

## ANALYSING PERFORMANCE OF SERVICE DELIVERY MODELS

Water Source Committees are the most widespread model for point sources of water supply in rural Uganda. Triple-S assessed the performance of Water Source Committees against the norms and standards set in Uganda's national policies and guidelines. This study is not classified as an experiment but as a first step in getting an in-depth understanding of challenges around current service delivery models and engaging stakeholders around these issues.

### THE INNOVATION PROCESS

The Triple-S (Sustainable Services at Scale) initiative has led a process of learning and innovation to improve rural water service delivery in Uganda and Ghana. This document briefly describes one of the innovations with reference to the generic phases in an innovation process:

- Phase 0: Understanding and 'socialising' the problem, which leads to a clear articulation of a problem and generates awareness among stakeholders.
- Phase 1: Proof of concept, which leads to detailed articulation of an innovation and consideration of its feasibility.
- Phase 2: Limited piloting, provides evidence on outcomes, impacts and costs of the innovation and the requirements to make it work.
- Phase 3: Full scale roll-out, means application of the innovation (almost) nationwide and for multiple years.
- 'More research' ideas, which can be developed into further research into specific parts of the problem
- There are also actions that are deemed not to require an experiment, for example because the cost of an experiment would be higher than implementing the innovation.

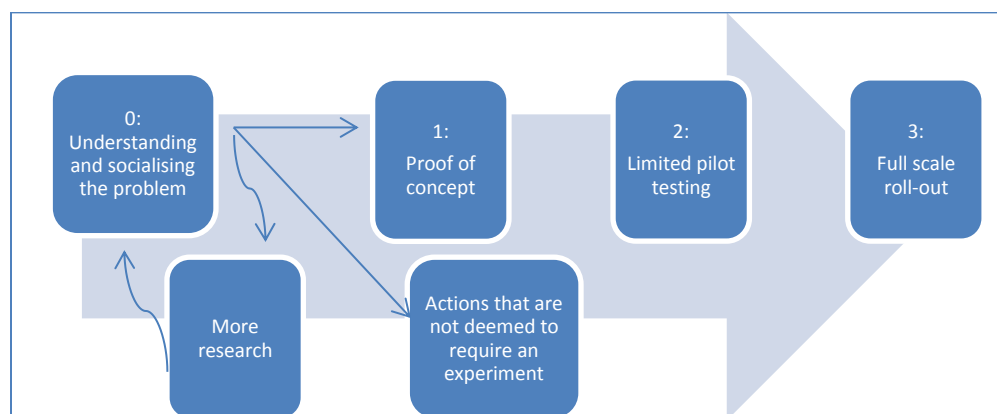


Figure 1 Innovation process: phases in experiments

## BACKGROUND

Water service delivery has stagnated over the past five years, with access remaining at 60–65% and functionality at 80–83%, because of gaps between policy and practice, weak support mechanisms and low levels of community ownership. This study assessed the performance of Water Source Committees against a set of service delivery indicators (SDIs), which describe how rural water services are delivered and supported in terms of service delivered, user satisfaction, service provider management, service authority and support mechanisms. Eight districts were covered in the study: Aleptong, Kitgum, Lira and Nwoya (in the north, Technical Support Unit 2) and Kabarole, Kamwenge, Kasese and Kyenjonjo (in the west, Technical Support Unit 6).

## PHASE 0: UNDERSTANDING AND 'SOCIALISING' THE PROBLEM

The study revealed that even when water systems are functioning, they often provide a service below the sector norms and standards. Yet, in the eight districts studied, a majority of users were satisfied with the quality, quantity and reliability of the water they receive. Low service levels are partly linked to low demand from consumers. When other sources were available, people fetched only minimal amounts of water from improved water sources, taking the remainder from open water sources. Failure of consumers to pay for services results in insufficient revenue to sustain a level of service in accordance with sector norms. Water source committees are voluntary bodies that often function poorly and receive limited support from district authorities. A [policy brief](#) summarises recommendations for strengthening the Water Source Committee model.

The study triggered two experiments:

- Strengthening the service delivery model with stronger, innovative, support mechanisms: Hand Pump Mechanics Associations (HPMAs) and Sub-County Water Supply and Sanitation Boards to strengthen operation and maintenance of rural water supply facilities.
- Improving monitoring by using a broader set of service delivery indicators beyond the 11 Golden indicators outlined in the sector policy.

## FIND OUT MORE

[Assessment of the water source committee service delivery model for rural water services in Uganda](#)

[Supporting Hand Pump Mechanics to improve operation and maintenance of rural water supply facilities](#) (Policy Brief)

[Triple-S Uganda experiments](#)

[Analysing performance of service delivery models](#)

[Service Delivery Model](#)