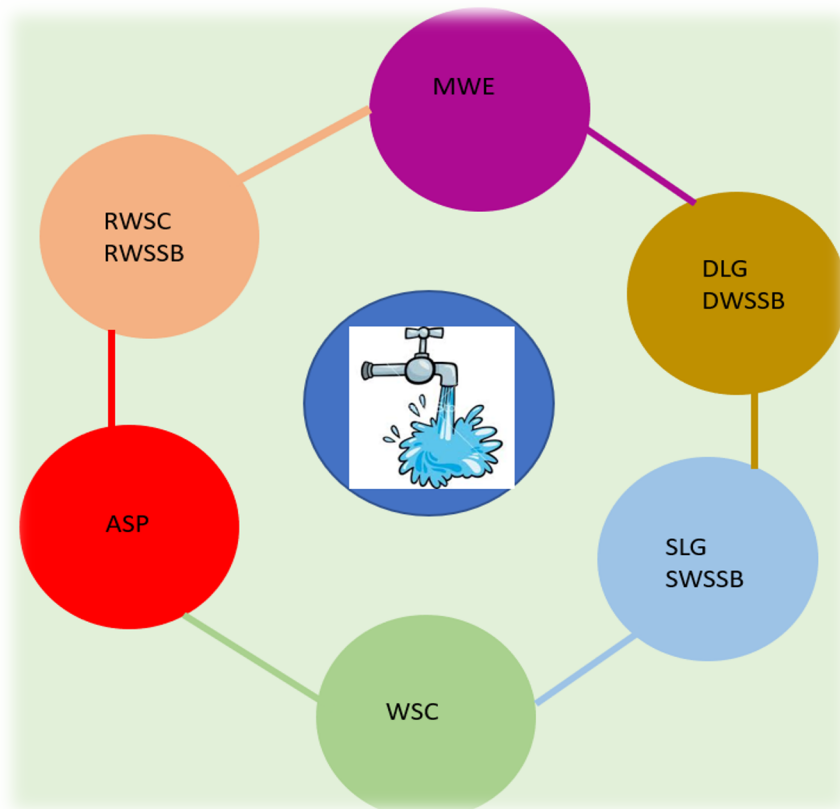




MINISTRY OF WATER AND ENVIRONMENT
DIRECTORATE OF WATER DEVELOPMENT
DEPARTMENT OF RURAL WATER SUPPLY AND SANITATION

WATER SUPPLY SERVICES BOARDS (WSSB)
OPERATIONAL MANUAL



APRIL 2021

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Foreword

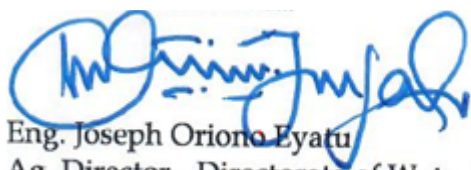
The Ministry of Water and Environment (MWE) is committed to long term sustainability of water supply systems by ensuring that once the facilities are put in place they continue giving a service to the intended users. In a bid to achieve that, MWE developed the “*National Framework for Operation and Maintenance of Rural Water Infrastructure in Uganda*” launched in December 2019. The National Framework provides the overall guidance in the management of rural water systems outside the jurisdiction of the public water supply utilities.

The framework focuses on professionalizing management of water facilities in rural areas through a model that brings on board new aspects to address the gaps that are in the current Community Based Management System (CBMS). In the new approach the District Water Authority works through the Water Supply Service Board (WSSB) that formally outsources the operation & maintenance function to an entity called Area Service Provider (ASP) that operates on a contract management arrangement.

To operationalize the Framework the Ministry together with partners have developed accompanying user manuals. The WSSB manual provides guidance for the successful establishment and functioning of the WSSB at regional, district, and sub county levels and Provide Rural Water Service (RWS) stakeholders with a point of reference for professional service delivery.

On behalf of MWE, let me express my gratitude to all individuals who participated and worked tirelessly to ensure successful completion of this manual. I therefore, implore all the sector players to use the manual in their endeavour to operationalize the O&M framework.

For God and my country



Eng. Joseph Oriono Eyatu
Ag. Director - Directorate of Water Development

Acronyms

ASP	Area Service Provider
BMT	Borehole Maintenance Technicians
BoQs	Bills of Quantities
CA	Collection Account
CAO	Chief Administrative Officer
CBMS	Community Based Maintenance System
CBMS+	Community Based Maintenance System Plus
CBO	Community Based Organisation
CCCC	Community Contribution to Capital Costs
CDO	Community Development Officer
CSO	Civil Society Organisation
DEC	District Executive Committee
DDEG	District Discretionary Equalisation Grant
DLG	District Local Governments
DP	Development Partner
DWO	District Water Officer
DWSCC	District Water and Sanitation Coordination Committee
DWSSB	District Water Supply Services Board
HA	Health Assistant
HPM(A)	Hand Pump Mechanic Association
GoU	Government of Uganda
IDPs	Internally Displaced Persons
IOM	Infrastructure Operation and Maintenance
LC	Local Council
MFPED	Ministry of Finance Planning and Economic Development
MIS	Management Information System
MoU	Memorandum of Understanding
MP	Member of Parliament
MWE	Ministry of Water and Environment
NGO	Non-Government Organisation
NWSC	National Water and Sewerage Corporation
O&M	Operation and Maintenance
PMA	Professional Management Arrangements
PPP	Public Private Partnership
PSO	Private Sector Organisation
RDC	Resident District Commissioner
RWSD	Rural Water and Sanitation Department
RWSRC	Rural Water Supply Regional Centre
S/C	Sub- County
SCWSSB	Sub/County Water Supply Services Board
SDG	Sustainable Development Goals
SPR	Sector Performance Report
UA	Umbrella Authority
UNICEF	United Nations Children’s Fund
WASH	Water, Sanitation and Hygiene
WSSB	Water Supply Services Board

1. Introduction

With support from the Royal Danish Embassy and UNICEF, the Ministry of Water and Environment (MWE) commissioned a study with the objective of developing options and standards for institutionally and financially sustainable Operation and Maintenance (O&M) systems for rural water supply infrastructure. The study resulted into the development of the National framework for operation and maintenance of rural Water infrastructure (2019).

This manual has been developed to operationalize the framework.

1.1 Background

The ***“National Framework for Operation and Maintenance of Rural Water Infrastructure in Uganda”*** provides the overall guidance in the management of rural water supply systems outside the jurisdiction of the public water utilities managed under or by National Water and Sewerage Corporation (NWSC) and Umbrella Authorities (UA).

The new framework focuses on professionalizing management of water facilities in rural areas by bringing on board new aspects to address the gaps in the current Community Based Management System (CBMS). The new approach referred to as CBMS+ is where the District Water Authority through the Water Supply Services Board (WSSB) formally outsources the O&M function to an entity called Area Service Provider (ASP) that operates on a contract management arrangement. The ASP might be a Private Sector Organisation (PSO) or Non-Governmental Organisation (NGO), or the Hand Pump Mechanics Association (HPMA) with the requisite training, skills and experience.

The purpose of the O&M framework is to provide guidance, strengthen and streamline rural water O&M at all levels in order to ensure long-term sustainability of the rural water facilities and to ultimately guarantee safe water supply services to the end user.

1.2 Purpose of the manual

The overall purpose of the manual is to provide a guide for the successful establishment and functioning of the WSSB at regional, district, and sub county levels. Specifically, the manual will:

1. Provide guidance by which the WSSBs will perform their functions correctly, reasonably, reliably and efficiently.
2. Provide Rural Water Service (RWS) stakeholders with a point of reference for professional service delivery.
3. Enable rural water end users to know what to expect and how to follow it through.
4. Remind WSSBs and stakeholders how to do their jobs but does not substitute training.

5. Document standard procedures that guide WSSBs in performing their roles as they provide services.

Note that the manual will be periodically reviewed and updated whenever appropriate to ensure it remains current/relevant.

1.4 Who is the manual intended for?

The manual is intended for all actors involved and interested in rural water service provision. Actors who affect or are affected by water supply services. But primarily the manual is for Regional, District & Sub- county WSSBs, ASP, DWO, NGOs, Water User Committee (WUCs), Political and technical leaders. It is also relevant to the MWE and the MWE/ Rural Water Supply Regional Centres (RWRSCs).

1.5 Structure of the manual

This manual is presented in three main parts.

- 1- **Section 1-2 Introduction, background and context:** These sections set the context for the manual. The background to CBMS+ and a brief overview of the legal, policy and institutional framework where the WSSBs operate. Section 2 also highlights some of the key O&M issues that the CBMS+ approach will resolve.
- 2- **Section 3** provides details about the WSSB, its definition and functions. The section also elaborates how the board works at district and sub county level.
- 3- **Section 4** contains the tools required to operationalize the functions of the board.

1.6 How to use the manual

The manual can be used for various purposes under different circumstances.

- For standard definitions to ensure harmonization and alignment
- For training WSSB, SWSSBs, WUCs, ASP and other stakeholders
- Formation of the boards at district and sub county level
- For monitoring and evaluating the work of WSSBs

2. Context of the Manual

2.1 Legal and policy framework

Operation and Maintenance and CBMS of rural water facilities in Uganda is anchored in a number of Government of Uganda laws, policies, strategies and planning documents and international conventions mainly the Sustainable Development Goals (SDGs) 2016 – 2030. The Uganda Vision 2040 singles out water development as one of the opportunities that can foster socio-economic transformation. Similarly, the Constitution of Uganda (1995) provides that clean and safe water as a right is enshrined in the Constitution as objective 21. Key legal documents include but not limited to the following:

- The Water Act, Cap 152(1997), provides for the use, protection and management of water resources and supply & facilitates the devolution of water supply and sewerage undertakings. The Water Policy (1999); provides for the Water Source Committees/water boards to collect funds for preventive maintenance and repairs.
- The Local Government Act (1997); Functions and services for which district councils are responsible, subject to article 176(2) of the Constitution and sections 96 and 97 of the Act include, the provision and maintenance of water supplies in liaison with the Ministry responsible for natural resources, where applicable. The Local Government Act also empowers Local Councils to make bye-laws, subject to certification by the next higher Council or the Attorney General.
- The Land Act (1998); vests all rights to water resources in the Government.
- The public Health Act (2000); consolidates the laws and regulations on public health.
- The National Water Policy (1999); promotes an integrated approach to managing water sources sustainably to benefit the people of Uganda.
- The National Gender Policy (1999) enshrines the affirmative action by GOU in support of gender equity in the national socio-economic activities and encourages women to play a major role in decision-making.

2.2 Institutional Set Up

The Water and Environment Sector consists of three sub sectors: Water Supply and Sanitation (WSS) and Environment, Natural Resources (ENR), and Climate Change (CC). The WSS Sub sector, where the national O&M framework belongs, comprises two directorates: the Directorate of Water Development (DWD) and Directorate of Water Resources Management (DWRM). The DWD comprises four departments namely; Rural Water Supply and Sanitation Department (RWSD); Urban Water Supply and Sanitation; Water for Production; and Water Utilities Regulation. The O&M of Rural Water Infrastructure is under the department of Rural Water Supply and Sanitation, within the Infrastructure, Operation and Maintenance Division. CBMS+ is anchored within the existing institutional arrangements.

2.3 Service Delivery Models in rural water supply

Community Based Management System (CBMS) is the most common O&M model for rural water supply facilities. CBMS is the process in which community members are empowered to take the lead role in decision making right from planning, implementation, O&M of rural water facilities. The CBMS model provides for a voluntary WUC, composed of 3-9 elected

members. The WSC is responsible for the management of the rural water systems in the community. The caretaker executes day-to-day O&M activities at the respective water sources. In a particular sub-county, there are trained Hand Pump Mechanics (HPMs) who execute repairs on demand. HPMs are also expected to execute preventive maintenance but this function is not common due the intermittent payment of user fees.¹

CBMS is faced with a number of challenges: changes in social dynamics and financial challenges that range from irregular contributions towards O&M, varying community contribution in same geographical areas, misuse of funds, mistrust between the WUC and the users, lack of financial institutions within close vicinity to communities for safe custody of O&M funds. It has become apparent that the current rural development agenda necessitates a move beyond CBMS towards a Professional Management Arrangement (PMA) for long-term functionality and financial sustainability for all rural water systems in Uganda.

2.4 CBMS+ model

The new O&M framework aims to improve CBMS by introducing entrepreneurial and public private partnership (PPP) arrangements to water supply facilities in rural areas that are currently not under the jurisdiction of Umbrella Authorities & National Water and Sewerage Corporation. The professionalization of CBMS is referred to as Community Based Management System Plus (CBMS+), an approach where the District Water Authority through the Water Supply Service Board (WSSB), formally outsources the O&M function to an entity referred to as the Area Service Provider (ASP) that operates on a contract management arrangement. The ASP might be a PSO or NGO, or the HPMA with the requisite training, skills and experience.

2.4.1 Principles of CBMS+

- I. **Area based/clustering approach:** The ASP takes responsibility of operating and maintaining all rural water facilities within the Sub County, a cluster of Sub- counties, a district or a cluster of districts.
- II. **Professional Management Structures with timely follow up support:** The professional management structures are categorised as: Regional /District Water Authority operating through a Regional or District or the Sub-county WSSB, the WUCs.
- III. **Financial sustainability:** The ASP will take responsibility for collecting the user fees and bank it on the Revenue Collection Account.
- IV. **Availability of quality spare parts:** The ASP is responsible for ensuring availability of quality spare parts.

Critical areas for stakeholders to ensure successful implementation of CBMS-Plus

SN	Areas	DLGs, SLGs, WSSBs	Communities	DP/ NGOs	MWE, RWSRC	WURD
1	Functional systems/facilities before contracted out to ASP	✓				

¹ Operation and Maintenance Framework December 2019

2	Capacity building of stakeholders to play their respective roles	✓		✓	✓	
3	Public awareness about the O&M modality	✓			✓	
4	Appropriate Contract terms & signing	✓			✓	
5	Water services paid for by all users	✓	✓		✓	✓
6	Organisation of Review meetings	✓			✓	✓
7	Auditing (internal & external)	✓			✓	
8	Mid -term assessment of the ASP performance	✓			✓	✓

3. Water Supply Services Board

3.1 Definition of Water Supply Services Board

The WSSB is a mechanism set up at the Local Government level to perform the duties of a service manager responsible for water and sanitation services to all users. The WSSB operates at three levels:-

- i. The Regional Water Supply Services Board
- ii. The District Water Supply Services Board
- iii. The Sub county Water Supply Service Board

3.2 Justification for Water Supply Services Board

The following are the justifications and opportunities that exist and can greatly support the concept of the WSSB:

- a). The Community Based Management System (CBMS) falls short of a professional approach to managing the administrative and technical needs of the WUCs and lacks coordinated back-up support from the district and lower local government (sub-counties) as service authorities at community level. This has contributed to the frequent breakdowns and extended service downtime of the water supply facilities, hence lower functionality rates of RWS facilities. The WSSBs are established to address the inadequate management of the rural water service providers by providing professional management of the service provider organizations.
- b). The gap between the District Local Government and community is very wide and cannot effectively be filled by the District Water Office (DWO) because of the thin personnel structure at the DWO to support both the implementation and management of Rural Water Service activities. An effective and efficient WSSB will result in sustainable O&M, which subsequently reduces dependence on external support that often has limited resources (Ministry of Water and Environment, 2004).
- c). In order to appropriately handle the conflicts in the community between land developers and water users a more structured water sources management unit with legal mandate is required at district and sub-county level.
- d). There are trans-boundary conflicts between new administrative units (urban town councils) and their mother sub-counties over management of piped water systems cutting across the units, especially the collection and management of water user fees. The presence of a WSSB at district level would provide a forum for resolving such conflict.
- e). There is a marked increase in demand for water for purposes other than domestic use. Examples include commercial brick making water use, water for agricultural production such as fish farming, irrigation of crops on an acreage greater than provided for under the definition of domestic water supplies under the Water Act, institutional water demand especially for primary and secondary schools, health units and churches are requesting for reliable water supplies. Coordination between the DWO and WSSB at the Region, District and sub-county (s/c) is crucial in dealing with such cases.
- f). There are limited new sources to be improved. Surface water bodies are running dry due to environmental degradation. This means that for communities and project

implementers, most of the work will now be to improve water service delivery while working with or around the existing protected water sources. With the technical assistant from the DWO the WSSB will be in a better position to assist them in planning for efficient and effective water service delivery.

- g). Rapid urbanization in most districts, escalating the demand for water. Projected developments will require an improved water service delivery mechanism.
- h). The good performance of piped water systems under WSSBs relative to WUCs with low capacity overseeing point water sources indicates that with additional powers and better organization, the WSSBs will provide for sustainable management of all water systems in the rural Districts
- i). There are other boards that manage other services in the districts that provide a good case for Water Sanitation and Hygiene to have improved management under WSSBs; For Example, human resources at the district has District Public Service Commission, Land matters that a handled by the District Land Boards and Sub County Land Committees, Health issues handled by sub District Health committees and Health unit management Committees among many other examples.

3.3 WSSB composition and structure

At the Region, District or Sub county level, representation is critical in the board composition. At least 50% of the members shall be women. In general the WSSBs shall have between 5 - 9 members comprised of the following categories of stakeholders:

1. Three (3) – five (5) members nominated from the Water Users and one of whom will be the Chairperson
2. The DWO.
3. One representative from institutions nominated by the District Water and Sanitation Coordination Committee (DWSCC),
4. One representative of Special Interest Group
5. Secretary for Works or Health,
6. Ex –officials including the Liaison officer, a representative of a WASH NGO operating in the respective Region/District, an MP and RDC

No person shall qualify to be appointed as a member of WSSB if the person—

- is less than eighteen years of age;
- is of unsound mind;
- has been convicted of an offence involving moral turpitude; or
- has been declared bankrupt.

3.4 Tenure of office of members of a WSSB.

The members of a WSSB shall hold office for a period of three (3) years and may be eligible for reappointment for a further one term.

A member of the WSSB may be removed from office by the Local Council on the recommendation of the District Executive Committee (DEC) and Sub-county Executive Committees respectively.

- Inability to perform the functions of his or her office arising from infirmity of body or mind
- Misbehaviour or misconduct
- Incompetence
- Absenting himself or herself from meetings of the board for five consecutive times without reasonable cause.

3.5 Functions of a WSSB.

The general functions of the WSSB shall be to:

- Provide for routine monitoring of the water sources and sanitation facilities
- Manage the District or Sub County Water and Sanitation assets on behalf of the Local Government
- Receive policy guidelines and communicate to the district or sub county councils the application of such policies
- Draft and present ordinance and or bye-laws related to management of the rural water and sanitation facilities
- Review water tariffs and user fees on a yearly basis
- Deal with disputes and matters of conflict on water and sanitation infrastructure arising within their jurisdiction.
- Ensure that all communities fulfil the six critical requirements (reference to software steps) for provision of water sources.
- Ensure social and environmental safeguards are in place and are fulfilled in all aspects of provision of safe water and sanitation.
- WSSB shall consult the technical officers in the district in establishing the user tariffs and penalties.
- The WSSB shall hold in trust for the citizens the right to access to safe and clean water and sanitation.
- Procure an ASP to carry out O&M for all the water sources using the GoU procurement guidelines.
- Contract the ASP on a performance-based contract.
- Monitor and oversee activities of the ASP.
- Convene and hold annual review meetings (forum)
- Appoint external auditors.
- Review and approve or comment upon all reports submitted by the ASP
- Submitting reports to the district Local council and to District water & sanitation forum

3.6 Powers of WSSB

In the performance of its functions, the WSSB shall be independent and shall not be subject to the direction or control of any person or authority but shall adhere to the national and district council policies on water and sanitation.

3.7 Regional Water Supply Services Boards

Regional WSSB will comprise seven to nine (7-9) members. The regional boards are especially relevant in situations where the ASP covers a cluster of districts. They will be anchored in the RWSRC and will take either of the two forms proposed below;

- i) One District representing all districts in the region:
All districts covered by the RWSRC will be represented by one District WSSB Representation will be rotational. The process will be guided by the RWSRC
- ii) Each District WSSB represented at the regional level,
- iii) Each District local government covered by the RWSRC will send a representative to the regional board

3.7.1 Roles of the Regional WSSB

- i) Represent the interests of its members, the Water Users Committees/Boards.
- ii) Communication link between RWSRC and the district local governments
- iii) Participate in Regional Board and RWSRC meetings whenever required
- iv) Lobby for O&M support to district local governments
- v) Participate in Inter District Meetings (IDMs) /Regional Rural Water Coordination Committee meetings,
- vi) Provide feedback on performance of ASP
- vii) Carry out Monitoring and Evaluation of O&M activities,
- viii) Receive and comment on Audit Reports and Action

3.8 District Water Supply Service Board composition

The District Council shall approve the Members of the DWSSB. District WSSB is 7 members comprising the following:

- i) Three (3) Community members. These will be nominated from among the community representatives at the sub county WSSB. The DWO will convene a meeting of Sub County WSSBs, during which three community representatives will be nominated to join the District WSSB.
- ii) The DWO
- iii) One representative of Institutions (schools, health facilities, prisons or businesses). The representative will be nominated from the DWSCC.
- iv) One member representing the Special Interest Groups
- iv) Secretary for Works or Health
- v) One WASH NGO, one Member of Parliament and the RDC will be ex officials to the DWSSB. The NGO will be nominated from the DWSCC.

3.8.1 Process of Formulating the DWSSB

All the members of the DWSSB shall be nominated by the District Council and approved by the Director DWD.

Role of the District Council: The Secretary for Works and Technical Services will present to the District Council Members, names of the community representatives and a representative

of institutions. These will be vetted and passed by the District Council. The CAO will write appointment letters upon confirmation of the list by the District Council. The NGO ex official will be nominated by the DWSCC and the MP will be nominated by the DEC.

Board Chair: The Chairperson shall be a water user elected from within the DWSSB by members themselves.

Board secretary: The DWO, who is also the representative of the CAO, shall be the Board Secretary and will provide technical guidance to the Board.

3.8.2 Roles of the District WSSB

- Procures an ASP to carry out O&M for all the Water sources using Procurement & Disposal Unit (PDU) of the District or at Regional level following the GoU procurement guidelines.
- Contract the ASP on a performance- based contract.
- Approves work-plans and reports submitted by the ASP
- Monitor and oversee activities of the ASP.
- Recruit the Liaison Office or adopts the Borehole Maintenance Technician (BMT) who will be seconded by the District Service Commission.
- Convene and hold annual review meetings (forum)
- Appoint external auditors.
- Review and approve or comment upon all reports submitted by the ASP
- Submitting reports to the district Local council and to District water & sanitation forum

3.9 Sub county WSSB composition

The SCWSSB shall comprise Five (5) members. Each Sub County or Town council as a lower local Government will establish a WSSB of five (5) members as follows;

- i) Three members, nominated from Water users in the Sub County
- ii) One representative of institutions, nominated by members of the Sub- county Technical Planning Committee
- iii) CDO or HA,
- iv) Ex-officials including the Liaison officer, a representative of an NGO operating in the respective S/C and the Secretary of Works or Health

The SCWSSB members will be selected at the sub-county forum for WUCs and approved by the Sub-county council.

3.9.1 Roles of the SCWSSB

- Monitor and oversee activities of the ASP and ASP staff i.e. HPMs/SO.
- Coordinate with the Liaison Officer.
- Attend quarterly review meetings/ forum.
- Disburses allowances for the respective WUCs (on a quarterly basis)
- Oversees all WUCs.
- Provide for security of the assets
- Facilitate conflict resolution & management and resolve issues which are not resolved at WSC levels.

- Review water source requests from communities and prepare priority list for submission to council
- Prepare and submit quarterly reports to DWSSB

3.10 Governance and management structure

3.10.1: Roles of the members of DWSSB

S/NO	BOARD MEMBERS	ROLES & RESPONSIBILITIES
1	Chairperson	<ul style="list-style-type: none"> ● This will be an elective position from the Members of the DWSSB. The chairperson and other executive members of the DWSSB will be elected for a term of office not exceeding three years. The CAO will preside over the first meeting and election of the Executive of the DWSSB ● The Chairperson is the overall manager of the DWSSB ● Chairs the monthly meetings ● Co-signatory to Collection bank account ● Coordinates and represents the DWSSB with other government and non-government bodies at that level of operation
2	Vice Chairperson	<ul style="list-style-type: none"> ● Provide support to the Chairperson in providing overall administration of the DWSSB ● Supervise the members of the DWSSB in fulfilling their roles. ● In the absence of the Chairperson, represent the DWSSB to other government and non-government forums and bodies.
3	Secretary /	<ul style="list-style-type: none"> ● The Liaison officer will provide coordination role for the activities of the WSSB. ● In coordination with the DWSSB, the Liaison officer will organize for and takes minutes during board meetings ● Liaison between DLG, DWSSB, S/C and SCWSSBs, CSOs and Implementing Partners ● Provide technical support to the DWSSB and technical oversight to the SCWSSBs. ● Ensure constant communication and feedback/information among the stakeholders. ● Coordination and communication on the activities of the DWSSB. ● Host annual and quarterly performance review meetings for the DWSSB ● Compile monthly reports. ● Provide technical guidance to the DWSSB and SCWSSBs on matters of sector guidelines and policies.

4	Treasurer	<ul style="list-style-type: none"> ● Financial controller ● Monitors collections, bank reconciliations, budgets and expenditures ● Together with the Liaison Officer, Treasurer prepares the financial reports, reconciliations and projections for the Board. ● He formulates the annual budget and expenditure ● Provide advice to the board on financing matters
5	Members	<ul style="list-style-type: none"> ● Participate in monitoring activities and other duties as per the DWSSB work-plan ● Collect and present views for O&M on behalf of their constituencies for example; Representative for Institutions, should collect compile and present views on WASH for institutions and lead the feedback and engagement process between DWSSB and institutions ● Attend meetings of the DWSSB and participate in elections of the executive offices

Role of the SCWSSB members

No	Position	Role and Responsibilities
	Chairperson SCWSSB	<ul style="list-style-type: none"> ● This will be an elective position from the members of the SCWSSB. The chairperson and other executive members of the SCWSSB will be elected for a term of office not exceeding three years. ● The SAS will preside over the first meeting of the SCWSSB and election of the Executive of the SCWSSB ● The Chairperson is the overall manager of the SCWSSB ● Chairs the monthly meetings ● Co-signatory to the Collection bank account ● Coordinates and represents the SCWSSB with other government and non-government bodies at that level of operation
	Vice Chairperson	<ul style="list-style-type: none"> ● Provide support to the Chairperson in providing overall administration of the SCWSSB ● Supervise the members of the SCWSSB in fulfilling their roles. ● In the absence of the Chairperson, represent the DWSSB to other government and non-government forums and bodies.
	Treasurer	<ul style="list-style-type: none"> ● Financial controller ● Monitors collections, bank reconciliations, budgets and expenditures

		<ul style="list-style-type: none"> • He formulates and prepares the annual budget and expenditure • Provide advice on financing mechanisms
	Secretary	<ul style="list-style-type: none"> • The representative of the S/C will be the secretary of the SCWSSB. • The SCWSSB secretary organize, mobilize and takes minutes during board meetings • Provide Liaison between SCLG, DWSSB, CSOs and Implementing Partners • Provide technical oversight/support to the SCWSSB • Ensure constant communication and feedback/information among the stakeholders. • Coordination and communication on the activities of the SCWSSB. • Organise and convene annual performance review meetings. • Compile and submit monthly reports. • Guide the board on issues of sector guidelines and policies.
	Members	<ul style="list-style-type: none"> • Participate in monitoring activities and other duties as per the DWSSB work-plan • Collect and present views for O&M on behalf of their constituencies. For example, the representative of institutions should collect compile and present views on WASH for institutions and lead the feedback and engagement process between DWSSB and institutions

3.11 WSSB Board meetings

- Meetings will only make resolutions that are binding when they raise recommended quorum. The quorum at any meeting of a board shall be Five (5) members.
- The chairperson shall preside at all meetings of the board and shall, in addition to his or her deliberative vote, have a casting vote.
- Where the chairperson is absent from any meeting of the board, the vice chairperson will automatically chair the meeting. In the event that the two are absent, members present shall elect one of their number to preside; and the member so elected shall have the powers and perform the functions of the chairperson and shall have a casting vote.
- A board shall meet for the discharge of its functions under the O&M framework at least once in every two months at such place and time as the chairperson shall appoint.
- Any decision of a board shall be arrived at by consensus and, in case of a contentious issue, by a majority vote. The WSSB may regulate its own procedure as long as it does not contravene general rules.

3.12 Board Coordination Office

This office is led by the Liaison Officer. The Liaison Officer is a university graduate, with a minimum of 5 years of experience in WASH, knowledgeable in Local Government operations, possessing coordination, management and people skills.

3.12.1 Roles of the Liaison Officer

- An ex official to the Board
- Liaison between MWE Regional entities, RWSSB, DLG, DWSSB, S/C and SCWSSBs.
- Provide technical support to the DWSSB and oversight to the SCWSSBs.
- Ensure constant communication and feedback/information among the stakeholders.
- Coordination and communication on the activities of the WSSB.
- Organise and convene annual performance review meetings.
- Compile monthly reports.
- Ensure that all DWSSB books of financial records are kept in line with government financial policies and guidelines.
- Maintain asset register of all water supply facilities

3.12.2 Execution of Water Supply Service Board tasks

It is the duty of each individual member of the WSSB to;

- a) Promote the strategic goals of the WSSB
- b) Represent the interests of the WSSB to all stakeholders
- c) Be an advocate for the WSSB's outcomes
- d) Have a broad understanding of SWSSB management issues and the approach being adopted
- e) Be committed to, and actively involved in pursuing the SWSSB 's outcomes

3.13 Working with other structures – DWO, Extension workers, HPMA, ASP, NGOs,

Based on the O&M framework, the following are the key actors and their respective roles in the Community Based Management System of rural water facilities.

3.13.1 District and Sub County Councils

The District and Sub County Councils have responsibility for coordination, prioritization as well as allocation of resources for water and sanitation. In this case the Councils will have the responsibility of appointing and supervising the WSSBs. The WSSBs therefore report and fulfil the Council's plans.

3.13.2 District Water Office

The district water office shall provide technical services to the WSSB to facilitate the board in the performance of its functions under the O&M Framework.

To support the provision of safe and clean water and adequate sanitation in the District

- Financial and technical back-up support
- Support Sub County Authority in the formation and orientation of the SCWSSB.
- Coordinate WSSB with private sector and CSOs in the Rural Water Sector

3.13.3 District Water Supply and Sanitation Coordination Committees (DWSSCC)

In order to promote coordination amongst stakeholders in the implementation of water, sanitation and hygiene services at the district level, the DWSSCC will continue to coordinate WASH activities at the district among key departments like Health, Education, Water and Environment as well as government and non-government stakeholders. DWSSB will be part of the DWSSCC so that approaches and activities are coordinated. The DWSSB liaison officer will therefore be the principle representative of the DWSSB to the DWSSCC.

3.13.4 Water and Sanitation Committees

- Plan for and oversee O&M of their respective water facilities
- Report problems to the SWSSB
- Supervise the caretaker at the water point
- Mobilize and sensitize users on sustainable use of the water point including maintaining of safe water chain
- Enforce Water source protection guidelines and plans
- Develop and implement Water source bye laws in conformity with District and National policy framework.

3.13.5 Water User Community

- Participate in planning and decision making with the Water and Sanitation Committee
- Collaborate with the Water and Sanitation Committee to voice concerns and needs
- Participate in site selection, improving sanitation, cleaning source surroundings, etc
- Effectively demand for functional Water sources by making capital cost contributions and paying water user fees.
- Participate in enactment of relevant by-laws for O&M of their water source

3.13.6 Hand Pump & Attendants Association (HPMA)

- Assign, monitor and regulate the activities of Sub county Hand Pump Mechanic
- Train water source care takers
- Maintain and repair facilities
- Manage water facility on behalf of Community
- Advice caretaker on operations of the facility including training on servicing.

NB: The HPMA's will be evaluated as first priority for the function of ASP and only when it is proven that they are unable to carry out this role will it be given to another organisation.

3.14 Monitoring activities and performance indicators of Water Supply Services Board

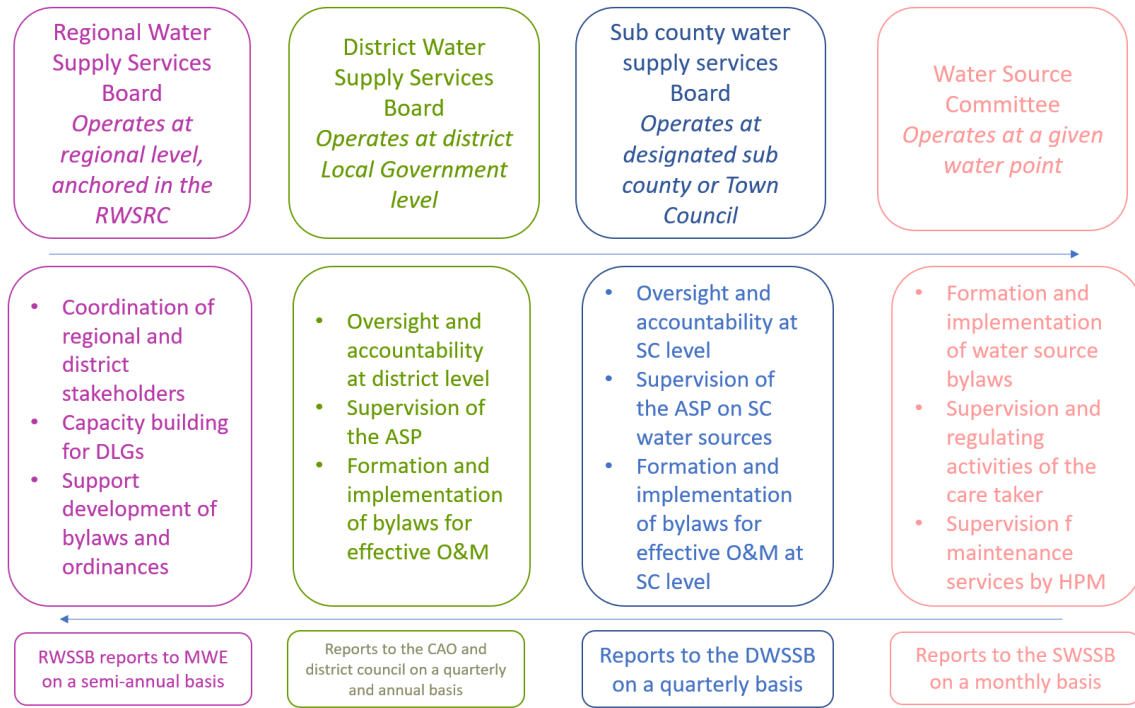
Monitoring will be a key focus and activity area for SCWSSB. The SCWSSB will monitor on a Monthly basis the operations of the ASP in their sub County to ensure;

- Services down time for Water sources is reduced to one day.
- Number of breakdowns for water sources is not more than three times a year
- High level of functionality of the water sources
- Water source micro-catchment protection guidelines are adhered to
- High level of collection and use of user fees
- Preventive maintenance activities undertaken on water sources

- High level of water user satisfaction

The SCWSSB will ensure that the contracted ASP delivers on KPIs as detailed in the ASP manual.

3.15 Reporting and accountability mechanisms



3.16 Cross cutting issues: gender, HIV/AIDS, good governance, environmental protection

WSSB should take deliberate efforts to support and participate in the promotion of activities aimed at enhancing gender equality, Good governance and citizen empowerment, HIV/AIDS, People with Disability and environmental protection. This manual highlight means of mainstreaming these key issues in the activities of the WSSB.

Mainstreaming HIV/AIDS: HIV/AIDS is not a water-borne disease, neither is it sanitation or hygiene related. However, there are significant linkages between the disease and Water and Sanitation. People living with HIV/AIDS may become part of the vulnerable members of the community and should not be denied access by virtue of their health status. Additionally, people with HIV/AIDS have compromised immunity, which requires them to have access to safe water. Institutions offering support and care for people living with HIV/AIDS may need more water and safe sanitation facilities. WSSB should therefore pay due attention to providing access and affordable prices to water to these facilities and individuals

Prevention of the spread of HIV/AIDs requires responsible behaviours among service providers like contractors, ASPs. WSSB should take deliberate awareness measures and preventive means accorded to its service providers

Gender Mainstreaming: Women mainly carry the major responsibility related to WASH and they suffer most in case of inadequate or poor WASH services. Water sources involving women as managers have tended to function better and user groups tend to trust women more. Therefore, the WSSB should proactively support and participate in promoting women empowerment and gender equality. Provision of WASH services should target women as beneficiaries, and women should always be supported to participate in management of WASH facilities and in making decisions where WASH services are being allocated. The functioning of the WSSB will be evaluated to the extent of inclusion of women in key positions and in key decision-making processes. At Least 50% of the WSSB members should be women.

Mainstreaming Environmental Protection:

WSSB should address themselves to the very important issue of environmental protection in the provision of water and sanitation services. In planning and implementing water and sanitation provision, adverse effects to the environment must be mitigated. WSSB should fully embrace the source protection guidelines and ensure the ASP and caretakers address the steps indicated in it (Ref: MWE Source Protection Guidelines)

Human Rights (Rights to Water and Sanitation)

The importance of the right to water and sanitation in ensuring people's wellbeing and dignity is enshrined in the constitution of Uganda (1995). The WSSBs should empower and not at any one time deliberately infringe on the community access to safe water and sanitation. WSSB should therefore ensure the rights to water and sanitation by promoting inclusive technologies, setting affordable tariffs, and non-discriminatory allocation of WASH services.

Mainstreaming Good Governance in WASH

Water is a public good that the WSSB will manage in trust of the citizens. All those with a legitimate interest in the outcome of a decision-making process have a right to be involved without discrimination. Community participation should always be upheld. The WSSB should provide for transparent accountability, access to information to the public that keeps them informed and creates meaningful participation in the governance of WASH services.

Pro-Poor Strategies

The Board shall take deliberate context specific actions in line with sector policy, to ensure that water service provided is not only affordable but that provisions are made for the poorest people within the community to access the service satisfactory. Records of these actions shall be well maintained and updated as situations change with time.

4. Tools and templates

4.1 Overview

This section provides some tools that will be used by the WSSB at both district and sub county level in exercise of its duties as a service authority. These include contracting and monitoring, budgeting and planning for operation and maintenance of Water and Sanitation Infrastructure.

4.2 Water Infrastructure Asset Register

The WSSB at the District Level shall develop and maintain an up-to-date Water and Sanitation Assets inventory or registry for the entire district while WSSB at the Sub County Level will maintain a sub county level assets registry. The Assets registry/inventory will provide a detailed count, location, type and functional as well as physical state of the Water and Sanitation infrastructures in the area of WSSB jurisdiction.

4.2.1 Why the Assets Inventory

- To provide a basis for WSSB to contract the ASP to manage the Infrastructure.
- Can be used as basis for tendering the management to ASP
- Will be used to plan for Renovations and repairs as well as replacements
- Will provide a basis for planning new investments for water and sanitation infrastructures.

4.2.2 Who will compile, analyse and maintain an up to date Asset Registry

The WSSB as a key function shall plan and carry out an asset registry, The District WSSB shall work with the Sub County WSSB to carry out data collection on all water and sanitation infrastructure in line with the assets collection and analysis tool elements. WSSB can contract the HPMAs or private firm with knowledge about the district/ sub county and with water and sanitation technicians to carry out the data collection and analysis. The main purpose of the assets maintenance is to identify, catalogue and classify all water systems/ sources in the WSSBs jurisdiction based on their current needs, level of water service provision, and general timeline for eventual repair and/or replacement of significant components.

4.2.3 How to collect and analyse an Asset registry:

A census on the water and sanitation infrastructures is needed at the start. This will be updated annually with new infrastructures using form 1, Form 2 and biannually using form 4 of MWE. A digital tool with a large capacity database like the MWE Water atlas will be used for storage, retrieval analysis and sharing of data on Water and Sanitation infrastructure.

4.2.4 Key players for Asset Registry:

WSSB shall identify and engage key persons to carry out a meaningful Water and Sanitation Asset register. These include;

- HPMs: Hand Pump Mechanics as individuals representing their sub counties or as members of the district HPMA are the water and sanitation technicians with knowledge on the parts, type and can open up wells if need be to verify the functioning parts. They are also aware of location of the water and sanitation infrastructures.
- Local Council leaders are decision makers, often with good history of the infrastructure and conversant with the local.
- Caretakers and members of the WUCs: These have a day to day experience as well as functionality history of the infrastructure. Should be involved during the mapping of the infrastructures in order to create an authentic register.
- Sub County Extension workers like Health Assistants and Community Development Officers.

4.3 Finance management tools

The tools include: voucher books, receipts, contracts with service providers, bank books etc.

4.4 Monitoring tools

4.5 Reporting tools

4.6 Asset management tools

These include – status of facilities etc.