Super Service Provider: Strengthening Capacity of Sub-County Water Supply and Sanitation Boards for Sustainable Water Solutions in Uganda

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Supporting water sanitation and hygiene services for life
Background to Uganda WASH sector

Population: 33 Million people
GDP per capita: U$ 450
Sub Sector Budget : US$ 122 million
Per capita investment cost: US$ 4
Access to safe water: 64%
Functionality : 85%
Tension between increasing coverage and maintaining services

Danger zone: as basic infrastructure is provided, coverage risks stagnating at around 60 – 80%

Capital expenditure dominates

Management / recurrent expenditure dominates

Capital maintenance exp. dominates

% ExpDS

%CapManEx

% Cap Ex

<table>
<thead>
<tr>
<th>Year</th>
<th>% ExpDS</th>
<th>%CapManEx</th>
<th>% Cap Ex</th>
</tr>
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<tbody>
<tr>
<td>2009-10</td>
<td>1</td>
<td>7</td>
<td>93</td>
</tr>
<tr>
<td>2010-11</td>
<td>0</td>
<td>6</td>
<td>94</td>
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<tr>
<td>2011-12</td>
<td>0</td>
<td>10</td>
<td>90</td>
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<tr>
<td>2012-13</td>
<td>1</td>
<td>2</td>
<td>97</td>
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Breakdown of Lira District Budget
Background - Institutional

- Decentralised model
- CBMS model for O&M
- Water boards for piped schemes
- Sub-County: lowest level of Government

- Under-resourced Districts/distance to WSCs
- Inability to support WSCs
- Dysfunctional WSCs (71%)
- Insufficient O&M funding
SWSSB- a new “super” provider

- Cluster resources from point water sources at Sub County level
- Broaden mandate of existing water boards for pipe schemes
- Provide management support – improve accountability of WSCs
- Increase user contribution- financial capacity for O&M
- Structure for to manage O&M funds transferred from District
- Link to HPMAs
Ministry of Water and Environment

Umbrella organisations

Hand Pump Mechanic Association

Hand Pump Mechanics

District Water Office

Sub county Authority

Sub county WSSB

Water technician

Water Source Committees

Caretakers

Technical Support Units

CBOs

Regional level

District level

Sub-County level

Community level

NGOs
Functions of the SWSSB

• Manage all water sources in the sub county
• Community sensitization (responsibilities in O&M)
• Support Tariff collection
• Ensure that WSCs are accountable to water users
• Management contracts for O&M
• Monitoring of services
• Performance reporting to DWO
SWSSB-piloting (June 2013 – December 2014)

- Counties in two districts

• Buy-in for Local & Central Government
• Interim boards constituted
• Boards trained on roles and responsibilities
• Sensitisation to WSCs on SWSSB Concept
• Opening bank accounts
Emerging Results

• Subscription of WSCs to the boards (15 – 20%)
• 9% increase in functionality (180 water facilities) in Lira district
• Improved Transparency & accountability among WSCs
• Capacity of boards to meet Capital maintenance costs
• Scale up of SWSSB by Local governments (8 to 14 Sub counties)
• SWSSB concept incorporated in Sector guidelines 2015/16
Financial Model Buheesi Sub county case

Buheesi population – 36,800

- Water Supply Facilities – 220 hand pumps (80% functional)
- Water user payments cover 30% of costs for minor repair

Guiding Principles

- WSCs remit at least 90% of the water users fees collected
- District remits 80% of the grant allocation for O&M

SWCOs remit at least 85% for decentralized local.
## Financial modelling - Buheesi Sub

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<tr>
<th>Item</th>
<th>Year I US$</th>
<th>Year II US$</th>
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<tbody>
<tr>
<td>Preliminary setup activities*</td>
<td>1094</td>
<td>0</td>
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<tr>
<td>SWSSB Board Expenses</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Quarterly Board Meetings</td>
<td>563</td>
<td>563</td>
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<tr>
<td>Sub-county Water Technician</td>
<td>844</td>
<td>844</td>
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<tr>
<td>Office Operations</td>
<td>375</td>
<td>375</td>
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<tr>
<td>Monitoring &amp; follow up of WSCs</td>
<td>375</td>
<td>375</td>
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<tr>
<td>Minor repairs**</td>
<td>1953</td>
<td>1563</td>
</tr>
<tr>
<td>Major repair (10 point sources per year)***</td>
<td>4102</td>
<td>3281</td>
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<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>9305</strong></td>
<td><strong>7000</strong></td>
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<tr>
<td>Collection from user fees</td>
<td>8438</td>
<td>9844</td>
</tr>
<tr>
<td>Remittance from district (Based on Kabarole DWSCG)</td>
<td>1938</td>
<td>1938</td>
</tr>
<tr>
<td><strong>Total income</strong></td>
<td><strong>10375</strong></td>
<td><strong>11782</strong></td>
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<tr>
<td><strong>Deficit/Surplus</strong></td>
<td><strong>1071</strong></td>
<td><strong>4782</strong></td>
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</table>
Lessons learned

• Inability to operate without public funding
• Need for staffing regardless of administrative level
• Need for service level improvements backed by strong political support to stimulate user payment
• Balancing investment in new infrastructure with O&M
Thank you for your attention

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For further information see:
http://www.waterservicesthatlast.org/experiments/uganda_experiments/adopting_sub_county_model_to_improve_operations_and_maintenance