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Approach to Sustaining Reconstructed and Rehabilitated Infrastructure

USAID INFRASTRUCTURE WORKSHOP
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BACKGROUND

- **Post Conflict Area of Northern Uganda** (Districts of Amuru, Gulu, Kitgum, Pader and Oyam)
 - Area is emerging from 20 years of conflict
 - People have been living in (Internally Displaced Persons) IDP camps
 - Lack of, or rundown infrastructure – *roads, clinics, schools, etc*
 - Low service delivery by government to the people
 - Farming has been reduced to a minimum
 - Reduced opportunities to earn an honest income
- **Major USAID Activities**
 - Peace building, Relief, Health, Education, Economic Growth, and Infrastructure



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USAID Infrastructure Interventions in Northern Uganda

- USAID/OTI-funded the Northern Uganda Transition Initiative (NUTI) implemented by Casals & Associates, Inc.
 - Ongoing but will phase out in May 2011
- Northern Uganda Development of Enhanced Local Governance, Infrastructure, and Livelihoods (NUDEIL).
 - Starts in earnest in January 2010



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NUTI Activities in Infrastructure

Rehabilitation:

- Schools
- Clinics
- Water Points
- Markets
- Local Government Offices

How it is done

- Community meet and identify needs in an area e.g. village
- Present their need to the Parish Development Committee (PDC)
- PDC passes this on to Sub County Development Committee (SDC)
- SDC to District Planning and Technical Committee (DPTC)
- DPTC makes the District Development Plan (DDP)



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NUTI Activities in Infrastructure

- **How it is done** (*continued*)
 - District seeks for funding from various sources
 - Central Government of Uganda (GoU)
 - Donors
- **Characteristics of NUTI Interventions**
 - Transition from Conflict to Post Conflict
 - Short time frame of projects
 - Use of local contractors
 - Procurement outside Local Government structures but following USAID procurement regulations, which are compatible with local legal procurement guidelines. i.e. Public Procurement and Disposal of Assets Authority (PPDA) guidelines



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NUTI Activities in Infrastructure

- Maintenance and Sustenance Issues
 - Formal handover to the beneficiaries
 - District to Sub County; Sub County to Users
 - District and Users made to understand that NUTI will no longer provide additional assistance
 - Use of existing GoU Sector Structures on maintenance
 - Schools – School Management Committees
 - Water Points – Water User Committees
 - Health Centers – Health Center Management Committees
 - Gaps
 - Financing for regular maintenance
 - Funding comes from the central government (GoU), but usually insufficient
 - Will/interest by users to maintain facilities is usually lacking



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Maintenance and Sustainability of Rehabilitated Infrastructure

Examples of Different Maintenance Approaches

1. Buildings

- Focus on quality
- Use of local contractors to promote local economic development
- Engagement of Community to mobilize for construction materials.
- Unskilled & skilled labor to come from the community .
- Engagement of Community to mobilize for construction materials.
- Use of local government maintenance structures



Examples of Different Maintenance Approaches – (Continued)

2. Typical Community Water Point In Uganda Before Construction of the Water Source

- Election of a Water and Sanitation Committee (WSC)
 - Trained on their roles and responsibilities
 - Advised on the most appropriate technology for their area e.g. well, taps, spring, etc
 - Responsible for coordinating the implementation (before construction)
 - Collection of Community Contribution for construction of the water source
 - Hygiene Education and Monitoring
 - Communication/link between users, district and contractors

After Construction

- Election of a Water User Committee (WUC)
 - Trained by the district/implementer on the O&M of the source
 - Responsible for day-to-day operation of the water source
 - Levy , collect and manage fees – amount agreed upon by the community – to cater for maintenance, etc
 - Minor repairs
 - Engagement of pump mechanics for borehole repair
 - Purchase of simple spares



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Institutional Approach of NUTI's Infrastructure

- In the post conflict context, in addition to using contractors, NUTI seeks to engage vulnerable groups (formerly abducted child soldiers) who have already had vocational training in such fields as masonry and carpentry.
- Strong involvement of local/district engineer offices and relevant technical offices (education, health, agriculture, etc.)
- Provides platform to explore practical technological solutions in the design by locals, relatively cheaper Labor cost of infrastructure.
- Making sure project already exist in the district or sub-county development plans (i.e. – targeting unfunded priorities).



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Overall Objective of NUDEIL

Integrate the populations of Northern Uganda into the nation by:

- Generating income-producing job opportunities;
- Increasing government services to the population;
- Laying the foundations for longer term development in target areas of northern Uganda.
- Stronger institutional focus on government policies, procurement systems, and transparency.



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Activities to Implement NUDEIL

- Rehabilitate Community Infrastructure using Labor Intensive Methods
 - Community and District Roads - 5000km
 - Water Points - 500
 - Health Centers - 25
 - Clinics – 80
- Strengthen Infrastructure Maintenance Capabilities
 - Incorporate a maintenance structure into the projects before rehabilitation/construction commences
 - Provide seed capital for a district road and social infrastructure maintenance fund.
 - Funds reserved to extend a maintenance program beyond the life of the project



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Implementation Process

- USAID Contractor and District Local Government in the lead in preparing a Memorandum of Understanding (MoU) for NUDEIL with the USAID Contractor.
- What does the MoU involve?
 - The way implementation is going to be done
 - How to formally hand over to the beneficiaries
 - A detailed document with expectations from USAID and responsibilities of the District/Users
 - Maintenance is one of the key factors – *consideration is before the project starts*
 - Limited seed-capital for infrastructure maintenance fund for rehabilitated infrastructure in each district beyond NUDEIL's lifetime



Implementation Process(*continued*)

- Use of Ugandan local government structures and private sector institutions
 - Built in sector maintenance guidelines/procedures
- Community consultations to review extent and type of rehabilitation activities needed, determine access to the site(s)
- Ascertain the availability of community members willing and able to participate as laborers.
- Engagement of local community residents in the day-to-day activities
- Hire interns from University and Vocational Schools to participate in the process
 - Gain on-the-job training and may be hired by the Local Government
 - Community have skills gained through involvement in the rehabilitation process which they can employ after the project has closed



Observations With Regard to Maintenance Practices

- Maintenance has to be thought of from the beginning of the intervention
 - Conception/Design – *Is it fitting for the situation?*
 - Components/ Materials – *Are they readily available?*
 - Local involvement in the decision making
 - *What is the local opinion about our intended intervention?*
 - *Is it of value to them or us?*
 - *How shall they use the facility after we (USAID) have left?*
 - *How do they maintain any existing facilities?*
- Community/local involvement in identifying necessary projects throughout the process – *conception, monitoring during construction, to handover and usage*
- Encourage Community contribution – *cash, materials, labor, etc* which instills a sense of ownership of the facility
 - Attain skills
 - Are attached to the project and end product
- Use of simple technologies that have local solutions to any faults that may occur e.g. handpumps for boreholes which does not require highly skilled labor



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Observations With Regard to Maintenance Practices

- Developing a culture of monitoring and maintaining the facilities
 - Legislation
 - Statutory organs e.g. comparable to procurement entities
 - Public Information Campaigns
 - Institutionalizing funding for maintenance
 - Promoting regular monitoring by district and sub-counties



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Expansion Of Existing Infrastructure

- Savings from government funded projects can now be used for expansion
 - Dependent on the need



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APWOYO MATEK
(Thank You)