. Also featured is the nexus between utility operations and environmental protection to ensure sustainable water supply. The cardinal role of aligning staff needs to organizational needs and working for win-win solutions is also highlighted.

Sustaining High Performing Public Enterprises presents strong lessons and conclusions for utility leaders and policy makers intending to reform their utilities to create value for citizens. It is also of value to academicians and researchers for scholarly studies in water and sanitation governance and management.



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