

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



# **Objective of the Model**



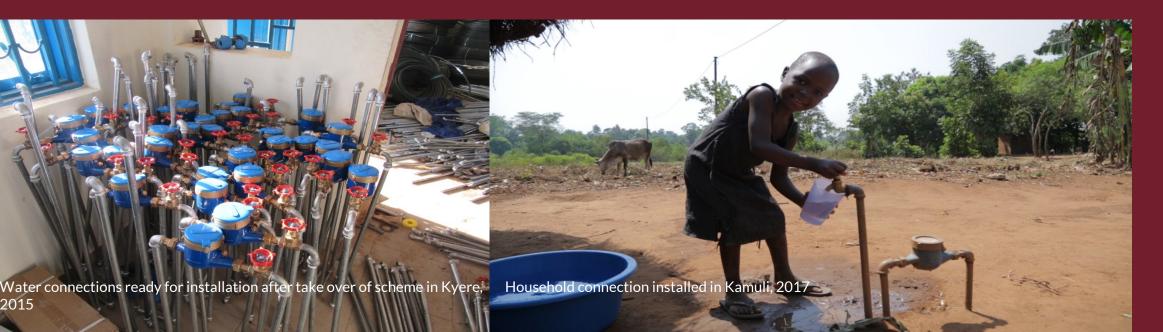


#### **Current Status of the UA Model**

- •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

- •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.

- •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.



•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.







 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

