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Improving governance in the water sector through social accountability, communication and transparency

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ABSTRACT

Network for Water and Sanitation (NETWAS, Uganda) in June 2008, with support from the World Bank Institute and in partnership with the Ministry of Water and Environment, Bukalasa Agricultural college which supplies the college and neighbouring homesteads with piped water, Wobulenzi Town Council which signed a contract with Trandit Limited a private company that supplies Wobulenzi core urban and a few peri urban wards, has been implementing a governance project. The aim of this project was to promote better governance in the water sector in Uganda by fostering transparency, social accountability and efficient communication activities. Two social accountability tools known as the Citizen's Report Card (CRC) and the Community Score Card (CSC) have been used. A communication strategy was also developed to ensure better information flow between users and providers and other key stakeholders of the project, the process and the outcomes. This project engaged communities within the Town Council to work in partnership with the service providers to improve the quality of water service delivery. After two years of implementation what is clear is that social accountability works in improving water provision and improving relations among stakeholders.

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Keywords: Community score card, citizen report card, service providers, users.

INTRODUCTION

The Program for improving governance in water sector through Social Accountability, Communication and Transparency in Uganda was conceived by the World Bank Institute (WBI) which is the capacity development arm of the World Bank that helps client countries share and apply global and local knowledge to meet their development challenges. The above project was implemented from June 2008 to March 2010. The project launched a citizen's report card (CRC) communication and transparency processes in the District of Luweero,

Wobulenzi town council to obtain citizen's experiences on water supply. Two private water service providers operated in Wobulenzi: (i) Trandit Ltd (Trandit), serving urban Wobulenzi and some peri-urban areas; and (ii) Bukalasa College, serving the local agricultural college and its surrounding households. The two providers operated under contracts. Bukalasa provided water as a private operator, whereas Trandit functioned under an output-based aid contract with the MWE (Box 2). Trandit's contract with the MWE granted the service provider a subsidy

if it installed 200 new connections within five years of the Contract's execution date.

The CRC was used to provide feedback to the private water operator's agencies on the strengths and weaknesses of their work. It was also used to draw attention to the problems highlighted and facilitate cross fertilization of ideas and approaches by identifying good practices. The communities in Wobulenzi were able to monitor and improve the quality of water provision through constructive feedback to water providers using the community score card tool.

Network for Water and Sanitation (NETWAS) Uganda, a national NGO, has been coordinating the initiative on behalf of the wider multi stakeholder. This paper will promote better governance in the water sector in Uganda by fostering transparency, social accountability and efficient communication activities.

MATERIALS AND METHODS

The general approach for the programme was participatory and consultative involving relevant stakeholders at each stage of implementation. The reason for adopting a participatory consultative approach was to build consensus around issues and inculcate ownership of suggestions and recommendations. This program in the water sector in Uganda was implemented through the following components:

Application of Citizen Report Cards (CRC) and Water Quality Test

The CRC tool can be used to understand the degree of transparency in local governance while creating a baseline against which progress in improving transparency can be measured (Maria Gonzalez de Asis et al., 2002). This was applied twice in the lifespan of the project at the beginning and at the end of the programme.

Household Listing

At the beginning of the project, NETWAS randomly sampled 14 villages in Wobulenzi town council. The purpose of the household listing was to obtain a

comprehensive updated list of all households in the village without any omission or duplication since the census data was not adequate. The 14 sampled villages all in Wobulenzi town council were listed. The household listers moved from one household to another to be sure all the households were listed in each village. Below is a matrix showing the total number of villages and total number of households in each village and a comparison with the original data set provided.

Baseline Survey

The baseline survey was conducted in Wobulenzi Town Council in Luwero District. A total of 14 LC1s/zones were covered and 487 households interviewed in core and peri-urban areas. The names of the LC1s/zones and the number of households covered in each were as shown in Table 2 on the next page.

A stratified sampling plan used to conduct the baseline. In brief, the households in Wobulenzi Town Council were stratified into two strata; Core –Urban and Peri-Urban. A representative sample was drawn from each of the stratum. The selection of the households for interview was based on a comprehensive listing of households which was undertaken in 2008. A table of random number was used to select the samples (households) for the interviews.

The data collection methods included Questionnaire interviews with households and key in depth key informant's interviews with the members of the Water Boards and service providers. The questionnaire and structured interview guide designed and pre-tested were consequently used.

The quantitative data generated through questionnaire interviews was entered in EPI INFO and was later exported to SPSS for further cleaning and analysis. The qualitative data from key informant interviews with Water Board and service providers was entered in excel worksheet where it was summarized and analysed using thematic procedure and content analysis.

Stakeholder analysis

A comprehensive participatory stakeholder analysis was done to identify the

specific target groups with whom the program would be carried out and to ensure that the diagnosis takes account of local knowledge and understanding, to make the interests of key stakeholders transparent, and to build ownership of the programme. A household listing exercise was carried out to determine the number of households in the project area.

Water quality tests

NETWAS conducted water quality tests in September 2008 and December 2009, coinciding with CRCs. The following measures of water quality were tested:

- pH, which affects the taste and corrosiveness of the water.
- Turbidity, which indicates the cloudiness of the water and affects the risk of infectious disease transmission.
- Electrical conductivity, which affects the taste and freshness of the water.
- Fecal coliform, which indicates recent fecal pollution and the potential risk of contracting infectious diseases.
- Total coliform, which affects the general hygienic quality of the water.

Nine tap stands, four water tanks, and the main outlet of Bukalasa were tested. In Wobulenzi Town Council, a total of four kiosks, two tanks, four tap-stands, and four boreholes were tested. Finally, in Sikanusu zone, one unprotected spring in Wobulenzi (used by a sizeable portion of the population when the flow from tap stands is irregular) was also tested. Water sources were first tested on-site for physical quality using portable electronic meters. Samples were then collected in sterilized glass bottles for laboratory testing supervised by NETWAS. Community focus groups were convened by NETWAS to raise public awareness of the importance of maintaining the cleanliness of water points to avoid contamination, and to demonstrate how to collect, transport, and store drinking water.

Application of Community Score Cards (CSC)

A CSC is a qualitative monitoring tool used for local-level monitoring and performance evaluation of services by communities. The CSC process is a hybrid of

the techniques used in CRCs, social audits, and community driven monitoring and evaluation (Ksirker et al., 2009).

The CSC is a tool used to (a) collect feedback from users and service providers of public services (in this case, water) (b) disseminate this information to citizens/users and service providers so they have reliable information about how the community they serve views the quality and efficiency of service delivery (c) both the community and service providers work on a plan to improve service. It also provides the community and the service providers an opportunity to compare service delivery in their community with other communities, or across districts and municipalities or throughout the country. The methodology emphasizes the active dissemination of information in order to create awareness and enhance community participation.

The specific purpose of the CSC in the water sector was to (i) identify priority areas for improvement in the quality of services (ii) generate suggestions for improvement in water services; and (iii) for water users and providers to work jointly to identify and implement specific actions to improve the quality of water services provided at the local level (Figure 1).

Stakeholders

The main stakeholders in the CSC process were: (i) the water users – Direct water users, individual households and institutional (schools, health centers, private businesses), community leaders – LCs, Religious leaders, (ii) water service providers – Kiosks, compound taps, main suppliers (public, private and NGOs), (iii) Duty bearers - Water management boards, District Water department, Town Council, etc. (iv) Potential supporters and donors- World Bank, NGOs, Religious Institutions, Influential citizens, Politicians.

The CSC process covered 7 areas:

(a) *Training and equipping facilitators* – Impartial Facilitators with the right attitude towards users and service providers were selected for the training. Two trainings were

held in which 7 NETWAS staff, 5 of Wobulenzi community facilitators, 7 representatives from Wobulenzi Town council, one manager from Trandit, 6 representatives from Bukalasa College and other NETWAS partners such as Buso Foundation (2), Ministry of Water and Environment, World Bank water sector of Uganda, Community Development Facilitation unit of the government, DWD, and Luwero District.

The aim of the training was to “Equip facilitators with skills and knowledge to enable them confidently facilitate the CSC process”, Secondly the training was to cultivate the appropriate attitude between facilitators and stakeholder groups, ensure support and active participation of all relevant stakeholders - especially the water board, and to promote ownership and sustainability of the process.

The training covered the following sessions:

- (i) **Facilitation skills** for effective facilitation of participatory processes with adult partners: Topics included what motivates and de-motivates adult participants; adult listeners, working with men and women, the roles of a facilitator, listening skills, and some weaknesses of participatory approaches.
- (ii) **Preparation for meetings:** These covered two levels: community representatives’ selection and invitation, identification and preparation of meeting venue and logistics; and Workshop preparations which covered rehearsing through the process, preparing meeting charts, developing checklists and team roles.
- (iii) **The CSC process:** This session involved walking through the process with detailed illustrations and simulation exercises for the community, service provider and interface meetings.
- (iv) **Field practice:** This was carried out in 6 communities served by both Wobulenzi Town council and Bukalasa Agricultural Collage: Sikanusu, Gwaffu, Kigulu, Kitante, Kikasa and Bukalasa Upper West.
- (v) **Participants reflection, lessons and emerging issues:** Each day begun with a session for participants to reflect, share lessons and key questions that they still had.
 - (b) *Community meetings* – The main purpose of the community meeting was to allow users of the water service to share their experiences, identify priority areas for improvement as well as the roles and contributions they can make towards improving governance, management and delivery of water services. In the meetings because the group was big each representatives of special user groups, each were given room to discuss issues that are most important to them. The focus groups included, women, men, vendors, children, business and local leaders/religious leaders. Each group had its own score card presented during plenary. Communities selected 3 priority areas and 3 programmes should be progressed within 6 months and using available resources. The output of this meeting was a **Community Score Card**.
 - © *Service providers meetings* – This meeting was held to give service providers the opportunity to discuss and share their views on the quality of services and factors that they think or know affect their effectiveness. They also proposed activities they think can help improve service delivery, management and governance. The main output of this meeting was a Service Providers Self Assessment Card.
 - (d) *Interface meeting* – The purpose of the CSC process in the water sector is to promote social accountability, transparency and dialogue between water users and suppliers. The interface meeting did exactly that: bringing together all stakeholders after their independent meetings, to present, negotiate, agree on a joint position, and develop a joint plan of action. The main output of this meeting was a **Joint Action Plan**.

(e) *Implementation:* NETWAS provided seed money to each community as contribution toward kick starting implementation. Each decided what to use the money for. In this stage, the communities together with the service provider worked on implementing the agreed work plans in the joint action plan.

(f) *Reflection and learning meetings* – This was Participatory monitoring process to encourage learning and fine-tuning the process to make it more effective. The meetings enabled actors in the action joint plan to take off time to review progress and draw lessons from their own activities. These meetings were held for each of the 6 communities and the activities as spelt out on the charts were reviewed. The group also selected some sites to visit for validation where needed. The group selected sites they wanted to visit. The output of this meeting is a refined joint action plan.

Evaluation: The main purpose of the evaluation component was to carry out a joint “as we go” evaluation of the program. This was done in two parts:

Firstly, an evaluation survey was conducted to monitor changes in quality and performances of providers. Questionnaire interviews were conducted with the households and service providers. These were similar to what was covered in the first survey. The methodology and sample used were similar like in the first survey. Issues on availability and access to water sources, distance, water use, cost, quality of water services and community participation, information and communication aspects were analysed. A second water quality survey was also carried out on the same water sources.

The participatory evaluation was done after implementation of the community score card implementation.

Specifically the methodology included:

- Plenary sessions in the 6 communities to review and establish the status of activities on the ground. All the six communities and representatives from the

two service providers (Wobulenzi Town Council and Bukalasa Agricultural College) participated.

- Focus groups to review and score against the progress made, and provide specific perceptions of the various groups, including the service providers. There were largely three groups: men, women and youths. The children were not invited as they were in school. Overall 130 people participated.

(a) Sample household survey to verify and triangulate information generated through focus groups. The evaluation team did not have predetermined questions. The questions were identified based on issues raised during the focus group and plenary discussions. However, in principle most questions were based on the indicators identified during the interface meetings. Homes visited were also randomly selected by the groups. The principle was for each group of 2 -3 persons to interview between 3 -5 homes. The number of homes visited per community depended on the number of participants willing and able to participate in the home visits. Some participants were elderly, some sick and others not able to read and write. Since participants were mostly semi-illiterate, the questions had to be simple, few, focused, and of interest to the meeting. About 188 households were visited: Sikanusu – 24; Gwaffu – 33; Kigulu – 19; Kitante- 53; Kikasa - 30 and Bukalasa Upper West and East.

(b) National Workshop: A national level workshop was held to share experiences of the CSC process with stakeholder in the water sector and to discuss and devise ways of scaling up the approach to other areas of Uganda.

Communication

NETWAS, WBI, and the WorldBank’s CommGAP program jointly oversaw the development of a communication strategy for Uganda’s water program. The strategy aimed to foster trust among water sector stakeholders and facilitate dialogue and knowledge sharing

regarding the importance of social accountability and transparency. Among the channels of communication developed were:

- Regular meetings with stakeholders, including officials from the MWE, local government authorities, water service providers, and users' associations;
- A bulletin developed by NETWAS in English and Luganda;
- Posters in high-traffic areas;
- A blog to share real-time information with stakeholders;
- A Facebook account to share program information with other donors and water experts;
- A Web site created by WBI to provide easy access to all materials generated by the project, such as surveys questionnaires and results, reports, and evaluations;
- A video produced by NETWAS-WBI;
- Local forums to host presentations on the project, including during the quarterly;
- Action-learning meetings convened b.

Table 1: Listed villages and total number of HH.

No	Village	Total number of households listed	Comparison with census figures 2002
01	Gwafu	074	46
02	Morden	155	162
03	Katale	234	161
04	Kigulu	265	202
05	Bukorwa Central	126	243
06	Upper West	034	55
	Upper East	021	
	North Central	015	
07	Lutamu	150	206
08	Luzzi	351	352
09	Nakadingidi	828	533
10	Kikasa	126	151
11	Katikamu Proper	175	167
12	Kitante	252	235
13	Kikoma	270	
14	Sikanusu	110	83
14 villages		3076	2596

Table 2: LC1/zones and number of households covered.

	Core-urban		Peri-urban	
	LC1/ Zone	No. households	LC1/ Zone	No. households
1	Bukolwa Central	36	Katale	33
2	Gwafu	36	Kigulu	34
3	Katikamu	36	Kitante	33
4	Kikasa	36	Luzzi	35
5	Kikoma	36	Modern	33
6	Lutamu	36	Nakadingidi	33
7	Upper West	37	Sikanusu	33
	Total	253		234

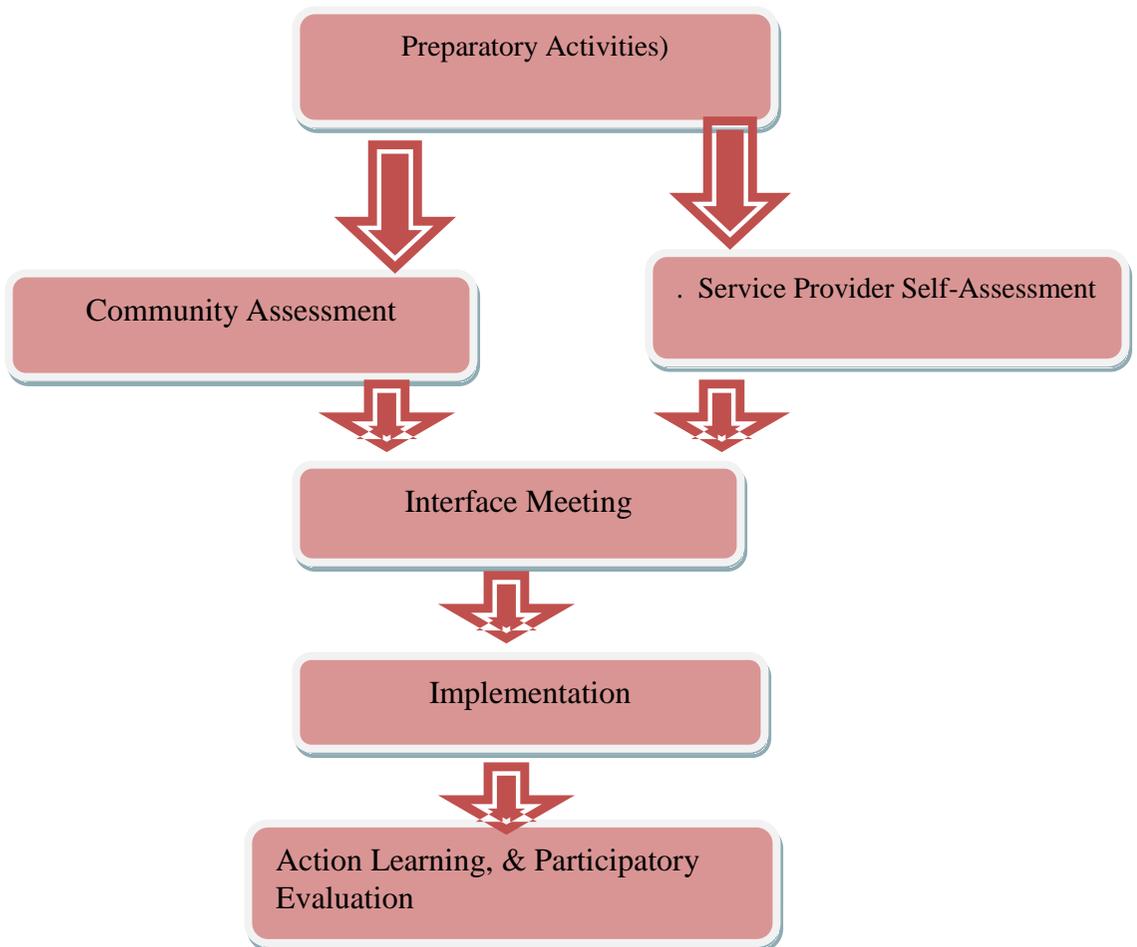


Figure 1: The community Scorecard Process.

RESULTS AND DISCUSSION

Citizen's report card

Comparing the first and second baseline survey, there were notable improvements in some. Citing a few examples;

The general finding was that there was an increase in the percentage of **households with piped water** in the house and as a result, there was a general reduction in the percentage of households using other water sources. This was partly attributed to the OBA service provider (Trandit) who was extending piped water connections to households which did not have at the time of the baseline.

In terms of **location**, the findings show that in Peri-Urban areas, there was an increase in percentage of households with piped water in their houses to 41% from 25% at baseline (August, 2008). However, there was no change in Core-Urban areas and the percentage remained the same (5%). The increase in percentage of households with piped water in their houses may be attributed to repair of the pump by Bukalasa College as a result of the community score card action plan and the additional connections provided by the OBA service provider (Trandit). Table 3 shows the comparison of the results by location.

Conversely, **the reliability of the water supply** by Trandit did not improve much. This was evidenced by the reduction of the percentage of households with piped water in house reporting water flowing 24 hours which reduced to 13% from 21% at the baseline. There was slight increase in the percentage of households that reported water flowing 24 hours at the Kiosks/ Public Stand pipe to 20% from 14% at the baseline. This may be attributed to water system breakdowns and power failures.

- There was no significant change of pH from the along the distribution system. This may be attributed to the boreholes having continuous supply of water and routine maintenance.

- All the results of faecal coliform were satisfactory unlike the previous tests where unsatisfactory results were obtained in the Cylindrical water tank and Sakaza tap-stand in Bukalasa and Kitante B/H. Apart from water from the unprotected spring which was found still contaminated, the rest of the water points had water that was safe for drinking and domestic use. This can be attributed to the cleaning of all the tanks of Bukalasa water supply and their cover tops properly fixed during the community score card implementation.
- Whereas results indicate that there was an improvement in the water quality in the two water supplies, it was observed that people still need a lot of sensitization in the proper transportation and storage of drinking water.
- During the water quality survey, it was also observed that there was no discontinuity in water supplies. Water was constantly flowing and there were no complaints from the community. Therefore, discontinuity which may increase the livelihood of contamination as the risk of back – siphoning into the distribution network is increased when pipes are at lower pressure than the surrounding soils was avoided. Discontinuity was noted in both water supplies during the first survey.

Community score card

While the OBA approach provided the Trandit Ltd with an incentive to improve the service provision by getting paid only after delivering a service, there was no such incentive system for the Bukalasa Agricultural College. However, through the implementation of CRC and CSC users were given a voice to help improve service provision by providing feedback to the private operator and the Ministry of Water based on their own experiences with the service provision of these two water providers.

But perhaps more effective in Wobulenzi was the selection and participation of Water Board (WB) members in the training. Two members Mr. Stephen Sawa Luboowa, the Chairperson and Ms. Sarah Nagujja who have not only been supportive of the process, but have taken over the facilitation and lobbying from within the WB for openness and inclusiveness of users in the water sector activities. They have also been instrumental in securing resource for the meetings that have begun between the WB and communities, and have so far covered 10 out of 20 communities over the 6 months. It should be noted that these were the first community meetings ever held by the WB.

Use of the community score card encouraged service providers to meet with members of the community and give feedback to any issues. Results of the CSC were shared with the community, district/Town council and at national level. NETWAS would facilitate, provide technical advice, supervise and support them technically during the process. A communication strategy to share information with the community as well as with providers and local, Town council and national authorities was implemented (Tables 4 and 5).

The aim of the program was to promote better governance in the water sector, by fostering transparency, social accountability and effective communication/dialogue, with the overall goal of improving services to the users. Progress towards these was discussed at the end of the programme.

Transparency

The working definition of transparency was given as service providers freely sharing with all involved the annual budgets, budget allocations and providing feedback on expenditures. During the Joint Action plan, Transparency between Bukalasa Collage and Users was dropped when the collage explained their status as private suppliers

exempts them by law to disclose their incomes and expenditures to the communities. As such transparency was not discussed in Upper West (Collage staff quarters). The case of Wobulenzi Town Council: it became clear to water users through the evaluation meetings that, in principle attending budget meetings was a right for all citizens. The indicator selected to measure progress towards transparency was “Water Board of both Wobulenzi and Bukalasa to hold meetings in the communities” to officially inform the communities about the budgets and work plans, as well as any expenditures (Table 6).

Both Boards (Wobulenzi and Bukalasa) embarked on the meetings to also cover Transparency and Social accountability. Unfortunately for the Wobulenzi Water Board, two of the pilot communities (Kigulu, and Kitante) and partly Kikasa had not been visited by the time of the evaluation as is reflected in the scores and reasons given by these communities.

Bukalasa WB also through the Zonal representatives visited communities primarily to cater for the community priorities of training on sanitation, provide information on the billing system, how to reach the plumbers (by phone) and where the water office of the college was located.

All communities saw NETWAS community meetings as educative. This was because water users for the first time participated in discussing and prioritizing water issues and met some of the WB members. The meetings also provided a safe forum for communities to share their concerns and to be listened to. Table 7 below summarizes the community perspectives on transparency before and at the time of evaluation.

Social Accountability

Social Accountability was defined as “All stakeholders knowing, understanding, performing and being accountable for their roles and responsibilities”. This was

envisaged to provide the basis for mutual accountability between water providers and users in relation to their specific responsibilities. Communities identified meetings with the Water Board, in which roles and responsibilities, performance against these are discussed as good indicators for social accountability. This was because the Water Board (Wobulenzi) had not been introduced officially to communities, and communities were confused about the relationships and roles of the various bodies involved with water: Town Council, Water Board, Trandit (private operator), and the Kiosk operators.

The Water Board (Wobulenzi) as a result of the CSC process, embarked on a program to visit all 20 communities in 5 Parishes under the Town council, including Bukalasa College and the communities served by the college. The purpose of the visits was the WB to introduce themselves, inform users about their roles and responsibilities, facilitate the nomination of Water User Committees (WUC) and begin to respond to issues communities wanted to learn about the water services. Ten out of 20 communities were visited before the budget the WB was working with run out. It was unfortunate that three of the pilot communities – Kigulu, Kitante and Kikasa were among those that missed. Table 8 summarizes the community perspectives before and at the time of the evaluation.

Effective communication (dialogue)

Effective communication focused on information flow between Service providers and users. Prior to the CSC process, the formalized mechanism of communication was through the local councils and to a limited extent, during delivery of water bills by Trandit employees. These were not working to the satisfaction of stakeholders. As indicated above, users did not understand the roles of the various bodies and especially as Trandit the private operator was new.

Communities served by Wobulenzi Town council made several suggestions to ensure timely and effective communication: Use of the loud speakers - also called *radio Wobulenzi*, public notice boards, written letters/notices, meetings and door to door delivery of information.

At the time of this evaluation, Radio Wobulenzi was actively used, Trandit staff also shared information when distributing bills as well as Kiosk operators, some communities like Gwaffu used written notices and a public notice board provided by CODI (NGO working on transparency- they promote local sharing platforms commonly called “Kimeza”). However, in those communities where the WB meetings had not reached, communities were not yet aware of the new communication mechanisms and many did not respond to radio Wobulenzi for lack of awareness. Table 9 below provides the community perspectives on progress made in the area of communication.

Overall, progress had been made on the part of the Water board on addressing the three issues of governance.

Figures 2 – 4 below show that in Sikanusu and Gwaffu were meetings were held communities’ perspectives on performance improved more than 40%, while Kigulu and Kitante there was a drop in the area of social accountability. In the case of communities served by Bukalasa College, a lot of improvement was reflected in the area of communication of about 30%, slight improvement in Social accountability and transparency in Kikasa, while Upper west and East (staff quarters) improvement recorded only under communication. This further confirms the necessity of meetings to share information with users, which had not been a practice of the service providers.

Table 3: Water quality results for the first and second survey.

NO	Name of Tap stand, Tank	Turbidity		PH		Conductivity		TDS		E-Coli		T -Coli	
		(NTU)				($\mu\text{s}/\text{cm}$)		(mg/l)		(cfu)		(cfu)	
		1 st Survey	2 nd Survey	1 st Survey	2 nd Survey	1 st Survey	2 nd Survey	1 st Survey	2 nd Survey	1 st Survey	2 nd Survey	1 st Survey	2 nd Survey
NON OBA BUKALASA WATER SUPPLY													
1	Elevated Water Tank	7.42	1.45	6.69	6.59	172.2	218	81	103	36	0	160	0
2	Mian Source Outlet	1.45	1.06	5.74	6.40	175.2	230	83	109	0	0	0	0
3	Cylindrical Water Tank	5.79	7.18	6.11	6.56	167.9	194.5	79	92	TNTC	0	TNTC	0
4	Underground Water Tank	1.84	1.25	5.87	6.40	181.8	250	86	118	0	0	0	0
5	Dining Hall Water Tank	1.29	1.28	6.02	6.69	302	290	143	138	0	0	0	0
6	Castella Hostel Tap	0.74	1.23	5.7	6.29	304	291	144	138	0	0	0	0
7	Paradise Hostel Tap	0.99	1.27	6.07	6.60	280	295	133	140	0	0	0	0
8	Washington Hostel Tap	0.78	1.08	5.94	6.43	164.8	306	78	146	0	0	0	0
9	Kafu Hostel Tap	1.35	1.06	6.07	6.42	255	315	121	150	0	0	0	0
10	Compound Tapstand	1.05	0.92	5.72	6.15	212	318	100	151	0	0	0	0
11	Kagera Hostel Tap	0.85	1.32	6.02	6.29	284	286	135	136	0	0	0	0
12	Sophie Tap stand	0.78	-	5.77	-	304	-	144	-	0	-	0	-
13	Sempembwa Tapstand	1.19	1.02	5.72	6.46	279	279	132	132	0	0	0	0
14	Sakaza Tapstand	1.63	0.72	6.41	6.64	174.4	197	82	93	156	0	TNTC	0
15	Dining Hall Tap	1.07	1.38	6.13	6.67	302	289	143	137	0	0	0	0
OBA WOBULENZI TOWN COUNCIL WATER SUPPLY													
16	Sump (Tank)	0.86	2.23	6.01	6.58	313	346	149	164	0	0	16	0

17 Kisawe Kiosk B	0.77	1.14	6.49	6.89	310	359	147	171	0	0	8	0
18 Wobulenzi Abattoir Tap	1.46	5.3	6.70	7.24	304	321	144	152	8	0	20	0
19 Kitante A. Kiosk	0.96	1.24	6.46	6.99	313	357	149	169	4	0	26	0
20 Reservoir Tank	11.3	1.78	6.56	6.98	323	362	153	172	6	0	12	0
21 Semaganda Tap stand	0.82	1.99	6.53	7.00	311	359	148	171	2	0	112	0
22 Nabowa Florence Tapstand	1.04	1.24	6.27	7.06	316	359	150	170	0	0	160	0
23 Mrs. Betty Nakajubi Tapstand	0.83	1.42	6.28	7.02	313	359	149	171	4	0	188	0
24 Sikanusi Tapstand	1.03	1.48	6.40	7.03	309	358	147	170	0	0	216	0
MR. KATONGOLE EXPEDITO KIOSK												
25	0.96	6.62	5.47	6.03	482	561	230	268	0	0	0	0
	Turbidity	PH	Conductivity	TDS	E-Coli	T-Coli						
UNPROTECTED SPRING												
26	65.8	68.8	5.63	6.40	155.6	219	74	104	TNTC	TNTC	TNTC	TNTC
INSTALLED BOREHOLES												
27 Kitante B/H	21.0	8.65	6.03	6.51	346	381	164	181	6	0	48	0
28 Mohammed Matovu B/H	0.92	-	6.01	-	242	-	114	-	0	-	0	-
29 Luyima B/H	1.39	9.05	4.96	5.46	294	341	139	162	0	0	0	0
30 Bukorwa B/H	1.79	-	5.84	-	161.5	-	76	-	0	-	0	-
31 Gwafu B/H	11.3	2.05	5.80	6.36	224	229	106	108	0	0	0	0
32 Kikoma B/H	1.78	2.06	5.21	6.01	99.2	126.6	47	60	0	0	0	0

Table 4: Community score card for Sikanusu.

Areas for improvement	Desired changes	Scores	Reasons for the score	Proposed activities
Inadequate water supply	Adequate water supply	5%	Water supply is so low	Apply for more boreholes to be constructed <ul style="list-style-type: none"> • Nganda Khalid
High cost of water	Reduced water prices	10%	Low income of the community	Hold discussions with service providers <ul style="list-style-type: none"> • Councilor Kasiry James
Low quality of water	Good quality water	40%	Poor quality water	Ask for a water quality specialist to test the water
Preferential treatment of adults over children at water points	Equality and fairness at water points	0%	There is no equality	Local council should to discuss with vendors on the issue of children <ul style="list-style-type: none"> • Mwanje Fred
Transparency	Service providers should inform community on upcoming activities and water plans	0%	Service providers do not inform community of events and plans.	Clear introduction of service provider and their roles and duties to the community <ul style="list-style-type: none"> • Seruwagi Kasim
Social accountability	Accountability to the water users	0%	there	
Dialogue	Well-structured channels of two way communication	0%	There is no communication between service providers and the community	Create avenues of communication like loudspeaker to notify community of progress and changes in water schedule and activities <ul style="list-style-type: none"> • Hamuza kizito

Table 5: Service Providers self-assessment card.

Areas for improvement	Desired changes	Scores 0-100	Reasons for the score	Proposed activities
System machines are old and some pumps are non-functioning	New and functioning machines	40%	Frequent breakdown of machines	To ask for new pumps from the ministry.
Unstable power supply and hiking price of fuel	Uninterrupted power supply	35%	Power supply is very inconsistent	Increase on budget allowance for preparedness when power is off
Poor payment of water users	Good and timely payment	40%	High percentage of defaulters	To ask water users to pay on time
Transparency	Openness	60%	Most information is communicated	To be transparent in all activities
Social accountability	Timely reporting to the water board	45%	Roles and responsibilities are not clear.	Reporting and accounting of all responsibilities
Dialogue	Frequent dialogue with water users	48%	Limited communication and dialogue between water users and service providers	Create avenues of communication with water users

Table 6: Joint action plan of Kikasa and Bukalasa.

Areas to be improved	Desired change	Evidence of progress	Scores out of 100	Reason for the scores	Proposed activity	Tasked person	deadline	Person to monitor
Water pipes not enough	increased coverage in piped water supply in Kikasa	Increase in water extension	15%	Water pass on main roads Small pipes Some area has no pipes	Community to ask water while paying	LC1	4 month	Sekibengo edward
						Zone leader	6 month	
No bore hole in Kikasa	When bore hole is excavated	Started getting water from it	0%	There is none	Ask a borehole/water from luwero	LC1 asks through town council to district	2 month	Sekibengo edward
To increase on the number of pumps	water has is increased	When getting water in plenty	35%	Water pumps working are few When students are back water is reduced	Repair pumps	Bukalasa water board	4 month	Kalungi edward
Communication	When providers work with users	Giving information to people	20%	Zone leaders are not seen They are seen when bringing bills	Electing another zone leader Getting phone numbers of service providers	Water board kalungi Edward	2 month now	LC1
Social accountability	Tell people board members	When getting information from board members	20%	Some are being seen working	Visit water users Call meetings	Zone leaders	2 month	Sempebwa gideon
						Zone leaders	2 months	
Transparency	When knowing expenditures and plans	When meetings are organized	0%	Water board did not know it was their responsibility	When transparent in activities Calling meetings	Water board	2month	Sempebwa Gideon
						Water board	2 month	Sempebwa gideon

Table 7: Transparency scores and reasons for the scores.

Communities	Initiation score	Reason for the score	Ev. Score	Reason for the score
Served by Wobulenzi Town council				
Sikanusu	10%	There was no transparency	50%	There was some level of information sharing by local leaders but Trandit and WB not yet shared the budget issues
Gwaffu	8%	Users had never been informed about work plans and budgets	68%	WB called the meeting but the weakness was on the users attendance
Kigulu	0%	No meetings on water services had been held	0%	No meeting held to inform users about the budget or work plans
Kitante	0%	No meetings had been held	0%	- do -
Served by Bukalasa Agricultural College				
Kikasa	0%	WB did not consider it as their responsibility	23%	Plumbers come when called and people were informed of the debt by the service provider and reason for increasing the tariffs
Upper west and East	- N/A	WB did not consider it as their responsibility	- N/A	- N/A

Table 8: Social Accountability scores and reasons for the scores.

Communities	Initiation score	Reason for the score	Eval. Score	Reason for the score
Served by Wobulenzi Town council				
Sikanusu	0%	None at all	70%	Water board took the responsibility and held a meeting in Sikanusu. Trandit workers got uniforms with name tags as requested by the community
Gwaffu	10%	People neither knew the water service provider representatives nor their roles	78%	The WB and LC created awareness. The WUC worked but there was still need for the TC to inform people about their roles. The water providers came and promised to come back.
Kigulu	0%	There were a lot of complaints	4%	Men gave 10%- because NETWAS meetings provided information on roles and responsibilities but the WB/TC had not come officially. Women 0%-People have not been trained Youth gave 2%- kiosk attendants played their roles but complaints still existed
Kitante	20%	Trandit workers were seen working	4%	- do -

Served by Bukalasa Agricultural College

Kikasa	20%		43%	They knew the water office and their Chairman had liaised with Bukalasa WB
Upper west and East	50%	-	50%	Had not changed due to failure to organize meetings

Table 9: Communication scores and reasons for the scores.

Communities	Initiation score	Reason for the score	Eval. score	Reason for the score
Served by Wobulenzi Town council				
Sikanusu	25%	There was no communication mechanism	70	Trandit talked to people and used of Radio Wobulenzi to deliver information
Gwaffu	10%	Some information came through the councilors most times late. A few people were informed	75%	Information was timely; but the information person had no means of transport or airtime which delayed delivery a bit. Communication was fast, they were called to the meeting in writing, and the information person moved house to house
Kigulu	0%	No meetings or training	7%	Communication was not good. The loud speakers did not reach Kigulu, they got some news during NETWAS meetings but not from the water providers. Meetings had not taken place.
Kitante	0%	No meetings or training	7%	There was the use of the loud speaker but there had been no meeting
Served by Bukalasa Agricultural College				
Kikasa	20	Zone leaders are not seen They are seen when bringing bills	54%	Had the telephone contacts of the service provider's technicians and when called they responded. Little communication, they had yet to met
Upper west and East	50%	The water users got to know water board members from the NETWAS meeting and increased the score by 25% The service providers had been seen working but not known.	78%	Can be contacted and reached any time: phone and a bicycle. The water office had a sign post and all knew it. Everything proposed to improve communication was covered and working well especially Plumbers.

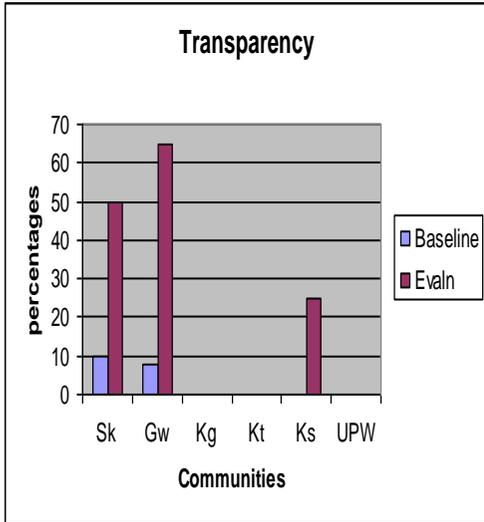


Figure 1: Transparency.

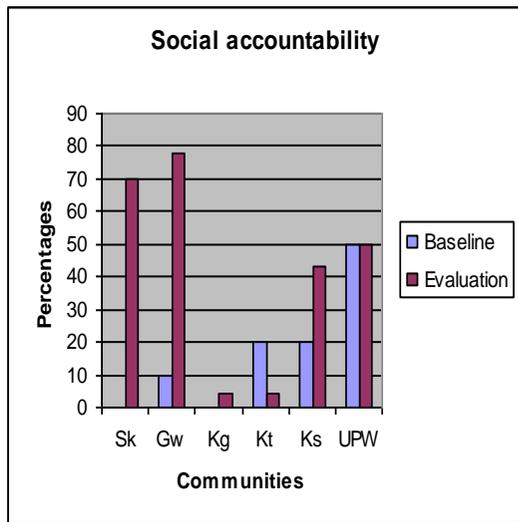


Figure 2: Social Accountability.

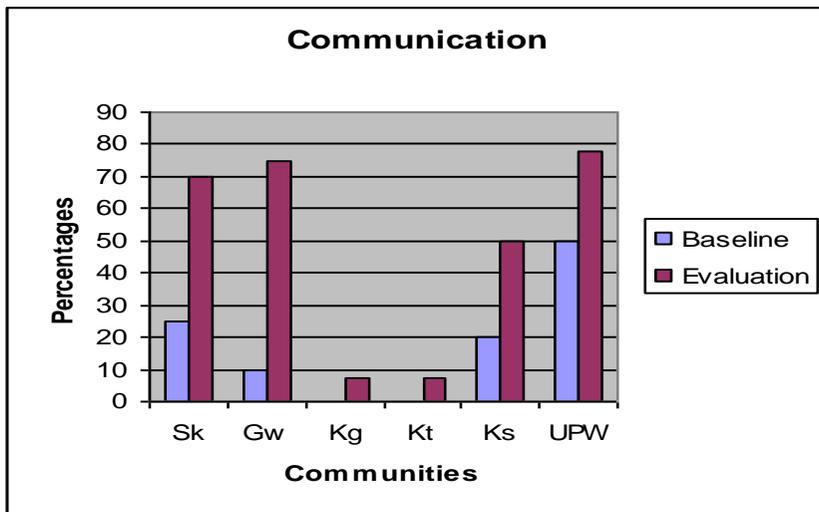


Figure 3: Communication.

Key: SK = Sikanusu, Gw = Gwaffu, Kg = Kigulu, Kt = Kitante, Ks = Kikasa, UPW = Upper West.

Conclusion

The main conclusions were :

The CSC process had been effective in bridging the gap between water service providers and users. It was a learning process that provided a safe haven for stakeholder to open up and share their concerns, fears, grievances, etc., and yet remained committed to working together towards set goals. But perhaps most effective was the equipping of

key members from both WBs with the skills to facilitate the CSC process, and the background principles to allow them understand, fine-tune and work with the process. The Chairman and the youth representative of the Wobulenzi Water board and one Zonal leader from Bukalasa emerged as key pillars in the process.

The success of the project depended on the concerted effort of all Team members and

stakeholders in Uganda. The commitment of the service providers was paramount in implementation of the project. There was progress in social accountability but both WBs had more work to do to ensure that Water users understood the roles of all stakeholders involved and how to approach and work with them. As part of the commitment of the Water board and on the way forward, both WBs committed themselves to regularizing the meetings and trainings in the communities. The District was expecting a grant in this financial year 2009/10 from which the WB Wobulenzi expected to receive the money needed to take the meetings forward.

There was evidence that improvement in the area of governance improves service delivery. The right priorities usually emerge when you engage with the stakeholders. Also involving users in the needs and solution identification helps in targeting interventions. Communities can actually be trusted with targeted resources to address key priority needs. They can also openly account for the money.

The results indicate that some progress was made but the actual sharing of plans, budgets and expenditures did not happen. Both the communities and WBs agreed that meetings had to continue, specifically to inform and provide updates to people concerning work plans, budgets and expenditures.

The issue of effective communication at the time was limited to loud speakers especially used by Trandit to communicate changes the water supply and remind users to pay their bills. Views from the field revealed that many pockets in the communities even those near to central town did not hear the loud speaker. The quarterly meetings proposed by the WB should also serve as medium for information dissemination, sharing about budget processes, priority setting, social accountability and targeted training. There is also need to take the

communication issue back to the communities to agree on a complementary means to the loud speaker.

The three priority areas selected by each community were areas of service delivery that they wanted to be addressed. The process helped clarify that priorities selected when addressed there should be progress within 6 months and using available resources. The purpose was to help stakeholders consider carefully the aspects of resources and the time it would take to see change. In this regard, NETWAS did not mention the seed money until after the communities had identified what they wanted done. The seed money was to kick start implementation and challenge service providers to release resources towards the Joint Action Plans. In view of the above, both WBs made substantial progress especially in the area of renovating, replacing, servicing and maintaining the water systems. Both spent over USD 2000 to do this, which they had not budgeted for but did so in response to the needs raised by communities.

COMPETING INTERESTS

The authors declare that they have no competing interests.

AUTHORS' CONTRIBUTIONS

All authors participated in the project design, data collection and data analysis. They produced and approved the final submitted manuscript.

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