



## NGOs respond to the Water Sector Annual Performance report

Evidence from detailed performance assessment at the 4<sup>th</sup> Government of Uganda-Donor Water and Sanitation Sector Review held in September 2004 revealed the remarkable progress in expanding the water and sanitation services that are accessible to the population. The UWASNET Secretariat and WaterAid were given an opportunity to prepare and present a response to the Water sector annual performance report.

### Monitoring and Evaluation

In their response, NGOs noted that the water sector in Uganda does not have a clear M&E system which:

- clearly defines the information requirements, information collection methods and management

mechanisms;

- allows for critical reflection of the results;

- allows stakeholder to take necessary actions;

- 

communicates the data, analysis and action to a wider audience;

- allocates resources accordingly;

- clearly defines the ongoing roles and responsibilities of Government, NGOs and donors for M&E.

They noted that instead monitoring is an exercise which is undertaken on request, e.g. for ministerial statements or donor requirements. There is a distinct lack of ownership of M&E and the review process by Government. Consequently, they noted that the preparation of the performance measurement report is considered as an exercise undertaken rather than an integral part of the work of MWLE/DWD/NWSC/EHD, which feeds into the budgeting process. They stressed that an effective and efficient M&E system is central to the new role of central and District Government as facilitators rather than service providers.

### Sector coordination

UWASNET Secretariat and WaterAid noted that at the national level, sector coordination has improved tremendously. However coordination at district level is still seen to be lacking. For example during the Inter District Meetings, it is important to note that the Ministry of Gender, Labour and Social Development which is responsible for community development is noticeably absent (possibly not invited), the same goes with Ministry of Health (EHD)

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**Overall, the choice of indicator suggests that water for production in Uganda is driven by large-scale inputs to livestock.**

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### VISION

To contribute to poverty alleviation by increasing access to safe water and improved sanitation through effective coordination of NGOs and CBOs in the water and sanitation sector in Uganda.

### MISSION

Strengthen the coordination / collaboration and networking of NGOs and CBOs with all other stakeholders in the water and sanitation sector

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**"We invite articles that help share experiences in Water and Sanitation"**

and Ministry of Education. It is important to note that if the MoU on sanitation is to be effective, these three ministries in charge of sanitation have to show coordination by attending these meetings and helping in ironing out differences at that level.

### **Institutional Framework**

The Institutional Framework did not recognize the massive role, which the private sector is undertaking in rural as well as urban water supply. The role is much greater than the provision of piped water services. Private sector activities in the sector are construction of all rural water supplies at District level (springs, shallow wells, boreholes, rainwater catchment systems, gravity flow schemes, latrines, piped water, sewerage), the construction of public sanitation facilities, maintenance of rural water supplies (through scheme caretaker and pump mechanics), management of urban water supplies, rehabilitation of works and consultancy services to central Government

### **Sanitation**

They noted with concern that much as there were three golden indicators for water (access, equity and investment cost), there is only one for sanitation. However, at least this is a realistic reflection of the emphasis, which the sector places on sanitation.

### **Access to water**

The performance report reported that that access to water in rural areas had dropped from 58.8% to 55%. This was because Government inputs for rural water supply have been overtaken by population growth and it is a cause for concern. UWASNET Secretariat and WaterAid-Uganda recommended that the sector reflect on this, in light of our targets and decide what action it should take e.g. different criteria for funds allocation between rural and urban; exploring other low cost but effective options to increase coverage than those currently utilized.

### **Functionality**

The functionality rate was compared between technologies but not between approaches to ensure functionality. NGOs argue that quality is not just a matter of the materials (e.g. using low quality materials), but rather related to institutional factors (poor supervision, corruption and nepotism, inadequate remuneration of artisans).

### **Water for Production**

The golden indicator selected for water for production reflected only “water for livestock” rather than water for production, which includes crops, small-scale poultry rearing, fish, energy as well as large and small-scale industry. Overall, the choice of indicator suggests that water for production in Uganda is driven by large-scale inputs to livestock. Multiple use of water, whereby a source is used for both domestic and productive uses is not captured or considered despite the fact that this appears to be prevalent throughout the country.

### **Water Quality**

More information should have been presented regarding the extent of the water quality surveys, which have been made.

It is important that a water quality strategy ties in with other sector strategies. NGOs recommend that the following issues be addressed:

- What should be done if the water quality of a source is below the national standard?
- What are the incentives for district Government to collect water quality data (other than sending it to central Government)?
- What skills and resources are required nationally for water quality analysis and pollution source diagnosis?
- How should the issue of deterioration in water quality between source and point of consumption be addressed?

NGOs therefore recommended that the sector performance measurement process for 2005

- Commences in October 2004;
- Steps need to be taken within MWLE to develop an M&E system which institutionalises the process and links it to management and change;
- The indicators to be focussed on need to be prioritised so that more attention can be paid to depth and analysis rather than breadth and presentation of data;
- In order to improve cost effectiveness and scope for analysis, the indicators should not be considered in isolation in the field. Perhaps two or three indicators can be considered by one team.
- Theoretical and practical training and support is required in order to improve the quality of data collection and analysis;
- NGOs/CBOs should be contracted (with support) to undertake baseline surveys in selected areas. This could enable the organisations to understand more about their areas of operation and feed information into sector performance.
- A detailed financial analysis of the rural water sector needs to be undertaken whereby the per capita investment costs for different scenarios can be determined and action taken accordingly. Once this is in place, the per capita costs and quality of service for different service providers (government and NGO) could be compared. ❖

***Steps need to be taken within MWLE to develop an M&E system which institutionalises the process and links it to management and change***

*Summarised by Harriet Nabunnya*

# Empowering rural women groups through Rainwater Harvesting

The Uganda Rain Water Association (URWA) continues to support communities to improve their socio-economic situation through mobilization, information, skills and experience sharing, and capacity building in rainwater harvesting and utilization. This is a move in pursuit of URWA's vision of contributing to the improved quality of life of the people in Uganda through effective management and utilisation of rainwater. The major focus of community support has been rainwater harvesting for domestic water supply. One of the ways through which URWA has been able to achieve this objective is training of women groups in Rakai, Mbarara and Rukungiri districts in aspects of domestic rainwater harvesting. These groups have one common problem and share a vision of clean and safe water for all.

In Rakai district the project to empower women's groups in skills in tank building was carried out by URWA. The project focused on three groups namely Bakyala Kwekulakulanya, Basooka kwavula and Katuntu Twekembe women's groups. The groups were chosen because of the length of time they had been involved in tank building and because they had experiences to share.

The development agents worked with existing groups rather than forming new ones. This ensured a direct easy entry to the community. It also motivated the group members because they felt that they themselves had laid the foundations of the project. Once the groups had identified the problem, it was clear that they needed technical skills in building rainwater tanks. The most suitable trainers were Kenyan women who had already made such tanks and could act as role models. The trainees from the women groups learned how to make two types of tanks: a 2000 litre jar costing about USh 160,000 and a 3,500 litre Ferrocement tank costing about USh 240,000.

After their success the women started to train other groups and took on a tank construction contract for a fee. They have since expanded their activities beyond their original purpose and have transformed their own lives and their communities.

Some of the key achievements of the project include the following:

1. Group management- the groups have developed a number of bylaws and agreements on how they will operate. These by laws help the groups maintain their cohesiveness and give them a sense of identity and solidarity. The fact that the groups function well shows that such communities have great potential that can be activated by development workers and donors.
2. Diversification- the groups have diversified into money – making ventures apart from tank construction. For example, Bakyala Kwekulakulanya Women's Group members contribute between Ug Shs 1,000-5,000 and have invested this money in coffee growing and animal husbandry. Basooka Kwavula Women's group makes money through activities such as handicrafts and piggery. The group hopes to imitate the Bakyala Kwekulakulanya women's group (which trained them) and to open a bank account so that they can get loans to buy piglets to fatten and sell in the towns.
3. Economic empowerment – the groups have acquired marketable skills, they charge villagers Ug Shs 60,000/= to construct a jar and 80,000 for a tank. They also train other groups for a fee. The women no longer have to fetch water, so can use their time in more productive ways. The women can also use the money earned to meet some of their basic household needs, and break the old tradition where men were viewed as the sole bread earners in the homes.
4. Political empowerment – some of the

women have joined their local village councils. Their ability to participate in making decisions for the community is vital if women's and children's needs are to be addressed.

5. Individual empowerment – as individuals the women have become more confident. They now take the initiative to solve their problems and to seek and demand services. Many of the group members are single mothers whom the culture scorns. Now such women are respected and can even address an audience of men.

By early 2000, a total of 54 jars and 87 tanks had been built. More are still under construction. The Bakyala Kwekulakulanya women group has built 20 jars one for each member. The groups have trained fellow women groups in Kabale, Rukungiri, Mpigi, Masaka and Mbarara districts. They have also modified the tank designs, for example by lowering the position of the tap to minimize the amount of water wasted.

The Rakai experience therefore highlights several considerations necessary for sustainable community change. These conditions are not restricted to rainwater activities. They have achieved a high degree of autonomy – an important basis for sustainability.

Many development agencies define empowerment as development by the people, and not only for them. This implies that it is not possible to empower people but rather that people become empowered over time. As a result of the water harvesting intervention the group members have become empowered indirectly.

*By Grace Nakanjako  
Liaison Officer, URWA*


# CEFORD empowers communities in West Nile to improve their livelihoods

Community Empowerment For Rural Development (CEFORD) is an indigenous NGO operating in the 5 Districts of West Nile. It emanated from the then Dutch –supported Programmes of CAP (Community Action Programme) and WEP (Women Empowerment Programme). Its Vision is to realize an improved well-being and strength of the most disadvantaged people, especially women. Its Mission is to build the capacity of the disadvantaged communities and their organizations in West Nile to effectively articulate their demands and interests, increase their production and income in a sustainable way and secure better and equitable access to services.

## Definition of Capacity Building

CEFORD defines capacity building as strengthening or empowering the disadvantaged women, men and children so as to be able to articulate their demands, participate in development planning, implementation, monitoring and evaluation and demanding for services and accountability from service providers. We build the capacities of the communities through community mobilization and organization, training and provision of information.

Community mobilization involves



**capacity building  
requires patience  
and commitment  
from all parties  
involved.**

making the people realize that they have a problem that needs to be addressed. It also involves making the people aware of the ways and means of achieving the required development or solving the problem.

Community organization involves helping the community members to set-up systems that enhance their operations. Examples of these include setting up committees like the Water Source and Sanitation Committees, drawing work-plans (what to do, when, where, how and by whom) and, resource mobilization and analysis.

## Achievements

CEFORD participated in developing a training manual for Water Source and Sanitation Committee training in Arua District. Arua District Local Government funded the process.

The organisation drilled and constructed 8 hand-augured wells (6 in Nebbi District and 2 in Arua – Ushindi Primary School).

CEFORD also trained all the Community Development Assistants in Arua District on the Participatory Rural Appraisal techniques in 2001. This built their capacities to facilitate the communities in a more participatory manner.

The Pump Mechanics from Arua District were also trained by CEFORD on maintenance of boreholes using the training manual developed by DWD.

CEFORD owns a functional hand auger set, which has been hired by organizations like ZOA to auger wells in Southern Sudan and parts of West Nile.

Communities in Metu Sub County and Obongi Counties in Moyo District were

mobilized by CEFORD to participate in identification, planning, implementation and management of safe water points. Three of those communities mobilized in Obongi County were facilitated with funding from the UWASNET Software Pilot project. Three boreholes were drilled as a result of this mobilization although 1 water source has failed completely to yield water, the other has very low yield of only 6 (20 litre) jerry cans per day and the one in Aliba Bito has very good yield. Water Source and Sanitation Committees and the respective Caretakers have been trained on their roles, user fees mobilization/utilization, management of water catchments and record keeping.

Besides mobilizing communities to participate in identification, planning, implementation and management of safe water points, CEFORD has also mobilized the Functional Adult Literacy (FAL) groups for women especially in Arua district to participate in the maintenance of their water points within their areas. Four of the FAL groups managed to revive defunct Water Source and Sanitation Committees, and the mobilization of user fees in their respective communities. The minimum amount of money paid by each household as a user charge is Ug Shs 500= per month. These groups include Arivu Women's group, Mungoyo FAL group, Kuluba United Women's group and Aliodra Anyosi.

The Functional Adult Literacy groups were trained in home hygiene. They are now involved in improving their household sanitation. A number of them have participated in the construction of pit latrines out of burnt bricks, bathing shelters and improving on household sanitation and hygiene.

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### **Experiences and Challenges**

Much as building capacities of the communities enhances their participation in development programmes, instills into them sense of ownership and sustainability; the process is expensive and takes too long to cause the desired results. It requires patience and commitment from all parties involved.

In most cases the communities and the leaders do not value the “talking services”, they prefer tangible results like having water sources protected and maintained without their involvement. What makes it even more frustrating for the organizations that mobilize the communities when hardware components fail to avail adequate water yields needed by the communities. Examples are the 2 boreholes drilled in Gimara Sub County that have failed to yield water for the communities.

The “participatory development approach” of CEFORD is being contradicted by the “supply driven

development approach” of the Government where development programmes are identified and financed by the Government programmes and the Private Sector. People of West Nile had learned to participate in the development processes right from planning, through implementation to M&E but when the Privatization programme was introduced in the country and particularly in West Nile, it killed the community initiatives. Communities became less interested in mobilizing local resources including their labour claiming that all the activities in the project or programme were fully financed and instead began demanding for payment of allowances as they were invited to attend meetings. This kind of attitude jeopardizes the ownership and sustainability of the development programmes.

Mobilizing and organizing a heterogeneous community (e.g. Obongi) is very challenging, especially when the community has more than one common language. They tend to “change goal posts” particularly when the mobilization involves sharing responsibilities. The

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majority of the people will claim they do not understand that particular language used by the facilitator, thereby leading to introduction of interpreters and wastage of time.

Some male folk in West Nile think any thing to do with water and sanitation is women’s issue and if there are training sessions in such areas, women should be the sole beneficiaries, and yet when it comes to allocating land for constructing water points it is the role of men because they own and control land. CEFORD has faced the challenge of bringing the two sexes together at all times when running trainings on Water and Sanitation and personal hygiene. ❖

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## **WHAT I KNOW ABOUT UWASNET**

UWASNET’s vision is to contribute to Poverty Alleviation by increasing access to safe water and improved sanitation through effective coordination of NGOs and CBOs in the sanitation sector in Uganda. The main strategies it adopted include promoting effective coordination, promoting supporting stronger collaboration and developing strategic partnership.

The UWASNET constitution provides for 4 organs namely the General Assembly, Executive Committee, Secretariat and Working Groups. Currently the UWASNET General Assembly consists of over 100 NGOs, an Executive Committee of 11 NGOs for providing leadership and guidance. There is a Secretariat, which ensures effective follow up and coordination of the initiated activities. The working group, which are the focal

points of NGOs mainly engage in networking and collaboration, NGO capacity building, sharing of knowledge and experience, providing advisory services and advocacy.

The number of stakeholders appreciating UWASNET objectives has increased and some have subsequently registered as members.

UWASNET Secretariat produces and disseminates thematic newsletters in January, May and September of every year. All members of the Network may send in articles about their programmes and experiences so that others can learn from them, and also be objectively and constructively criticized.

UWASNET also attends various meetings/ fora where it has invitations or not have

stake on water and sanitation activities. UWASNET always adopts a proactive approach in these meetings.

UWASNET being a membership organization is accountable to many stake holder therefore it produces reports to disseminate to them. The same reports serve as an information base for individuals and organizations that want to know more about UWASNET.

UWASNET has encouraged training and development for secretariat staff; this has equipped them with knowledge and skills on how to identify issues select the appropriate for publicity and advocacy. ❖

*By Juliet Tibaidhukira  
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# TSU-3 Builds Capacity in Teso and Karamoja regions

Technical Support Unit-3 started its activities in March 2003. The area of operation covered by the TSU includes Soroti, Kumi, Katakwi, Kaberamaido, Kotido, Moroto and Nakapiripirit Districts.

The TSU was established by the Directorate of Water Development and charged with the responsibility and mandate of building capacity of the Districts in a variety of areas, so as to enable the Districts to manage the planning processes, implementation, monitoring and evaluation of the water supply and sanitation programmes.

## Justification for carrying out capacity building in districts.

Capacity building activities have been targeting both the District and the community. The objective being to enable the smooth implementation of activities at both levels. It has also been a priority to equip both Districts and communities with the capacity to own, manage, operate, control and maintain water and sanitation facilities so as to realize long term sustainability of the facilities.

After the advent of the National Decentralization Strategy, the need for establishment of more independent, self-sustaining District Water Offices became more apparent. Recruitment of new water officers and their assistants' plus County Water Officers was carried out with the minimum qualification of a Bachelors Degree in a relevant field.

It therefore became necessary to design continuous programmes to equip the new water office staff with skills and knowledge with regard to managing the District Water supply and sanitation Programmes.

## Methods used to carry out capacity building in TSU-3

⇒ Regular formal and informal meetings with the District Water Office staff.

⇒ Training of District Water Office staff.

The following trainings have been conducted to impart water office staff more knowledge and skill to the District.

- Participatory Hygiene and sanitation Transformation (PHAST)/PRA training for five days (for District water office staff was completed and for extension staff still on going. So far three Districts have been covered).
- Training in contract management (3 days for Katakwi DWO staff).
- Training of DWO staff (ADWOs/CWOs) for TSU-3 Districts in shallow well siting, construction and construction supervision (7 days). This was practical and hands on training.
- Training of District staff in financial management (Kumi only 7 days).
- Training of DWO staff in water quality analysis (7 District 3 days) and monitoring.
- Training of DWO staff (7 District, 3 days) in use of the GIS and Data collection.
- Training of all extension staff, HAs and CDAs, HI and CWO in use of the rural water and sanitation Sector Handbooks (volumes 1 and 2). The two volumes are the community management and technology development handbooks.
- District council advocacy meetings (1 day, 7 Districts).
- Inter Sub-county Advocacy meetings for all the counties in the TSU-3 Districts.
- Inter Sub-county (group county wise) quarterly meeting for Kumi and Soroti district for extension staff.

⇒ Community Capacity Building by

Extension staff

The above activities have been carried out by the TSU in order to facilitate skills transfer to the DWO staff for the smooth implementation of the water and sanitation programme. However the extension staff namely the Health Assistants, HAs, CDAs and CWOs have also carried out community capacity building. This has been done in the following ways:

- Conducting village advocacy meetings.
- Selecting water and sanitation committees and caretakers.
- Training of water and sanitation committees on Operation and Maintenance.
- Ensuring payment of community contributions to build a sense of ownership.
- Household visits to promote hygiene and sanitation.
- Promoting involvement of women in all water/sanitation activities.
  - Women taking key positions e.g. of chairperson, secretary or treasurer on WSC.
  - Women training as hand pump mechanics.
  - Women occupying half (50%) of the membership of the WSC.
    - Continuous follow up and mobilization for O and M of facilities and sanitation improvement.

⇒ Formation of District Water and Sanitation Co-ordination Committees

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from page 6 **TSU3 builds capacity** ⇒ Quality assurance of water and sanitation facilities.

- All the TSU-3 Districts have constituted DWSCC. The purpose of these committees is to coordinate water and sanitation activities expected by different organizations e.g. NGOs, DWO and ensure harmony in the implementation process.

⇒ Supporting the procurement process

- The TSU has provided all the 7 Districts with the technical specifications and bid documents for the Water/Sanitation facilities.
- Districts have been provided with
  - Standard formats for bills of quantities.
  - Cost estimates for construction of water and sanitation facilities.
- The TSU from a distance closely monitors the process of tendering in Districts in the Districts, the TSU has intervened when contracts were awarded to companies without drilling permits and requested the district to redo the tendering process.
- In Kaberamaido District that had a new DWO and new tender board, on request, the TSU and the DWO Soroti facilitated the technical evaluation of tender bids for drilling.

⇒ Supporting the District Planning, Budgeting and Reporting Process

- The TSU provides guidance to all the seven Districts to develop work plans/budgets that ensures that the intended beneficiaries obtain value for the money released by the centre to the Districts.
- In some cases the District Water Office staff come to the TSU headquarters for polishing up their plans, budgets and reports.

- The TSU on a monthly basis undertakes to visit a sample of the constructed facilities. The purpose is to prompt the district to ensure the contractors provide quality work, feedback is provided to Districts regarding the quality of the work done.

### Achievements

- District water and sanitation databases have been greatly improved.
- The capacity of District staff to train extension staff has also been enhanced. In Kotido, the District staff conducted a training of extension staff on PRA without support from the TSU, while in Kumi a similar training was conducted with very minimal support from the TSU.
- The extension staff are conducting training of WSC, although the trainings are still less participatory, its hoped that further efforts of building their capacities will yield positive results.
- Most of the Districts have improved the process of procurement of services for the water sector.
- In the Teso region the 4 Districts have made big strides in promoting involvement of women in water and sanitation.
- The extension and District staff have been empowered to now conduct Sub-county advocacy meetings on their own and with minimum support to conduct District advocacy meetings.
- The Districts are now greatly appreciating the importance of executing software activities. They are grasping the order in which activities should be carried out so as to realize long-term sustainability of the facilities.
- At least four of the seven Districts have greatly improved on their quality of the work plans, budgets and reports.
- Five (5) out of the seven Districts

have good databases for water and sanitation activities

### Shortcomings

- In the 3 districts of Karamoja the attempts to raise the sanitation profile, have not yielded much as Kotido and Nakapiripirit both trail with 3% in latrine coverage respectively while Moroto is at only 5%.
- Resignation of staff who have already been trained and equipped with skills and knowledge to implement the water and sanitation programme, retard the progress. Moroto District during the last quarter of 2003/2004 lost two of its ADWOs while Nakapiripirit has also lost its active DWO.
- In Karamoja there is male dominance, which hinder active involvement of women in WATSAN activities. Therefore in Karamoja, most of the committees have only  $\frac{1}{3}$  instead of  $\frac{1}{2}$  female composition of the WSC.
- There are on many occasions' delays in releases of funds from DWD to carry out the planned capacity building activities. This leads to postponing of planned activities to future dates, which is not healthy.

### Way forward

Much more still needs to be done in the Districts to ensure that they can stand on their own. ❖

***The Districts are now greatly appreciating the importance of executing software activities. They are grasping the order in which activities should be carried out so as to realize long-term sustainability of the facilities.***

*By Tusubira Elisha and Joseph Tusiime TSU-3.*

# The UWASNET Capacity Building Programme is unique- says SNV

The idea of strengthening the capacities of member NGOs and CBOs of UWASNET was initiated in 2002. The study which was funded by DFID and carried out by WELL (Resource center for water sanitation and Environmental health) was aimed at coming up with a framework for improving the ability of NGOs to contribute more effectively to the challenging targets set of full coverage of water supply and sanitation services in Uganda by 2015. The consultancy culminated into the UWASNET capacity building programme to run for a period of 5 years (July 2003 – June 2008) to be funded by DWD through the partnership fund. The beneficiaries of this unique capacity building programme are; the UWASNET membership, the executive committee and the secretariat.

The structure for the implementation of the capacity building plan is handled differently for the three different groups. The component for the members is such that the NGOs/CBOs are arranged into 8 regions following the Directorate of Water Development (DWD- Technical support units (TSUs) nationally. Then each region is coordinated by a well-established NGO in WES, which was selected from within that region. The Regional coordinators are charged with the responsibility of coordinating UWASNET members within their areas of jurisdiction to participate in the capacity building activities. The executive committee is handled separately to strengthen their role of policy formulation and guidance. The secretariat for UWASNET is also benefiting from the capacity building programme and is strengthened to handle the different programmes efficiently and effectively

## **The uniqueness of the programme**

The programme will undergo an annual cycle of peer assessments of capacity needs and planning within the membership coordinated by the regional

coordinators. Then the prioritized activities will be facilitated either by the regional coordinator, by one of the members or through third party incase there is no capacity within the membership.

The other unique feature is the acknowledgement that NGOs differ in growth stages and have different skills and abilities which they themselves can build on but can also be tapped from to support other peer organizations. Making use of each others capacities and strengths to overcome challenges is not only more cost effective but also gives added value to the organizations resource base and enhances partnership building.

The first year will focus mainly on the practical skills in the water and sanitation sector as well as the skills and knowledge, which deal with reporting and documenting. Since the Vision and Mission are the core for the organizations operations, attention will also given to this internal component including strategic planning and budgeting. However; it is planned that within the 5 years of the programme, it will cover all the key components for a sustainable functioning of the organization but the specific aspects will be determined within the respective regions. Hopefully by the end of the 5-year period we will have an effective, dynamic and independent civil society in the water and sanitation sector which can both compliment and inform government in achieving sustainable access to safe water and sanitation in Uganda.

## **Successful start**

The capacity building programme has successfully kicked off through out the 8 regions with the support from UWASNET secretariat and the executive committee. The sensitization and training workshop which was organized by the Regional Coordinators in their regions to sensitize district level

stakeholders about UWASNET and the capacity building programme in general was facilitated by the Regional coordinators, the secretariat staff plus the Management Training and Advisory center (MTAC).

The first meeting was for the member NGOs to get to know one another. The members were provided with information on the current sector policy guidelines. In addition the workshop addressed the vision, mission and the principles of strategic management and planning for the membership. Reviewing of the appropriateness of the legal status of all the member organizations was also one of the subjects.

The executive committee whose role is mainly policy formulation and guidance has so far benefited from the programme through training in advocacy, clarification of their roles, effective planning and management of meetings. This training will go along way in strengthening them.

## **What is currently on the ground – TSU6/Regional Coordinator Western region.**

One of the 8 regions is The Western Region (TSU 6) covering 7 Districts namely Kabarole, Kasese, Bundibugyo, Kibaale, Mubende, Kyenjojo and Kamwenge having the largest number of NGOs and CBOs active in the WES sector as members. 17 member NGOs were targeted to be part of the Capacity Building Programme with HEWASA (Health through Water and Sanitation) Programme as the Regional Coordinator. Although the kick off was somehow hampered with difficulties to reach all its 17 members in time, the first meeting was successful and members were informed and motivated to participate actively in the programme.

One of the key issues raised was the

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need for NGO/CBOs to get involved in the mainstream district planning process. Often the activities undertaken by the NGOs in WES are not coordinated and after the completion of the projects the follow-up is not mainstreamed in the plans and budgets from the local authorities. This makes projects unsustainable. Often the good work done by the NGOs is not known or neglected by other stakeholders. In order to be recognized as an important contributor to the sector goals there is a need to document and publicize the contribution, the good experiences and effects of the NGO/ CBO in the sector and share it widely.

As in other regions, facilitator from MTAC led the group through an exercise of reviewing the vision and mission of the participating NGOs and shared with them the principles of strategic planning. At the end of the 3 days, participants went home with the assignment to share the insights with their colleagues and review their statements together while also making an inventory of the a strengths and weaknesses in their organizations in practical skills in WES and reporting and documenting.

The second activity of the programme

was the Action Planning workshop, which dwelt on the capacity needs assessment of the NGOs/CBOs as a basis for action planning.

Again representatives from the NGOs and CBOs from the Western Districts were sitting together for 3 days at the end of August at St Josephs Inn, assessing their strengths and weaknesses in the areas indicated earlier. It was a challenging and sometimes brain cracking exercise to distinguish capacity needs from other problems in the organization and come up with priorities, which take all the participants in account given the situation that the level of NGOs and CBOs differ sometimes significantly. It was observed that making the NGO more marketable in the water sector by improving their documentation skills and engage in new WES activities had a high priority for all of them. Nevertheless, the group managed to plan for 11 Capacity Building areas in a balanced way and were able the set some indicators for effectiveness.

The need for systematic and timely informing sharing with districts and the UWASNET secretariat- was also discussed and it was resolved to draw a format for information sharing

It was proposed that the regional coordinators would receive quarterly reports from the individual NGOs who would forward it to UWASNET secretariat. The members were encouraged to share this information with their respective district local governments.

The workshop in Fort Portal was an example of how NGOs can work together, which is also reflected in the plan for the coming year. Most of the Capacity building activities planned in the Western region make use of each other's strength. This shows that NGOs/CBOs can compliment each other very well and have a lot to share and learn provided they work together. ❖

*By Grace Waako & Bep van Oostrom  
SNV*

## **BUSOGA-TRUST/KAMULI DISTRICT PARTNERSHIP FOR COMMUNITY CAPACITY BUILDING**

Busoga Trust and Kamuli District have entered into a partnership to build the capacity of Community Development Assistants, and all communities in Kisozi, Kitayundwa, Buyende and Namugongo sub-counties in Kamuli district. It's a five-year programme though subject to approval form the development partners based on demonstration of the impact of the programme. Approval of the programme is on annual basis.

The purpose of the project is to develop an effective community based management structures in water and sanitation sector that can ensure sustainable operation and maintenance/improved sanitation and hygiene behavior in Kamuli district

In order to successfully achieve the purpose of the project Busoga Trust conducted Workshops at community and sub-county levels, uses written materials i.e. handbook for extension workers and visual aids to sensitize and train the community. Demonstrations i.e. model institutions and model homes in sanitation and hygiene are held and all this is in partnership with key stakeholders. ❖

*By Sam Kizza  
Busoga Trust*

### **ABOUT SNV- The Netherlands Development organization.**

*SNV 's core business is capacity development support of intermediary organizations. It is working in the following geographical areas – Western Uganda, West Nile and Karamoja regions specializing in governance, private sector development and natural resources utilization and management. It is currently supporting UWASNET and HEWASA in their endeavors to fulfill their mandates. SNV views this programme as having a multiplier effect in that in addition to increasing the contribution of the governments target of 100% water and sanitation coverage, it feels that a strengthened civil society will assist to check government and can advocate better for the less privileged; a niche for the NGO/CBO fraternity.*

*Looking forward to more opportunities to update stakeholders about the capacity building programme as it unfolds*

# Working Group Update

## Urban Water and Sanitation Working Group

Since Government of Uganda is executing the Kampala Master Plan on Sanitation (KMPS) and exploring the pro-poor policy in urban areas, it was necessary for the Urban Water and Sanitation Working Group to get acquainted with these developments. Mr. Patrick Twesigye, Project Manager –KMPS (NWSC) was therefore invited to explain the rationale of this master plan. The master plan aims at having everyone in the target area with access to safe excreta disposal by 2023.

The KMPS was developed because stakeholders

1. Wanted to expand sewerage coverage but couldn't manage because of cost the involved.
2. Wanted to find a technical solution to problem of sanitation and sewerage.
3. Wanted to develop a rational manner to expand sewerage and develop onsite sanitation
4. Wanted to work towards the MDGs and PEAP targets

The master plan will identify action to ensure that residents of Kampala access safe, convenient and affordable sanitation. The KMPS is not restricted to the political boundaries of Kampala, but also covers greater Kampala, which includes areas of Wakiso and Mukono.

At the moment only 6.4% of the population with toilets in Kampala are connected to the sewer system. Majority of families use pit latrines- and these are shared with other families. As a result of this arrangement households cannot commit a lot of funds to sanitation. Land tenure problems (of mailo land with absentee landlords) also affect pit latrine construction. Few people have knowledge of available technology options and they rely heavily traditional technologies e.g. pit latrine. Ecosan is yet to be adopted. On the other hand, the sewerage system is costly to put up, maintenance is expensive and operational are costs high. Stealing manhole covers is another menace.

Institutional arrangements for sanitation are not strong; with onsite sanitation being a K.C.C responsibility (still weak); and sewerage a NWSC responsibility.

Participants recommended that social marketing and hygiene promotion be emphasized. They also noted since financial investments in sanitation were not viable whereas economic investments are important, the latter should be emphasized. They also said that there should be radical reform – and emphasis should not be on getting money from sewers systems but from elsewhere to offset costs. In case of construction of sewer systems, planners should not look at full cost recovery.

Since emptying septic tanks is costly they recommended that a sanitation levy be introduced so that the money can be used by KCC to empty pit latrines and septic tanks.

The Project Manager –KMPS advocated for exploring to increase the tariff on water to pay for sewerage services. He said that much as there is a low water tariff, water is not accessible to everyone. Therefore focus should be put on convenient accessibility to water and not the price.

Members of the Working Group agreed that NGOs to be partners in KMPS by

- ▶ Seeking for funds to assist in implementing the master plan in collaboration with local governments.
- ▶ Demonstrate new appropriate, affordable technologies that can be adopted.
- ▶ Advocacy to ensure that undertakings are met.
- ▶ Software education in communities for proper O&M
- ▶ Simplify technical documents into local languages (in conjunction with community management unit of NWSC)
- ▶ Documentation and information sharing
- ▶ Advocacy to stakeholders especially government to allocate funds for the master plan.

## Hygiene and Sanitation Working Group

The Hygiene and Sanitation Best Operational Practices (BOPs) of some members of the Hygiene and Sanitation Working Group were compiled in a two-day seminar and field visit. The purpose was to document these BOPs and share with stakeholders in the sector. Thirteen NGOs got an opportunity to share. Below is a summary, but a comprehensive report can be accessed from the UWASNET Secretariat.

- ▶ Kamuli Community Development Foundation, which operates in Kaliro, Kamuli District, shared experiences in promoting hygiene and sanitation through production of sanplats and slabs, to encourage proper excreta disposal.
- ▶ Community Welfare Services shared about promotion of “software” for sustainability of community water sources in Bootera Village, Kirumba sub county- Rakai district.
- ▶ The Diocese of Kigezi shared on how it meets the needs of the rural population of Kabale District through a demand driven Water and Sanitation Programme.
- ▶ HEWASA Fort Portal Diocese shared how it promotes community participation in hygiene and sanitation in Kabarole district.
- ▶ Youth Initiative for Development Association (YIFODA) shared approaches in community excreta management in swampy Kazo-Nabweru, Wakiso district.

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- ▶ Pentecostal Assemblies of God- Soroti (PAG-Soroti) shared promotion of Household filters in Agwara landing site, Soroti district.
- ▶ Buganda Cultural and Development Foundation (BUCADEF) shared how it has successfully promoted ECOSAN in Kasanje sub county- Wakiso district.
- ▶ Mukono Multipurpose Youth Organisation (MUMYO) shared on refuse management Nakifuma town, Mukono District.
- ▶ Uganda Society for Hidden Talents (HITS) shared what it has done about promoting hygiene and sanitation services for people with disabilities. HITS emphasises the development of people with disabilities. It therefore develops local models of facilities, which can help the people with disabilities access WES services.
- ▶ Soroti Catholic Diocese Integrated Development

Organisation (SOCADIDO) shared about community demand through leaders as a best practice in Koli sub county- Kumi district.

- ▶ Kyetume CBHC shared about how it reaches out-of-school children in Namayiba parish- Nakisunga sub county, Mukono district.
- ▶ Kyakulumbye Development Foundation (KDF) shared experiences on how they have promoted hand washing in Kanziira Primary School and Kanziira Village in Mpenja Sub County, Mpigi district.

The Working Group conducted a field visit to Kanziira Primary School Mpenja Sub County, Mpigi district. The purpose was to learn and document hand washing as promoted by KDF in that school.

This report was disseminated to the Sector Sanitation Thematic Working Group and also shared during the District Health Inspectors Workshop. ❖

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## NGO Capacity Building Programme Update

The UWASNET Capacity Building Programme has finally taken off with a successful foundation phase nationally and in all the eight regions. This involved various meetings between the Secretariat and the Regional Coordinators to learn about how the latter are expected to coordinate the activities at the regional level.

At the Foundation phase, the Management Training and Advisory Centre (MTAC) was contracted by the Secretariat to facilitate regional NGOs to develop strategic directions and provide a basis for future strategic planning. The activities involved advising and training NGOs/CBOs regarding the development of a clear mission and objectives in line with their water and sanitation intentions, and advise them on their legal status. At the end of the assignment NGOs/CBOs were expected to have or be able effectively develop result-oriented missions and objectives realigned into the WES sector and be effectively advised on their legal status and operations in the sector. In these workshops the Regional Coordinators further explained the Capacity Building Programme to the different NGOs and District Officials.

MTAC also facilitated the training of the UWASNET Executive Committee in NGO Governance. The aim was to an Executive Committee that can effectively manage UWASNET and the Capacity Building Programme.

The main Capacity Building phase started with Action Planning. This involved the Regional Coordinators bringing together UWASNET members in their regions to determine and prioritise capacity building needs and develop an annual action plan. Between July 2004-June 2005, member shall undertaken capacity building activities in the areas of practical skill development of NGO/CBO staff, and improving record keeping and report writing. This will be undertaken in form of training, exchange visits, mentoring, internship, exchange of records and reports. All this will be done in consideration of the available funds and quality of different methods.

This five year programme aims at developing an effective, dynamic and independent civil society in the water and sanitation sector that can both complement and inform government in achieving sustainable access to safe water and sanitation in Uganda. ❖

**Watch out for the January-April 2005 Issue of UWASNET News, which will mainly focus on NGO- Private Sector relationships in the WES sector .**

# UPCOMING EVENTS

- ▶ 30<sup>TH</sup> October-2<sup>nd</sup> November 2004, ANEW East Africa sub-region and Regional Conference. Venue- Uganda
- ▶ 4<sup>th</sup>- 5<sup>th</sup> November 2004- the 4<sup>th</sup> Ordinary Session of AMCOW. Venue- Entebbe- Uganda
- ▶ 18<sup>th</sup> November 2004- UWASNET Water and Sanitation for Women and Children Working Group Seminar. Members will share experiences on the participation of women and children in water and sanitation initiatives; successes, challenges and lessons learnt. Venue- UWASNET Offices
- ▶ 29<sup>th</sup> November-03<sup>rd</sup> December 2004- Global WASH Forum, in Dakar Senegal. The main outputs from the WASH Forum will include: a "roadmap" detailing action to be taken on the ground in order to accelerate progress towards achieving the water and sanitation Millennium Development Goals; the development of a cadre of WASH advocates, based on women Ministers; an African Ministerial Initiative on WASH- a programme translating political will into action on the ground at national and sub-national levels. For further information, visit [www.wsscc.org/dakar](http://www.wsscc.org/dakar)
- ▶ 2<sup>nd</sup> December 2004 - UWASNET Urban Water and Sanitation Working Group Seminar. Members will share experiences on what they term as best approaches in delivering water and sanitation services to the urban poor. Venue- UWASNET Offices

## Uganda Water and Sanitation NGO Network (UWASNET)

*"Working towards achieving universal access to Safe Water and Improved Sanitation in Uganda through effective coordination, stronger collaboration and strategic partnerships".*

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