AREA-WIDE APPROACHES TO SAFELY MANAGED SERVICE DELIVERY WITH URBAN AND RURAL UTILITIES

MANAGEMENT OF WATER SUPPLY SYSTEMS BY UMBRELLA AUTHORITIES IN UGANDA

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Background

- Up to 2017 all systems were handed over for management to:
  - NWSC – Large towns (Cities & Municipalities),
  - Local Governments Councils - small towns & RGCs

- 2016, MWE study recommended
  - All piped water systems should be professionally managed

- In July 2017 UA were gazetted as Water Authorities to undertake direct management
The objective of introducing the Umbrella Authority model is to professionalize the management (O&M) of this infrastructure and to achieve sustainable functionality by ensuring adequate maintenance, revenue collection and re-investment.
Current Status of the UA Model

• The Umbrella Authorities are currently managing 380 towns, supporting and preparing to take over management of an additional 196 towns

• The Ministry is undertaking these investments in a phased approach

• Tariffs are scheme specific to take care of affordability and O&M cost recovery depending on technology used. They range from as low as UGX 20/= to UGX 80/= per 20 litre jerry can of water
Achievements of the UA Model

• Changed the governance structure and trained the Board of Directors in their roles and responsibilities.

• Agreed a ‘Customer Charter’ that clearly establishes the commitments made by the UA and customers.

• Implemented a new water supply system management structure that groups systems into ‘Areas/Clusters’, each under a single manager.

• Identified three ‘model’ Areas, where grant funding generates learning, develops standard operating procedures and catalyzes additional revenue for the UAs.
Achievements of the UA Model

• Invested in training and development of staff at all levels.

• Initiated new policies and procedures for taking over systems, billing and collection, human resources, and customer satisfaction.

Water connections ready for installation after take over of scheme in Kyere, 2015

Household connection installed in Kamuli, 2017
Achievements of the UA Model

• Invested in water quality improvements at the Area/cluster level by constructing treatment plants, procuring equipment for testing water and hiring technicians to monitor water quality.
Achievements of the UA Model

• Introduced and started using a web-based billing and revenue collection (the Pegasus) system which has encouraged e-payment
Challenges

• Limited staffing and logistical resources (transport)

• Backlog of investments resulting from many years of under-investment

• Limited internal organisational capacities, structures and procedures

• Challenges that stem from the sister utility the NWSC
Plans to address the Challenges

• Financial and logistical Resource mobilization

• Development of internal organizational capacities, structures and procedures
Lessons Learnt

- Adopt a decentralized management structure to remain lean, cost-effective and responsive
- Develop talent and empower middle management
- Start with short-term performance improvements and track simple metrics
- Try to meet operational costs to create breathing room
- Align support programs with operational priorities