

**REPORT FOR
UGANDA WATER UMBRELLAS PARTNERSHIP PROJECT (UWUPP)
REVIEW MEETING**



CITY ROYAL HOTEL, BUGOLOBI, KAMPALA, UGANDA

MARCH 11-12, 2014

Sponsored by:



LIST OF ACRONYMS

DWD	Directorate of Water Development
DWO	District Water Officers
EU	European Union
LPO:	Local Purchase Order
NETWAS (U):	Network for Water and Sanitation
TA	Technical Adviser
UOs:	Umbrella Organizations
UWUPP:	Uganda Water Umbrella Organizations Partnership Project
WME:	Ministry of Water and Environment
WRM:	Water Resources Management
WSDF:	Water and Sanitation Development Facility
WSSB	Water Supply and Sanitation Boards

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Executive Summary:

The umbrella organizations two day consultative meeting/workshop was organized by the UWUPP national Coordination team and supported by NETWAS (U). The meeting took place at the City royal Hotel Bugolobi and was facilitated by MWE/UWUPP coordination team and NETWAS (U) staff.

A total of 20 participants had been invited to attend and 12 Number turned up 4 Female and 8 Male.

The objectives/purpose of the consultative two days meeting were;

The deliberations covered included among others: the roles of the executive committees and how they should relate with the board, the challenges and inconsistencies which the chairpersons and secretaries experience while serving in the umbrella organizations, the progress of activities and the need to expedite implementation, the need to review operational guidelines for engaging the water boards, the procurement functions and the integration of the legislative requirements. Furthermore the role of NETWAS (U) in the implementation was clarified and the need to ensure a functional umbrella organizations website and the proper coordination of the planning, implementation, monitoring and reporting on umbrella organizations activities.

Methodology used in facilitating sessions: This included presentations, lectures, and participatory brainstorming and discussions on matters arising plus suggestions on appropriate solutions to overcome the challenges.

In conclusion, the following recommendations were made for better implementation of the next processes.

- Need clear role definition for the supporting partners (MWE, NETWAS (U) and the Project Coordinator (Austria).
- Work out modalities for funds transfer to make implementation of planned activities more efficient and coordinated.
- Improve the communication through phones, emails, website and follow up.
- Develop a plan of activities for the next steps including the time frames, location and responsible persons.
- Ensure regular communication between NETWAS (U), MWE and Thomus /Andrea through skype.

- Review the planned activities and budget to assess how much money has been spent and how much is left.
- Enter into a formal engagement of NETWAS (U) and identify activities to be done.

REPORT ON THE UMBRELLA ORGANISATIONS WORKSHOP HELD ON 11TH -12TH MARCH 2014 AT CITY ROYAL HOTEL BUGOLOBI.

1.0 BACKGROUND

The Government of the Republic of Uganda, through the Ministry of Water and Environment with support of Development Partners, constructed numerous piped water systems over the years across the Country. However, Operation and Maintenance of these systems, remains a challenge. Institutional reforms have been carried out in order to address the O&M challenges in the sector. One of such interventions has been the establishment of Umbrella Organizations to assist piped water supply schemes in Operation and Maintenance. The Ministry of Water and Environment has so far formed five (5) Umbrella Organizations and plans are underway to form the 6th Umbrella Organization for Karamoja Region covering the Districts of Abim, Kotido, Nakapiripirit, Moroto, Kaabong, Napak and Amudat Districts. The Umbrella organizations are expected to assist members' schemes to carry out operation and maintenance functions and to provide different O&M services including; carrying out trainings, water quality monitoring and making pipe network extensions in different small towns and rural growth centres.

In order to improve the performance of Umbrella Organizations, there is need for a Framework that will support and strengthen them to take full responsibility for their own planning, financial support/resource generation for sustenance of the management systems of their organizations with minimal support from the MWE.

It is against this background that a consultative/review meeting was organized by the umbrella Organizations coordinating arm of the MWE in conjunction with the Austrian counterparts. Chairpersons of the umbrella organizations and individuals from the executive committees were therefore invited to participate in a two days non-residential planning and experience sharing workshop for UOs stakeholders, on the 11th and 12th March, 2014 at City Royal Hotel in Bugolobi, Kampala.

Objectives of the workshop were:

- To update the participants on the implementation status of the umbrella organization concept in Uganda and the emerging issues.
- To identify the existing strengths and opportunities for implementing the umbrella concept including scaling up to other areas of the Country.
- To prepare the Executive committees and chairpersons to take up their roles and responsibilities in the management of the Umbrella Organizations.
- To formulate strategies for sustaining operations of the umbrella organizations, including the development of regional Operation & Maintenance capacities.
- To develop an action plan for the key players.

Methodology

The training workshop was facilitated by two experienced Resource Persons (Hellen Obuya & Godfrey Hashakimana) from NETWAS and Ministry of Water respectively. The facilitation was also supplemented by the Technical Advisor at the MWE and Mr. Andrea KNAPP from Austria. The approach to the facilitation was more participatory, which allowed maximum brain storming and discussions by participants. Some of the participatory tools employed included, Lectures, plenary presentations and group discussions.

2.0 Programme for the two day meeting with UOs stakeholders:

While a detailed timetable had been developed to guide discussions during the two days consultative workshop for umbrella organizations and other participants from UWUPP, NETWAS (U) and MWE, the programme was adjusted to facilitate discussions on particular vital issues to determine the future of Umbrella Organizations. The program/agenda which was later followed was as follows:

1. Opening prayer
2. Self introductions
3. Communication from the UWUPP Country Coordinator (MWE)
4. Communication from the Technical Advisor
5. Communication from Hydrophill.

The workshop opened with a prayer which was led by the NETWAS (U) Programme Manager.

Self introductions by participants:

This was done to enable participants know each other and to facilitate free interaction during the workshop proceedings.

3.0 Welcome remarks by the UWUPP Country Coordinator (MWE).

The welcome remarks were provided by Mr. Godfrey Hashakimana on behalf of the Commissioner Urban Water Supply Directorate (UWSD). He welcomed all the invited participants and apologized for the short notice given during the invitations. In his communication, he informed participants that the meeting was a good opportunity to share ideas, experiences and to agree on the wayforward.

He also informed participants that NETWAS (U) was coming on board to participate as one of the agencies that would support the umbrella Organizations activities.

He concluded with an apology on the poor arrangements which had to do with the procurement of the Hotel services. He explained that the procurement process by the Ministry (MWE) is quite lengthy and if it had to be followed, then the meeting could not have been held quickly and yet it was quite urgent to hold it. In that regard, they could not have been able to issue a Local Purchase Order (LPO) as a commitment for booking the hotel when the Ministry had not procured the hotel services.

NETWAS (U) had therefore been requested to procure the hotel and make other arrangements which was also done but with challenges of having no resources at the time of organizing. It was therefore recommended that a Memorandum of Understanding be signed between NETWAS (U) and the UWUPP project Managers to clarify on the obligations of the parties in organizing future events.

4.0 Reaction from the Technical Advisor about the late start of the Meeting.

He was disappointed about some short comings in the poor mobilization and arrangements for the meeting but the problem was attributed to the complexity in the design of the project coordination and financial management which were being controlled from Austria. The kind of management arrangement had constrained the decision making process and the quick access to finances for the preparations. In his view, the UWUPP implementation of the UWUPP project should have stopped but it was not in their interest to end the project prematurely. The project had been running for 2 year now but little had been achieved. The only key output had been the visit to Austria by representatives of the Umbrella organizations and the upcoming water quality training for the water boards in April 2014. However, it had also been noted that the water quality training needed the kits to have been procured which had not yet been acquired.

The Technical Advisor also proposed that in future adequate preparations should be done to avoid the confusion as to who is responsible for the preparations. He advised that at least a minimum of 2 weeks for the invitations should be provided especially if we are to ensure quality quarterly meetings with the executive committees.

He also proposed that there should be cooperation and exchange of ideas between the Umbrella Organizations on how we can standardize communication between the executive committees, the Umbrella Organizations secretariat at MWE and NETWAS (U).

- He also suggested the need to develop the maintenance plan for the website since it is functional. NETWAS (U) should link the Umbrella Organizations website with that of the MWE. Information should be provided from time to time to facilitate the updates onto the website.

- The roles of the executive committees also needed to be discussed and how they should relate with other stakeholders.
- The cooperation with other institutions: Umbrella Organizations do implement other activities as well besides their main roles. Such activities include the water Resources management aspects (WRM) and regulatory functions.
- The tools for implementation of Umbrella Organizations activities.

Some of these tools include; a preventive maintenance manual for use by the scheme operators.

- The training manual and selection guidelines for the water boards. There is need for clear training materials.
- The framework: need to identify the activities needed in the framework. There is also need for a standardized manual for water quality monitoring and should also have clear points on how to manage data and how the reports should be written. It was also noted that the Ministry of Health was responsible for surveillance of the water quality issues and that water quality was being done at the scheme level.
- Future arrangements aim at having umbrella organizations operating as an autonomous authority and carrying out some urban regulatory functions.

5.0 Presentation of the Umbrella organizations operating framework and proposed activities.

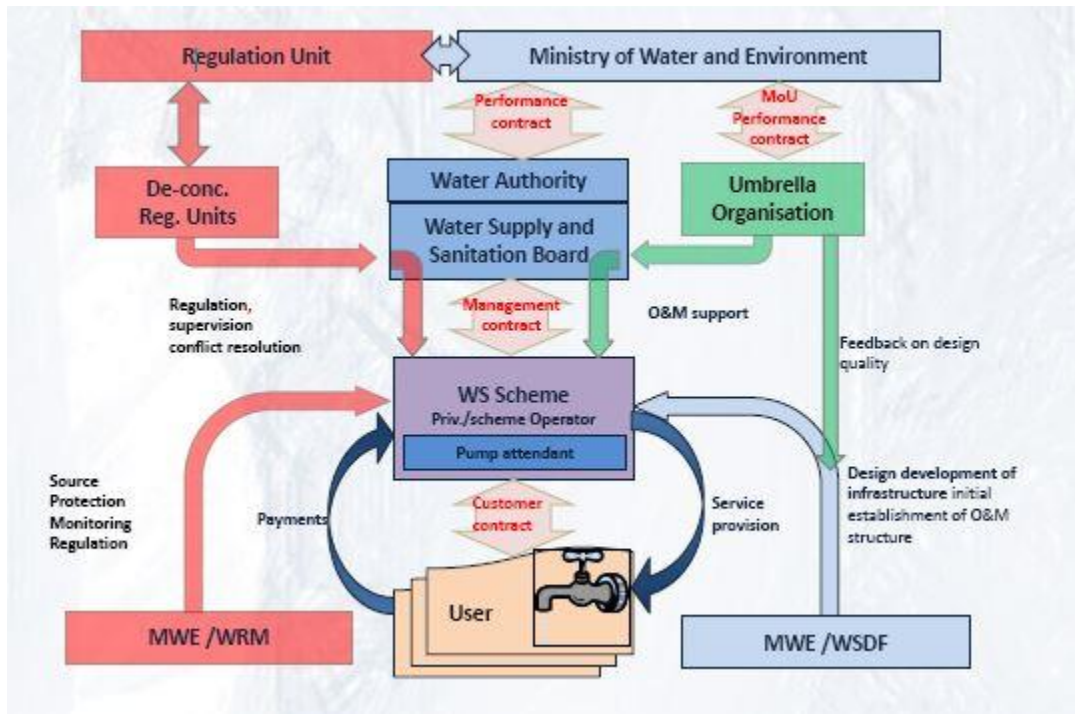
This session was presented by the Technical Advisor who presented an operating framework for umbrella organizations and the proposed activities for the next phase. Participants discussed the proposed activities in plenary and these are contained in the matrix which is



UWUPP-MTR-2014.
ppt

attached.

The proposed organizational structure MWE-WSDf –UO is as shown below



5.1 Agreed resolutions and issues to consider as a way forward

- Chairpersons and managers of Umbrella organizations shall meet on a quarterly basis.
- There is need to standardize the implementation modalities for umbrella organizations.
- Executive committee meetings shall be rotational. The Executives are the governing bodies of the Umbrella organizations.
- Need to strengthen capacity of umbrella organizations to be able to provide services to the people.
- Participants expressed a need to clearly explain the roles of each supporting partner. This was echoed by everyone at the workshop especially since NETWAS is a new partner and they were not sure what role it was playing.
- The supporting partners of UWUPP i.e. MWE and NETWAS (U) should meet regularly.
- Skype conferences can be organized for communication and shall be formally endorsed with workplans. A budget shall be attached.
- NETWAS (U) will maintain the website and will developed a link to the Ministry of Water and Environment website.
- DWD- MWE will support the professional running of the umbrella organizations
- The two partners MWE and NETWAS (U) should meet regularly may be on a quarterly basis.

- Since the western Umbrella is the most experienced, their approach and way of doing things should be incorporated into the project and project activities identified accordingly.
- NETWAS (U) should share the information needs with hydrophil.
- Quarterly meetings - NETWAS will take responsibility for these and can include the staff time spent on that.
- Progress reports shall be submitted by umbrella organizations to the National Project Coordinator-Hashakimana, who will forward to NETWAS to upload or update the website on a quarterly basis. NETWAS (U) will be expected to act proactively. The website content shall include: information on members schemes, Umbrella Organizations (represented by executive committees and the chairpersons)
- Other partners in the UWUPP project should as well be invited to provide information for the website updates.
- Workshop proceedings need to be uploaded, including those of the recently established UO on the Karamoja launch proceedings.
- A question was raised as to whether there is a work plan for the project? It seemed as if things are happening out of the blue and there is no clear plan. A suggestion was made to have a work plan developed to ensure harmony in the work being done.
- This was further emphasized by Andreas who suggested that there was need to track all activities from the logic framework and assess how much we have spent.
- All umbrellas should come up with work plans and share with the coordinator who will share with the coordinating consultant.

5.2 Presentation of the proposed organizational structure for operations of the Umbrella organizations in the UWUPP project.

The structure in summary shows the different actors and their roles which are outlined in the various operational manuals. The manuals include: an operational manual for 4 WSDFs (the operational arm for planning and Development), a manual for the operation & maintenance (O & M) secretariat (the operational arm for O & M support for all schemes in the aspects of preventive maintenance and asset management).

There is another operational manual on how the 6 umbrella organizations are coordinated by UWUPP and are to be supported by NETWAS (U). There are established regional platforms for all WSS schemes. Umbrella organizations have signed Memorandums of understanding (MoUs) with the MWE. MWE will take responsibility to coordinate the Planning and Development and with the Water Authorities including the monitoring and supported by the WSDFs and the O & M Secretariat.

It was clarified that the new structure was a proposal for the future operations of the umbrella organizations and that funds from the UWUPP project were mainly for training,

exchange visits and capacity strengthening activities like coordination meetings for planning, sharing and reviews on progress.

The presentation generated a number of issues which were discussed and some of them included the following:

- Participants had noted the conflicting roles especially in the appointment of individuals to the boards.
- The involvement of the Town clerk on the board also conflicts with the provided requirements.
- Boards may meet and pass a resolution but they have no powers to procure services or goods.
- There is therefore need to review the guidelines including the legal concerns because the boards have no legal basis to enter into a contract.
- Participants were not comfortable having politicians as signatories to the accounts.
- The selection criteria /standard for the boards should be reviewed.
- The chairpersons and secretaries should come from the user level.
- WSDFs should have a strong role in the development of future projects.

- Need to establish a mechanism to strengthen the executive committees, and the umbrella organizations should have a National coordination body.
It had been noted that the idea is good but then issues of sustainability need to be considered especially when donor funding ends. The National coordination body will facilitate the executives to voice their challenges. To initiate such a set up, the idea of the local governments under the ULGA could be studied for replication.

- It was recommended that the umbrella organizations association should hold regular quarterly meetings.

Proceeding of day II of the workshop:

Having gone through the first day of the meeting, the second day opened with a presentation of the evaluation feedback from participants. The issues were summarized and reference can be made to the document attached to the report.

The next session was the presentation of the UWUPP by Andrea of Hydrophil. He started his presentation by thanking participants for their contributions especially on sensitive issues concerning the water boards. He was impressed with the openness of the participants since communication is very key in a partnership. He also commented that the concept of the UWUPP and its vision were very clear, therefore the partnership should be very clear to all. His presentation dwelt on the key activities as per the project logical framework and the

expected outputs and outcomes to be reported on. Nearly all activities are for capacity building most especially in the area of water quality testing, training the recipients for the management and monitoring and reporting. His presentation is herewith attached for reference and the details. (Please note, we do not have it but will be pleased to have it provided and so as to attach to the report)

Key highlights of his presentation

The UWUPP project aims at strengthening regional umbrella organizations for sustainable management of piped water services.

The project facilitates the managers and chairpersons to come together for meetings and to support documentation of project achievements and services provided. These deliverables need to be communicated and made visible to the public as well as to potential members' schemes.

There is also need for a specific Monitoring and Evaluation framework the umbrella organizations in order generate quality and clear report for the managers. The current situation is that progress reports are received but information is reported. The reports to provide shall cover workshop proceedings, training events, exchange visits either within the country or Austria. Development of manuals and guidelines is another key activity and funds are available to cater for the working time spent on these activities.

For main partners re-imbursements are based on actual costs. It is based on the refund principle where the time inputs are assessed and payment is made accordingly and as per the official or agreed rates. An indication of how many days worked for the project would be required.

The project does not provide funds to the partnership for implementation of hardware activities.

Its main focus is on the visibility products which include presentations of work progress of umbrella organizations and how they link up with the WSDFs, the Focal point person at MWE and the NGO -NETWAS (U). NETWAS (U) and MWE will have some support roles towards the umbrella organizations.

Any expenses to be met by NETWAS (U) will be considered as an eligible cost but reimbursed on actual basis.

During the discussions on issues arising from this presentation, participants raised the following concerns:

- Does the project management consultant have a budget and work plan or plan of operation?
- UWUPP has no workplan. Activities are controlled from VIENNA.
- They also suggested the need to conduct a financial performance and to assess areas which are underspent.
- They also proposed an assessment of activities based on the logical framework, to establish those already done and the pending.
- Are activities already planned for?
- It was proposed that all umbrella organizations should make suggestions which shall be compiled. Some activities are already worked out in the logical framework from which one comprehensive work plan shall be developed.

To improve communication between NETWAS (U), Mr. Hashaka and Andrea, skype meetings will be held. It was also noted that more cooperation shall be required with other institutions as well, including the regulation unit of MWE in paving arrangements for future autonomy of umbrella organizations

Other important issues to note:

- Operators shall work as per the contracts
- Compliance reports on water quality will be required.
- The need to address the weak relationship between the umbrella organization and the private operator. Normally the operators are unwilling to provide reports to the umbrella organization.
- The need to establish regional laboratories, which MWE will take up.
- A draft operator manual is in place.
- Training manuals and selection guidelines for water and sanitation management structures are available.
- There is need to discuss the development of guidelines for WSSP.

Presentation of NETWAS (U) to participants.

This was done to respond to participants questions on how and why NETWA (U) was coming on board to support implementation of umbrella organizations activities.



PRESENTATION OF
NETWA (U) TO PARTI

Conclusion:

In conclusion of the two days meeting, as a way forward, it was agreed that a meeting was to be held at MWE on the 13th of March 2014 at 2.00pm to develop a workplan and discuss arrangements for formal engagement of NETWAS (U). Members to participate were: Helmut (TA), Andrea KNAPP-(UWUPP Coordinator (Austria), Godfrey Hashaka from MWE and then Simon Sekuuma & Hellen Obuya from NETWAS (U).

The Technical Advisor wrapped up the two days meeting with a few closing remarks as follows: he thanked everyone for participating in the meeting and for honoring the invitation. He also thanked Andrea for coming to participate.

Please find annexes attached

ANNEX 1

EVALUATION /FEEDBACK ON DAY I(11TH MARCH 2014) OF THE UMBRELLA ORGANIZATIONS CONSULTATIVE WORKSHOP AT CITY ROYAL BUGOLOBI

The evaluation was guided by the following questions:

1.	What went well?	Frequency
	Meals were good and the timing for them	IIII
	A quiet venue & accommodative	III
	Facilitators: open minded on developmental issues of the UOs. Facilitators were very good. Presentations were clear and informative. (many underlying issues emerged like the procurement of private operators in small towns & management of accounts for water boards.	III
	Discussions on the (failures) weaknesses and how to improve.	II
	Involvement of participants in the analysis of issues and suggestions	
	The development of ideas on how to move forward	
	Sincere apologies for what did go well	

	Participatory workshop	I
	The freedom to share issues openly	
	Participants were active and discussions were superb	I
	Clear articulation of project activities by the team.	
	The level of facilitation was practical and encouraging	
2	What did not go well?	
	The preparations and organization before the meeting.	I
	Failure to follow the set timetable/program	
	Time management and late coming.	II
	Invitations were not done in time and the communication was poor (other participants) could not attend due to uncoordinated information	II
	The room was hot at certain times	
	The room was so cold in the morning (was not comfortable)	
	Un coordinated and unclear organization	II
	Locating the venue especially for up country participants was difficult	
	UWUPP does not provide facilitation for the Ministry staff.	
	Non- payment to the hotel up to now	
	The issue of facilitation was not clear	
	Cookies had a lot of sugar	
	Un clear roles & responsibilities in the preparation and hosting of the meeting.	
3	Suggestions for improvement	
	Give adequate notice for invitations to the meetings (at least 2 weeks and a	II

	clear venue-easy to access).	
	Send a written invitation letter to participants & attach the program	
	Provide hand- outs after presentation	
	Develop team spirit	
	Ensure proper/rightful delegation of authority	
	Set a program and follow it	
	The windows should be opened	
	Provide information on what to expect and not to expect	
	Meetings of this kind are very useful for the running of UOs. For a long time no meetings had been held for the Umbrella Managers and Chairpersons.	
	More involvement of UWUPP coordinator, VIENNA	
	Organize regional meetings	
	Preparation and facilitation of some of the planned activities.	
	Need one Officer/institution whose responsibility is to organize for future workshops other than having so many cooks boiling the same meat.	
	Funds should always be provided early	
	All Officers participating in any workshop should always be facilitated irrespective of where they come from otherwise they will not attend.	
	Ensure clear communication on who does what in organizing other meetings (better organization for future workshops)	II
	Participants should come early so as to begin on time.	
	Financial resources should be managed locally	
	Responsible workshop facilitator	
	There should be standard rules for perdiem and transport refund.	

