



## **Community Participation, Management and Sustainability of Public Projects: A Case of Water and Sanitation Project in Kabwohe Itendero Town Council, South Western Uganda**

**Specioza Twinamasiko**

Mbarara University of Science and Technology-Harvard Research Collaboration, Uganda  
&

**Frank Ahimbisibwe**

Mbarara University of Science and Technology  
Institute of Interdisciplinary Training and Research (IITR) &  
Ndejje University, Faculty of Social Sciences, Uganda

### **1. Introduction**

Community participation is a broad term that generally involves policy, planning and action according to how it impacts peoples' life (Bessette. G, 2004). Many scholars have advanced different ideas about community participation as capacity building and empowerment of the community at the grass root level (Chambers,1987, Cohen and Uphoff,1980), improved sustainability of projects through increased direct beneficiary commitment (Korten,1980). It therefore considers the active involvement of beneficiaries in development interventions. It is an active process by which beneficiary influence the direction and execution of development project with a view to enhance their wellbeing for personal growth and self reliance (World Bank, 1987). It has emerged as a strategy, which promises greater results for effective allocating and channeling of resources to particular communities. It is essential in the sustainability of the projects. In Uganda it has become increasingly popular in interventions regarding provision of sustainable safe water supply and sanitation facilities.

Water and sanitation are among the most key agents of human development, they enhance and help to create a positive situation of improving health and rising wealth (Nleya. N 2011). The Water Statute (1995) provides for the use, protection and management of water sources and supply. It also facilitates devolution of water and sewerage undertakings. In support of community management, it provides for the ownership and management of water supplies by users through the creation of Water User Groups (WUGs) operating through Water and Sanitation Committees (WSCs) responsible for planning and management of water systems including collection and utilization of revenue.

The key goal and target of the Government of Uganda is to provide sustainable safe water supply and sanitation facilities based on management, responsibility and ownership by the users. This would be done within easy reach of 77 percent of the rural population and 100 percent of the urban population by year 2015 with an 80-90 percent effective use and functionality of the facilities (Uganda National Water Policy 1999). The major overall development objective is to contribute towards better living conditions, including a reduction in the burden of work to women and children who are the main collectors of water and reduction of water related diseases.

The Policy promotes an integrated multi-sectoral approach to water resource management in the most sustainable manner and beneficial to the people of Uganda. The policy considers water as an economic and social good and stipulates that market and pricing should determine water allocation among various sectors and user groups. It also provides for the involvement of the beneficiaries and the private sector in managing water at the lowest appropriate level (Uganda National Water Policy 1999). The South West Town Water and Sanitation (SWTWS) Project in Kabwohe Itendero Town Council, trained consumer and user communities on operation and maintenance of the schemes. The project also established water and sanitation boards, water and sanitation committees, and water authorities in all the rural growth centers where water and sanitation facilities have been installed.

The initial design of the Project required the community (consumers and users) to ensure the operation and maintenance of the water supply and sanitation facilities and to ensure safe access, quality and use of installed facilities among others. This was to involve paying for all expenses for the operation and



maintenance of the water supply and sanitation facilities which include salaries/allowances, power/fuel, lubricants, routine/preventive maintenance activities, curative maintenance activities, payment for regular water quality tests among others (Water Department Archives, 2004)

According to the operation and maintenance study commissioned by the Directorate of Water Development in 2001, findings indicate that about 30 percent of all the rural water facilities were not functioning (DWD, 2004). The facilities were either broken down or abandoned. The non functioning facilities depict a waste of resources and heighten the need for a frame work that defines and promotes Community Based Management Systems. If the government goal to achieve 100 percent safe water coverage by 2015 is to be attained, it is important that beneficiary communities operate and maintain the facilities that are constructed so that the little resources from the government and development partners are devoted to serving the people who are un served.

## **2. Statement of the Problem**

In line with the Water Policy, the South Western Towns Water and Sanitation Project completed the Kabwohe/Itendero Sanitation Scheme in 2006. After two years of completion of the scheme, water taps are broken and repairs are not done. Eco-San toilets are neither kept clean nor emptied, users are not willing to contribute funds necessary to empty them when they are full .It is not clear whether community members actively participate in the management and maintenance of this water and sanitation project. Therefore, this study sought to analyze community participation, management and sustainability of public projects with a case study of Kabwohe/Itendero Water Supply and Sanitation Scheme.

## **3. Objectives of the study**

The objectives of the study on the factors affecting the sustainability of water supply and sanitation facilities in the Kabwohe/Itendero were;

- i) To examine how Water and Sanitation Scheme is managed.
- ii) To assess the factors affecting community participation in the management of community projects.
- iii) To examine the challenges faced in the management of the water and sanitation scheme.
- iv) To establish mechanisms put in place to address challenges faced in the management of the scheme.

## **4. Methodology**

A qualitative approach with a case study research design was used to investigate opinions, attitudes and perceptions regarding community participation in the sustainability of water and sanitation facilities. The study covered 4 kiosks (8 stand taps) and all 4 Eco-San toilet facilities constructed by SWTWS II Project. Data was collected from 160 respondents. They included the 4 Local Council (LC) I Chairpersons, 4 Secretaries for health and sanitation projects and 4 head of the user committee, 8 committee members, 16 stand tap care takers and 4 Eco-san toilets care takers and 120 water and Eco-San toilet users. The samples deliberately included males and females to cater for the specific gender relations prevailing in the management of community projects.

## **5. Results and Discussion**

The following results were obtained from the study;

### **5.1 The management of Kabwohe/Itendero Water and Sanitation Scheme**

#### **5.1.1 Participation in the planning and management of water sources**

Community participation and management should be sustainable in the development project because it is a major ingredient in the sustainability of community projects (Harvey.P, A & Reed. R, A 2006).



Information concerning community participation in planning was sought and results are presented in Table 1 below.

**Table 1 Showing the level of community participation in planning**

	Participation	Non participation	Total
Users	20	100	120
Local councils	07	09	16
Other committees	19	13	24

**Source: Field Data, 2008**

Information obtained revealed that out of 120 user respondents who are not in management, only 20 were involved in planning the activities of the project. They reported that they would be involved at the level of identifying community needs from which the water committees would base on to do the budgeting. The 100 users that were not involved in planning said, it was due to reasons such as being far from the water source, being absent/late at elections time, lacking knowledge and skills, being busy with other duties and low level of education as the reasons for their non-participation in planning. Of the 16 LC officers interviewed, only 09 nine (LC1 chairpersons) were directly involved in planning. It was reported that they were left to do the monitoring of the water and sanitation activities. Other committee such as head of the user committee, stand taps and Eco sun toilet care takers committees, only 15 out of 24 participated in planning. This was seen as a big challenge because planning is a major ingredient in sustainability yet this was left to few members of the management team.

### 5.1.2 Formation of water and sanitation committees

The water and sanitation committees were formed comprising of five members at all administrative levels. The committees were formed bearing in mind gender balanced participation in management at all levels. Accordingly, women were to comprise one third of the committee members. This idea is in line with Stan Burkey (1993), who argues for involvement of women in order to balance the participation. This was too done to ensure that women are given equal chance to participate in decision making, planning and management of water facilities since they are the main carriers and managers of water in the house hold Narayan, D (1993). This is essential for gender balanced development and sustainability.

### 5.1.3 Functions of water user committees

The study further investigated the functions of water user committees. Many functions were established as revealed in Table 2 below.

**Table 2: Showing the functions of water user committees**

Function	Frequency	Percentage
Planning	32	20
Collection of user fees	18	11
Preserving the environment	15	9
Convening meetings	15	9
Regulating water use	10	6
Monitoring and supervision	28	18
Community sensitization	20	13
Repair of water points	12	8
Reporting to water office	10	6
<b>Total</b>	<b>160</b>	<b>100</b>

**Source: Field Data, 2008**



Water user committees played a major role in the management of water facilities. Their functions were crucial in the sustainability of the water and sanitation project. 32 (20%) respondents indicated that water committees were involved in planning. The budgeting process began at the community level with the water user committees taking part in the planning process. This involved the identification of the community water needs which needed attention a step towards sustainability of community projects.

#### **5.1.3.1 Monitoring the project.**

In a similar manner 28 (18%) were involved in monitoring and supervision. It was revealed that the committee members would always be required to report any problem or anomaly they find out related to the water project. And this would assist in the timely handling of the problem as well as sustainability of the project. This is also revealed by Francisco, O.E et.al (2013) that the participation of the community in planning as well as monitoring affirms project sustainability criteria. The monitoring exercise by committee members was seen as the best way of ensuring water and Eco sun toilet project continuity.

#### **5.1.3.2 Community sensitization**

On the other hand, 20 (13%) reported that water committees were involved in community sensitization. This was considered an important aspect of sustainability. These functions are key in the management and sustainability of community projects for instance similar studies cited elsewhere also indicate that participation and ownership by direct beneficiaries of the projects.

#### **5.1.3.3 User committees**

Further, 18 (11 %) respondents showed that user committees were involved in collection of user fees. This was essential especially in running the activities of the project such as repair of broken taps, paying motivation and facilitation to the health supervisor and the technical staff and facilitation during general mobilization. And 15 (9 %) revealed that committees were involved in convening meetings in which they would guide the water users upon the preservation of the facilities as well as payment of water bills in time.

#### **5.1.3.4 Preserving the environment**

Other functions of user committees included preserving the environment as revealed by 3 (4 %) respondents, repair of water points as revealed by 15 (9 %), and regulation of water use as revealed by 10 (6 %) respondents. These very low percentages were, because the users are catered for under planning, monitoring and sensitization. It was revealed that, encouraging the users to plant trees around the water sources was one measure to preserving the environment which was essential in regulating the water supply. Another form of regulation involved, locking the water kiosks to ensure that water is supplied at particular times.

#### **5.1.3.5 Reporting**

Finally reporting was another function revealed by water users. They reported to the Water Office which was created at the Town Council level. This was necessary for monitoring purposes. Issues presented would include, the broken water and sanitation facilities, users who had failed to pay and any other issues that affected the smooth running of the project activities.

#### **5.1.4 Sources, collection and utilization of funds**

They are various sources of funds that are used in the project. These include funds from water sales. The user fees are used to cater for the current costs for the operation and maintenance and for reinvestment costs, thus ensuring sustainable systems. For this purpose, all outlets were metered and the service fee determined by the quantity of water consumed. The local community is made to pay so as to gain ownership of the project with a hope that once this is achieved, sustainability of the project



will follow suit. This seems to have worked because when asked, a member revealed that the project is theirs because they contribute funds towards its running.

The Central Government and the Donor community provided the initial funding for the project. The Federal Republic of Austria contributed 90 percent and the Ugandan Government contributed 10 percent towards the initial costs of construction. Further the central Government approves and releases conditional grants based on realistic adequate prepared district plans meant for running the water activities.

The Local Government contributions especially from the District and the Town Council are also a major source of funding. This is obtained from the locally generated funds which are channeled to the water and sanitation project. They also plan and budget for the community based water and sanitation projects. Through the District water office, they also participate in providing technical support in the daily maintenance of the water facilities an important condition for their sustainability.

And Ministry of Water through Amaizi Marungi Project mobilizes funders and co-ordinates the other stakeholders especially donors and the central government to raise funds for the project.

## **5.2 Community participation in the management of water and sanitation facilities**

### **5.2.1 Conditions for community participation**

According to World Bank (2013), participation is strategy which involves practical participation as well as moral precepts that call for acceptance and adherence. Willingness of the beneficiaries to participate, ignorance and equity were among the factors that determined community participation. There was a general feeling that people did not know how to manage the project. This is a very important factor, and hence there is some degree of ignorance warranting some more training and sensitization of the community.

Various other reasons have been advanced to back the belief that people are still ignorant about how to practically participate in management of the water project; limited experts, use poor mobilization approaches, lack mobilization skills *"People loose morale when community leaders use abusive language during mobilization"* (Interview, December, 2008).

The above situation partly agrees with Makoma (1995) who argued that training solves all attitudinal issues and eliminates ignorance which hinders sustainability. Another issue that indicates people's ignorance is that they give responsibility to children who cannot control water sales effectively. They also offer free water to relatives and friends and a lot of water is wasted and stolen through negligence. Another factor affecting the willingness of the people to effectively participate in management and sustainability of communal facilities was the fear of being exploited by the community leaders who are always on the fore front of running community projects. This was the issue of equity. It was revealed that, before money was collected from the people to implement community projects but later on little benefits were realized or just a few individuals who happened to be the leaders would benefit better compared to others. It was thus the main reason people feared to surrender their land for construction of communal latrines (EcoSan toilets) and water taps for fear that their land would be utilized for the benefit of leaders.

### **5.2.2 Conditions for better management**

The study revealed that there is mismanagement of the project with family members and community leaders not willing to pay for the water. There is no doubt that at the end of the month there cannot be adequate funds to pay the tap attendants and cater for the repair of the facilities. As a result they tend to give responsibility to children to do the cleaning of Ecosan toilets since they can accept to be paid a low pay to do the work.

### **5.2.3 Motivating conditions**

The study further examined the aspect of motivation because in most cases, the assumption is that the anticipated communal benefits are just adequate to motivate people to voluntarily participate in the maintenance of their facilities. The study examined the importance of individual interests and attitudes as affecting motivation and willingness to participate in sustainability of communal facilities. This was



in agreement with Uphoff (1995) who argued that there must be an adequate financial commitment to popular participation instead of relying on the good will of the people.

In another development, sometimes people do things just to bring about changes within their immediate environment. Change motivation is often the cause of true progress. People just become tired of how things are and thus, think of ways to improve it.

Also, motivation involves rewards. People who believe that they will receive rewards for doing something are motivated to do everything they can to reach a certain goal. This was individual interest/benefit and was examined in this study.

The beneficiaries brought out the issue of individual benefits versus communal ones as a critical one. Most of the respondents said, a water tap can best be maintained if it is run by an individual as personal property. Few believed that it can be run by a committee on behalf of the community and none believed in an individual running it on behalf of the community.

Volunteering to run a service on behalf of the community also, may be unrealistic therefore chances of sustaining such a project under such a system may be very few. Most respondents who believed in an individual managing the tap as his own said it is because an individual can take full responsibility in managing finances although others believe that using a committee can assist to avoid dictatorial methods.

A number of beneficiaries believe that people shall be motivated to properly maintain the taps if they are privatized. EcoSan toilet users confirmed:

*“SWTWS Project planned long term communal benefits whereas most people especially the tenants mind about short term individual direct benefits”*

This outlined the issue that despite the fact that individual actors within a community can agree to pursue common goals for the benefit of the community, they always have their selfish interests at the fore front. A house wife in Kanyinasheema who was asked why she is not willing to effectively participate in sustaining the facilities established under the SWTWS Project said;

*(How do I benefit from communal things? I would like where to benefit as an individual)”.  
(Interview, December, 2008).*

This implies that, she would be keen on sustainability of projects where she would benefit as an individual than for the communal ones. This shows that sometimes, people's individual attitudes have a strong bearing on their actions and participation in communal activities.

#### **5.2.4 Payment of user fees**

On the question of who pays user fees, 60 percent of the respondents indicated that they were aware of the requirement for the users to pay the fees. It was unanimously indicated that user fees was paid by all users at a rate of UG SHS 20 (USD 0.008) per jerry can and a unit at UG SHS 1100 (USD 0.4). This fee is collected by the water committees that in turn use it to maintain the facilities by repairing broken taps and cleaning the toilets among other things. It is also utilized to meet expenses for allowances for care takers, curative maintenance activities and payments for regular water quality tests.

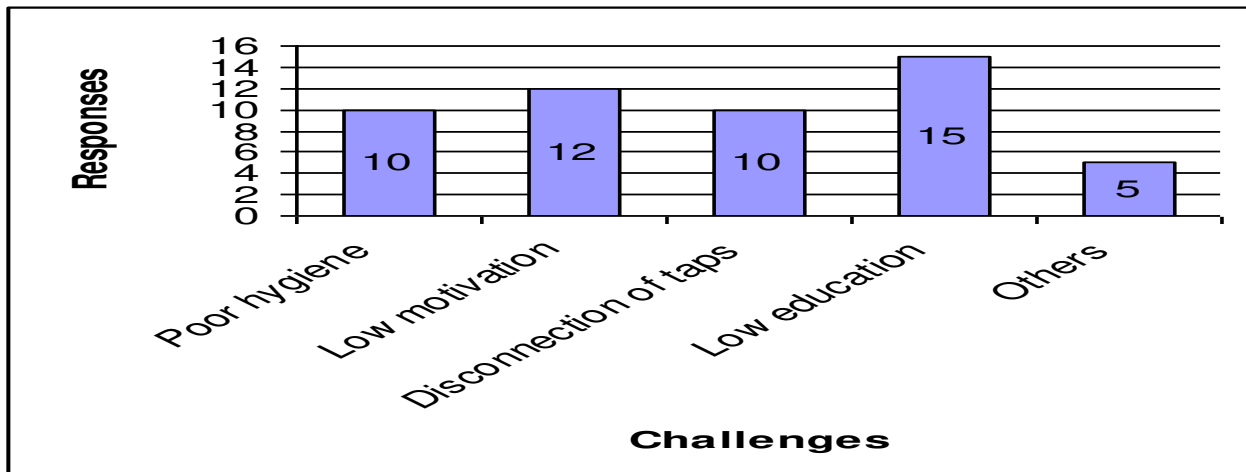
It was however observed that some users were not willing to pay the fees owing to lack of proper sensitization and thus they had no sound reason for paying. Accountability of user fees is done during periodical meetings that are arranged on a quarterly basis. During these meetings the project collections and expenditures are presented and activities done are also presented.

#### **5.3 Challenges faced in the management of Itendero/Kabwohe Water and Sanitation Scheme**

In a bid to promote clean water and better sanitation facilities Kabwohe/Itendero Water Project is faced with many challenges. The challenges faced include; Disconnection of water taps, Un cleanliness of toilets, Low motivation, poor education, refusal to pay user fees, delay in repairing broken taps, struggle on water taps, poor hygiene, ignorance, embezzlement of funds and theft of water taps. The challenges which proved most serious were further analyzed and findings are presented in Figure 3 below.



Figure1: Showing the challenges faced



Source: Field Data, 2008

### 5.3.1 Disconnection of water taps

10 (19 %) of beneficiaries indicated that disconnection of taps is a major challenge that is faced in the management of water and sanitation facilities. Taps are disconnected when users fail to pay the user fees. This becomes a problem because once funds are not available then it becomes a problem maintaining the project especially in paying the workers who do the repairs and cleaning of toilets. In view of this a local leader remarked that,

*“We have to disconnect the taps the moment the users fail to pay otherwise we would fail to pay the workers that we use to keep the project”* (Interview, December, 2008).

This indicates that failure of the water users to pay is a major challenge because the water committees and people on management fail to raise enough funds to use in the maintenance of the water and sanitation facilities. In fact when the taps are disconnected, people lose interest in the project and this becomes a stumbling block to the sustainability of community projects.

### 5.3.2 Poor hygiene

10 (19 %) beneficiaries further indicated that the members fail to maintain good hygiene especially on the water points whereby there is water logging on the areas around water taps which may result in to breeding grounds for mosquitoes and other dangerous insects. On the other hand the level of cleanliness of toilets remains wanting. Toilets spend some time without being cleaned and this seemed to worry members as it could be a source of diseases.

The environment around some toilets was found to be dirty. This seemed a very big challenge because people did not seem comfortable using such toilets and in any case they attracted flies and the water logging which created ground for vectors that could transmit diseases.

### 5.3.3 Low motivation

The aspect of motivation in a bid to promote clean water and better sanitation facilities was also examined because in most cases the assumption is that, the anticipated communal benefits are just adequate to motivate people to voluntarily participate in the maintenance of their facilities. The importance of individual interests and attitudes as aspects affecting motivation and willingness to participate in sustainability of communal facilities was too examined. 12 (23 %) water and EcoSan toilet users revealed that, the members have low motivation in their involvement in community activities. In this the need for community projects to be run by an individual as his property was an issue. Few believed that it can best be run by a committee on behalf of the community and none believed in an individual running it on behalf of the community, while others believe that people shall be motivated to properly maintain the taps only if they are privatized (Interview December 2008).

Most of the respondents said that a water tap can best be maintained if it is privately owned. Respondents who believed in an individual managing the tap privately said that it is because an individual can take full responsibility in managing finances although others believed that using a



committee can assist to avoid dictatorial methods. The study further revealed that there is a belief that people shall be motivated to properly maintain the taps only if they are privatized.

The interpretation of the responses on privatization revealed that people would prefer privately owned and managed latrines but it is because of other factors that force them to try public ones. They pointed out factors such as poverty, limited construction space, the high cost of latrine construction especially in the swampy areas. This partly explains the negative attitudes towards their maintenance. For a more successful program, therefore, efforts should be put on seeing how best privately owned and managed latrines can be built in the area. This could be achieved with the use of borrowed funds which are obtained at low interest rates.

#### **5.3.4 Poor education**

15 (29 %) respondents revealed that poor education is another aspect affecting sustainability. It was observed that there is need for record keeping and accountability for funds received from the water users. The situation on the ground however, revealed that many of the managers of facilities especially in the rural areas did not have adequate education which makes accountability very difficult as such people are reluctant to keep records. A respondent from Rwembogo Cell in Kanyinasheema Ward said;

*Those managing taps do not have appropriate education. They cannot keep records of water sales and cannot read meters.* (Interview, December, 2008). This is in agreement with another female respondent and a headmistress in Nyanga Ward who explained that;

*“Low education levels and laziness are a problem, you just cannot expect an illiterate person to keep records and account for the money”.* (Interview, December, 2008).

Such state of affairs also calls for attention as it is difficult for people with low literacy to manage such a project requiring record keeping, balancing expenditures and incomes and accountability. Therefore education is a key factor to address if management is to properly steer the program towards sustainability.

#### **5.3.5 Ignorance**

Though it received a negligible percentage, the issue of ignorance was also presented among the challenges faced. Because of ignorance, people do not want to pay for the water arguing that there is no reason why they should pay. They seemed not to understand that they needed to contribute for the running and maintenance of the project. Even some were not aware of how the project was to benefit them. In response to this some of the EcoSan toilets were not being utilized. They locked them immediately after completion.

The issue of ignorance was partly contributed by poor sensitization mechanisms. This is because when a member was asked, his response was,

*We do not know why they were constructed. We saw district officials who came and started building and we did not know why. At least if they constructed market stalls* (Interview, December, 2008).

This indicated that the people were not fully involved in the identification of the project and if it was done then few people were involved. That is why some individuals expressed ignorance of the existence of such EcoSan toilets. Therefore whereas provision of water was welcome and understood, some members were not aware of the essence of EcoSan Toilets.

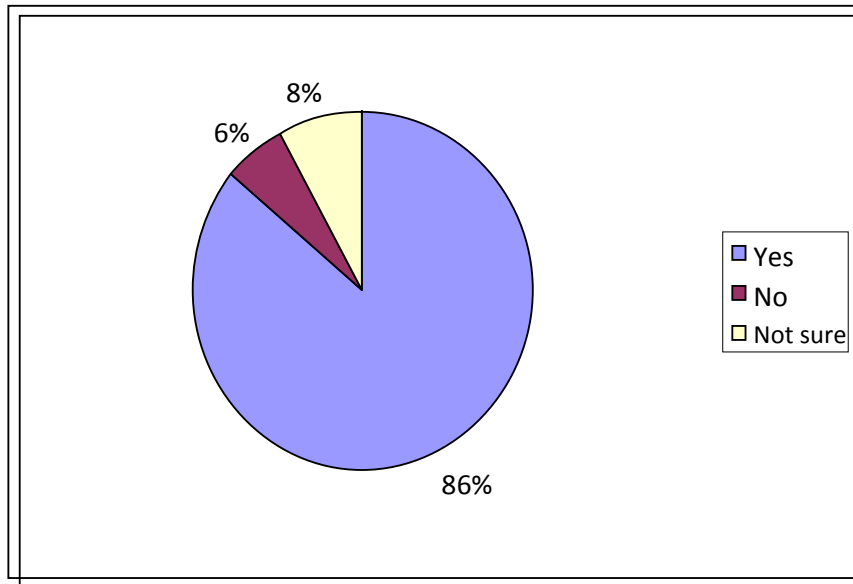
### **5.4 Mechanisms put in place to address challenges faced in the management of the scheme.**

#### **5.4.1 The role of government**

The role of government was considered vital especially in the management and sustainability of the Kabwohe/Itendero water and sanitation Scheme. The study revealed that the government is a major factor in the management of water and sanitation project. Results are contained in Figure 2

#### **Figure2: Showing responses on the role of government**





Source: Field Data, 2008

86 percent of respondents showed that government assists in the management of the project, six percent was not aware while eight percent was not sure. Respondents indicated that government helps them in various ways which include; release of conditional grants, training, community sensitization, planning and design, monitoring and evaluation, and technical support.

The central government of Uganda has also facilitated the training of local government staff as well as water user groups. This is in agreement with Paul S (1987), that Government plays a big role not only in dissemination but also in training strategies that complement the training efforts of micro level organizations at the grass root. Details of this information on the role of government are contained in Table 3 below.

Table 3: Showing the role of government

Government role	Frequency	Percentage
Conditional grants	25	15.6
Training	30	18.75
Community sensitization	35	21.9
Planning and design	22	13.75
Monitoring & implementation	28	17.5
Technical support	20	12.5
<b>Total</b>	<b>160</b>	<b>100</b>

Source: Field Data, 2008

As revealed in the table respondents totaling to 25 (15.6%) pointed out community sensitization as one of the roles performed by the government in the management of water and sanitation facilities.

Through community sensitization the people are equipped with adequate information on a number of issues concerning the management and sustainability of community projects.

Monitoring and implementation was reported as another way government assists in community water projects as revealed by 28 (17.5%) respondents. Monitoring is essential because implementers have to follow the guidelines and regulations once they know that after a time period government officers have to come in to monitor the progress of the project.

22 (13.75 %) respondents revealed that the government was also involved in the provision of planning and design guidelines required by the water and sanitation construction companies who are in the private sector. This was also considered important because it was any project to be constructed and sustained should be established according to the available guidelines. This is of benefit because it ensures quality work that would be easy to sustain.



Findings 30 (18.75 %) also revealed that government also provided training of all the stakeholders involved in the provision and management of water and sanitation facilities. For example government facilitates the required training for local governments especially on operation and maintenance issues and how to do monitoring and evaluation. The private sector and District water officials are also trained on quality assurance. Water user groups on the other hand are trained on how to safe guard their water facilities.

Further, the government also approves the release of conditional grants based on district plans and budgets. This was revealed by 25 (15.6 %) respondents. It was further indicated that when the donor community extends funds to the government to fund the water projects, it is the role of the government out release the funds donated and further goes ahead to monitor the utilization of such funds. With this kind of arrangement, it is possible to ensure that the money is profitably utilized.

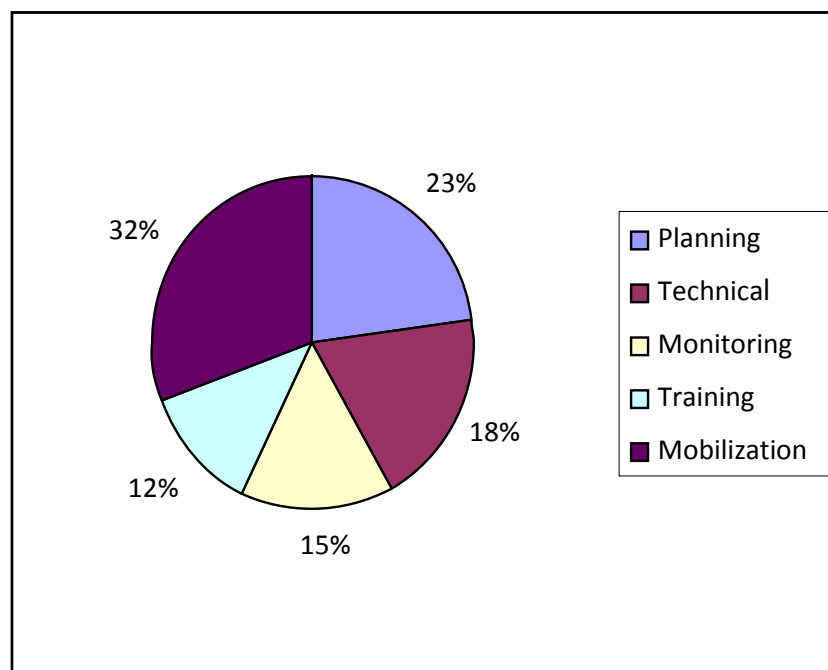
Technical support was the government role that received the least responses 20 (12.5 %) possibly due to the fact that this role is left to other stakeholders. It was indicated that it is the role of Community Based Organizations and the Local Council Management to provide technical support in form of plumbers and technical staff to do the repairs and technical advice on the fittings required for the project.

#### 5.4.2 The role of local leaders

The study further revealed that local leaders were also largely involved in the management of water and sanitation project and subsequently determined their sustainability. The local leaders included the District staff and the Town Council staff. The local leaders assist the project in planning and budgeting, technical support, monitoring and supervision, staff training, and community mobilization. These are presented in figure 3 below.

As indicated in the figure, the local leaders were involved in the management of water and sanitation facilities. The biggest number of respondents; 20 (32%) revealed that the local leaders were largely involved in community mobilization. Respondents indicated that community mobilization was very important because the community was not properly sensitized especially on the need of the members to contribute funds towards the maintenance of community projects. This therefore affected the management and maintenance of the water and sanitation facilities in the area.

**Figure 3: Showing the role of local leaders**



Source: Field Data, 2008



Further, planning and budgeting was considered another important role of local leaders as revealed by 23% of respondents. Town Council officers receive the data reports prepared by consumers and users. They also support the communities to plan and budget for community based water supply and sanitation projects and facilitate communities to request for assistance.

Findings also indicated by 18% of respondents revealed that, local leaders also provide technical support especially to the service providers. In Kabwohe/Itendero Town Council, the George and Co works in conjunction with the Town council water office and water engineer to co-ordinate and supervise the work being done on the water and sanitation project.

Monitoring and supervision is yet another important role of local leaders as revealed by 15% of respondents. Findings indicated that local leaders do this through the respective water offices and the CBOs that are concerned with the monitoring of the project.

Lastly, 12% of respondents revealed that local leaders were also involved in staff training. Staff training was necessary to equip staff with the necessary techniques to manage the water and sanitation activities. This percentage was however low implying that staff training is not considered an important aspect in the sustainability of water and sanitation project.

### Conclusion

The study concludes that community participation in the management and sustainability of Kabwohe/Itendero Water and Sanitation Scheme has been problematic with low levels of participation. Findings revealed that in the management of the scheme, water and sanitation committees were formed and charged with a duty to coordinate the water and sanitation activities. Specifically the committees were found to be engaged in planning, collection of user fees, monitoring and supervision, and community sensitization among others. All these roles were performed with limited success. Among the challenges hindering the scheme was low education, lack of motivation, poor hygiene and disconnection of taps as important factors affecting sustainability of the water and sanitation project. People preferred privately owned and managed water and sanitation facilities reasoning that people do not have interest in running public facilities.

Government and the local leadership were seen as major players involved in addressing the challenges affecting the water and sanitation scheme in Kabwohe/Itendero Town Council. It was revealed that the community appreciated the work done by these actors to address the challenges. Collection of user fees was also used as a measure to ensure that funds are always available to carry out repairs and replacement of broken water taps and other facilities. Although community participation in the management and sustainability of public projects is a good strategy for service delivery, if not well designed, planned, managed and monitored, there are high chances of people failing to manage 'their affairs' and access to services.

### References

1. Bessette Guy (2004) *Involving the Community: A Guide to Participatory Development Communication*, Ottawa, IDRC
2. Burkey, Stan (1993) *People First: A Guide to Self Reliant Participatory Rural Development*, London Zed Books
3. Chambers R (1987) *Sustainable Livelihoods, Environment and Development: Putting Poor Rural People First*, Discussion Paper 240, IDS, University of Sussex, Sussex, December
4. Cohen J.M & Uphoff N.T (1980) *Participation's Place in Rural Development: Seeking Clarity through Specificity*, *World Development*, Vol.8, 213-235
5. DWD (2004) *Steps in Implementation of Water and Sanitation Software Activities (Final 2004)*, Directorate of Water Development, Ministry of Water, Lands and Environment, Kampala, Uganda



6. Francisco, O. E et al (2013) Developing Sustainable and Replicable Water Supply Systems in Rural Communities in Brazil, *International Journal of Water Resources Development*, Vol.29, No.4, 622-635
7. Harvey. A and Reed R.A (2007) Community Managed Water Supplies in Africa: Sustainable or Dispensable? *Community Development Journal* 42(3), 365-378
8. Korten, D.C (1980) Community Organization and Rural Development: A Learning Process Approach. *Public Administration Review* 40(5), 480-511
9. Makooma, D.B, (1995) Private Sector in Water Development for Sustainability: Sustainability of Water and Sanitation Systems, Water Engineering and Development Centre, Loughborough University of Technology U.K
10. Morgan Lynn M (1987) Community Participation in Health: The Politics of Primary Care in Costa Rica, Cambridge, Cambridge University Press
11. Narayan, D (1993) Participatory Evaluation: Tools for Managing Change in Water and Sanitation, World Bank Technical Paper No. 27, World Bank, Washington D.C
12. Nleya, N. (2011) Linking Service Delivery and Protests in South Africa: An Exploration of Evidence from Khayelitsha, *Africanus*, 41(1): 3-33
13. Paul, S (1987) Community Participation in Development Projects: The World Bank Experience, World Bank Discussion No.6, Washington D.C, World Bank
14. Siamwiza R (1995) Community Participation and Self Help: The Zambian Case in Vijayan K Pillai & Lyle W Shannon (1995) *Developing Areas: A Book of Readings and Research*, Oxford, Berg Publishers Limited
15. Uganda Water Statute (1995, Kampala, Uganda Government
16. Uganda National Water Policy 1999, Kampala, Uganda Government
17. Uphoff N (1995) Fitting Projects to People in: M.M Cernea (Ed) *Putting People First: Sociological Variables in Rural Development*, New York, Oxford University Press
18. World Bank (2013) *Localizing Development: Does Participation Work?* Washington D.C, World Bank