

# NGO PERFORMANCE REPORT

## FY 2017/2018





# Foreword

It is three years since the adoption of the Sustainable Development Goals (SDGs). As a country, Uganda has made some significant progress towards achievement of the 2030 agenda for Sustainable Development. Some of the key milestones include incorporating the goals in the National Development Plan (NDP) II.

At sector level, the Ministry of Water and Environment Sector Strategic Plan (2017 – 2030) is informed by the SDGs in particular SDG 6. The new Sector Performance Monitoring Framework (SPMF) is based on the indicators under SDG 6. The NGO Performance Report for Financial Year 2017/18 captures the performance of NGOs against the new Sector Performance Measurement Framework which was revised to incorporate the indicators under SDG 6. Early this year, UWASNET reviewed its data collection tool for the NGO Performance Report to align it to the new SPMF. This will make it easy to track SDG 6 implementation and the contribution of key sector stakeholders including NGOs.

It is my pleasure to present the 2018 NGO Performance Report. The report documents contributions of Non-Governmental Organizations (NGOs) to the Water, Sanitation Environment sub-sector in Uganda. It is based on reports from 82 NGOs that made submissions to the Uganda Water and Sanitation NGO Network (UWASNET). It contains details of NGO financial investment to the sector and performance by key thematic area including trends against historical performance.

The report indicates that there has been a spike in investment, attributed to additional reporting on investments in WASH in Emergency. The total reported NGO financial contribution to the Water and Sanitation sub-sector for the FY2017/18 was UGX91.02 billion, which is allocated to different thematic areas namely Water Supply, Sanitation and Hygiene, IWRM, Water For Production, Capacity Development, Coordination, Lobby and Advocacy, Research and Development and WASH in Emergency. WASH in Emergency attributes to 40% of the total investment.

It is our sincere hope that the report will be resourceful to the different sector stakeholders and add value to existing and future sector programmes and plans in pursuit of the welfare of Uganda's attainment of the National Development Plans and the Sustainable Development Goals. As NGOs we reiterate our commitment to ensuring that all people in Uganda access adequate and sustainable safe water and attain good standards of hygiene and sanitation.

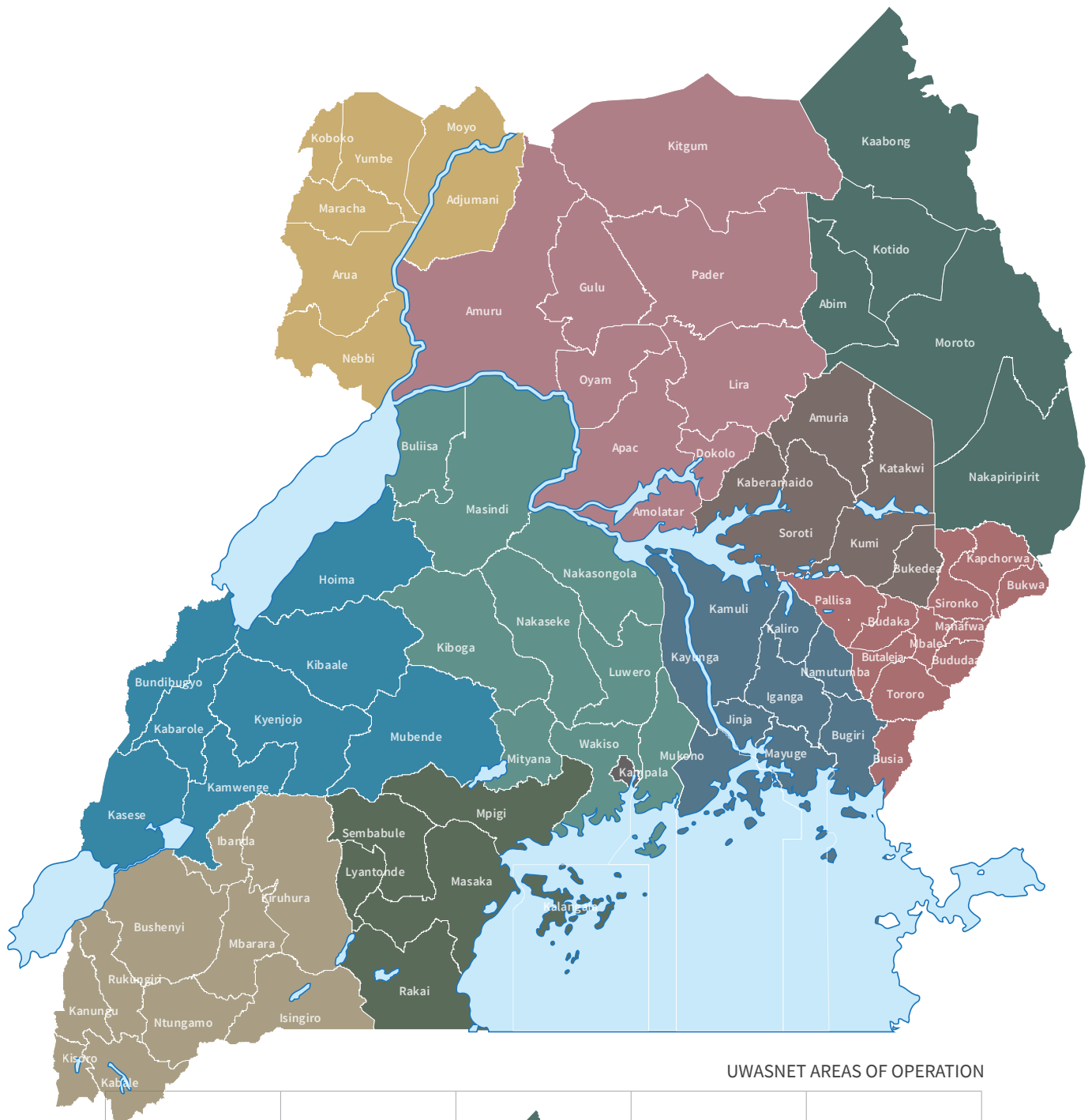
We greatly appreciate the support from all our partners for their continued support and commitment to the network and sector.













A stylized handwritten signature in blue ink, consisting of a large 'U' followed by a series of loops and a horizontal line at the end.

**Yunia Yiga Musaazi, Executive Director UWASNET**

# UWASNET Regional Coordination Map



## UWASNET AREAS OF OPERATION

				
<i>Busoga</i>	<i>Central</i>	<i>Karamoja</i>	<i>Lango &amp; Acholi</i>	<i>Mid-Central</i>
				
<i>Mid-Eastern</i>	<i>Rwenzori</i>	<i>Teso</i>	<i>Western</i>	<i>West Nile</i>

# Structure of NGO Performance Report

## FY 2017/2018

This report documents contributions of Non-Governmental Organizations (NGOs) to the Water and Sanitation sub-sector in Uganda. It is based on reports from 82 NGOs that made submissions to the Uganda Water and Sanitation NGO Network (UWASNET).

The report is structured along the key thematic areas that the NGOs contribute to the water and sanitation sub-sector. Section 1 provides an overview of UWASNET, outlining the organizational structures and its mandate and giving an overall context to the report.

This is followed by the presentation of NGOs performance in the sections 2 and 3; the status of reporting as reflected by the number of NGOS that provide content for this report is described in section 2. Section 3 provides a detailed account of the NGO performance and their contribution to the water and sanitation sub-sector along the different thematic areas, namely

- **Water Supply,**
- **Sanitation and Hygiene,**
- **WASH in Emergency,**
- **Integrated Water Resources Management,**
- **Water for Production,**
- **Capacity Development and Community Engagement** as well as
- **Lobbying and Advocacy.**

The performance on NGO collaboration with sector actors is captured in section 4. Section 5 highlights NGO interventions and contributions to cross-cutting issues including gender, equity and HIV/AIDs. Section 8 finally entails the conclusion and recommendations in line with key sector challenges and the recorded NGO performance.

# Executive Summary

The FY2017/18 NGO Performance Report details the contribution of NGOs to the Water and Sanitation sub-sector and is based on submissions made by 82 NGOs to UWASNET. The report is part of the annual reporting on performance of NGOs to the sector and is incorporated in the Annual Ministry of Water and Environment Sector Performance Report under Chapter 12 as Contribution of NGOs in the Water and Sanitation sub-sector.

NGO contribution to the Water and Sanitation sub-sector has continued to grow, reinforcing a strategic and priority positioning in the sector. For the FY2017/18, NGOs invested a total amount of Uganda Shillings (UGX) 91.02 billion in interventions in water supply and sanitation improvement, water resources management, community strengthening for management and sustainability as well as towards promoting good governance in water and sanitation service delivery. This expenditure is the highest recorded in the last five years, a two fold increase from last year, majorly due to reporting on WASH in Emergency that was previously not included in the NGO report. This notwithstanding, there is a 40% increase from last year, for non-emergency interventions, with expenditure on water supply infrastructure accounting for the largest proportion of the related FY2017/18 expenditure, at 57 %. Generally all intervention areas registered an increase in expenditure from the previous reporting year.

NGO financing is obtained from multiple sources including development partners, private sector and co-financing from district local governments (DLGs). NGOs work through collaborative arrangements with district local governments, other actors in the service delivery chain like de-concentrated structures of Ministry of Water and Environment, communities and intra-NGOs.

## Access to Water supply

During FY2017/18, 52 NGOs spent UGX 31.17 billion on water supply infrastructure, including 34 new piped water systems and 781 new boreholes. O&M interventions towards achieving the desired functionality and thus sustainability of WSS were also a key priority. UGX 8.17 billion was spent on rehabilitation of point and piped water systems. NGOs also adopted, with a lot of success, new approaches to address the O&M challenge including public private partnerships (PPP) with communities for maintenance (by Whave and International Lifeline Fund) and introduction of water consumption tariffs (by Water for People) for hand pump boreholes. These approaches are scalable and potential solutions for the sector to consider.

## Access to Sanitation

The contribution of NGOs to improved sanitation in Uganda and thus to SDG 6.2 was significant during FY2017/18. 23 % (UGX 12.53 billion) of the total NGO budget for non-emergency interventions was towards sanitation with an even distribution between interventions for safely managed and basic sanitation. This investment was made towards sanitation infrastructure (toilets) at household and institutional levels and Hygiene promotion activities. These interventions resulted in construction of 668,184 toilets, 56,089 Hand washing facilities and improvement of the pupil stance ratio through the 1850 latrine stances provided. During the year, CLTS was the predominant hygiene and sanitation promotion approach, yielding some success towards achieving open defecation free environments. 165 Villages were declared ODF as a result of NGO interventions during the FY2017/18.

## WASH in Emergency

FY2017/18 is the first reporting year on WASH in Emergency thematic area. UGX 36.74 billion was reported by 13 NGOs for WASH interventions in about 22 refugee settlements mainly in the West Nile region. These funds were spent on water and sanitation infrastructure, water trucking, menstrual hygiene management interventions as well as hygiene promotion and community capacity building activities. Sustainability of infrastructure provided in these settlements is a challenge due to the heavy subsidization of both Capital and O&M costs. Some steps towards providing solutions were made through a research by Action Against Hunger (ACF) on feasible O&M models for water supply systems in refugee communities, premised on payment for water services. Similarly, Water missions, in some of its work, has also started adopting a similar model for piped water systems provided for refugees.

## **Water Resources**

NGO interventions are aligned with ongoing reforms in the sector on water resources management. During FY2017/18, expenditure rose by 85% from the last reporting year reiterating NGO priority in environment protection and sustainability of water resources. UGX 2.87 billion was spent on interventions related to catchment management measures (like alternative livelihood activities, conservation of endangered flora species, wetland and river bank restoration) in the Aswa, Victoria Nile, Upper Nile, Mpologoma, Rwizi, Mpanga, Awoja, and Semiliki sub-catchments. Water quality management activities included provision of 301 water filters to households and institutions, in addition to community capacity building on proper sanitation and water safety planning.

## **Increased water storage and irrigated area**

During the FY2017/18, NGOs spent UGX 1.15 billion on water for production interventions. This expenditure is almost the total amount spent in the last four years and a good indicator of NGO contribution to the national water storage requirements. This expenditure was towards (i) 18 micro irrigation systems expected to cover up to 19.5Ha, (ii) construction and rehabilitation of 23 storage systems (Dams and Valley tanks) and (iii) community capacity building activities on infrastructure sustainability and agriculture value chain enhancement.

## **Community engagement and capacity building**

Community management continues to be core to NGOs interventions, reflecting the commitment to sustainability and community development and health. In FY2017/18, UGX 3.98 billion was spent on ensuring adequate stakeholder engagement for proper stewardship and responsible action by duty bearers through mentoring and equipping them with skills and information.

## **Lobbying and advocacy**

The operating space is still constrained with several service delivery challenges, requiring continued lobbying and advocacy for good governance and sector financing. NGOs, utilizing their expertise in this area, continue to engage with different service providers and duty bearers including central government and community. During FY 2017/18 UGX 2.58 billion was spent on such engagements.

Inclusiveness is high on NGO agenda, all interventions during the year advanced this agenda; notably, the disability inclusive water and sanitation infrastructure provided, training and advocacy on gender and HIV/AIDS mainstreaming and targeting of marginalized community segments and areas like fishing communities.

## **Conclusion**

Service provision by NGOs is not without challenges, during the year, the recurrent O&M related issues persisted and performance in sanitation was at the lower scale of the sanitation ladder; NGOs also had limitations in reporting in line with the new sector performance indicators and continued to invest in shallow wells and basic sanitation. The latter are not in tandem with the SDG requirements, calling for strategic improvements and direction towards on-track achievement of the social service development targets. This may include (i) Increased coordination of sector actors to leverage financial and technical resources, (ii) Increased investment in higher levels of service, (iii) Capacity development and Knowledge management to improve service delivery models and options including the introduced PPP models for borehole systems and technical skills for water for production (iv) full operationalization of the new sector performance indicators under the leadership of MWE, (v) Sector guidance on the future direction for the Community management model and recommended water supply technologies, (vi) holistic interventions in strengthening the whole fecal sludge management chain and (vii) improved sector governance and financing.



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## List of Abbreviations and Acronyms

ACF	Action Against Hunger
ACORD	Agency for Corporation and Research in Development
Ecosan	Ecological Sanitation
AEE	African Evangelistic Enterprise
ARUWE	Action for Rural Women's Empowerment
AMREF	African Medical Relief
AFARD	Agency for Accelerated Regional Development
AFST	Agency for Social and Rural Transformation
BCC	Behavioral Change Communication
BoP	Base of Pyramid
CAFOD	Caritas Gulu Archdiocese
CBMS	Community Based Maintenance System
CDO	Community Development Officer
CHAST	Child Hygiene and Sanitation Training
CBO	Community Based Organization
CLTS	Community Led Total Sanitation
CSOs	Civil Society Organizations
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
ECOSAN	Ecological Sanitation
EHD	Environmental Health Division
ENR	Environment and Natural Resources
FBO	Faith Based Organization
FORUD	Foundation for Rural Development
FTB	Finance Trust Bank
FSM	Faecal Sludge Management
FY	Financial Year
GESI	Gender Equity and Social Inclusion
Gfs	Gravity Flow Scheme
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GW	Ground Water

Ha	Hectares
HEWASA	Health Through Water and Sanitation
HPMA	Handpump Mechanics Association
HWF	Hand Washing Facilities
IAS	International Aid Services
IEC	Information Education Communication
ILF	International Lifeline Fund
IRC Uganda	International Water and Sanitation Center Uganda
IWaSP	International Water Stewardship Programme
IWRM	Integrated Water Resources Management
JESE	Joint Effort To Save The Environment.
KWDT	Katosi Women Development Trust
LGs	Local Governments
LWI	Living Water International
MADDO	Masaka Diocese Development Organisation
MWE	Ministry Of Water And Environment
MoU	Memorandum of Understanding
NEMA	National Environment Management Authority
NGOs	Non-Governmental Organizations
NUDIPU	National Union of Disabled Persons of Uganda
NWSC	National Water and Sewerage Corporation
O&M	Operation and Maintenance
ODF	Open Defecation Free
PHAST	Participatory Hygiene and Sanitation Transformation
PSN	Persons with Special Needs
PPP	Public Private Partnership
PWD	People With Disabilities
RWH	Rain Water Harvesting
SDG	Sustainable Development Goal
SMC	School Management Committees
SWaP	Sector Wide Approach
SWC	Scheme Water Committee
TPL	Traditional Pit Latrine
TWG	Thematic Working Group
UGX	Uganda Shilling
UMURDA	Uganda Muslim Rural Development Association
UNICEF	United Nations Children Fund
UWASNET	Uganda Water and Sanitation NGO Network
VHTs	Village Health Teams
VHV	Vision of a Healthy Village
VIP	Ventilated Improved Pit latrine
VSLA	Village Saving and Loan Association
VAD	Voluntary Action for Development
WASH	Water, Sanitation and Hygiene
WEDA	Wera Development Association
Wfp	Water for Production
WFP	Water for People
WSDF	Water and Sanitation Development Facility
WMZ	Water Management Zone
WSC	Water and Sanitation Committee
WSS	Water Supply and Sanitation
WSSWG	Water and Sanitation Sector Working Group
WUC	Water User Committee

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Cover photo: Danish Refugee Council

Table of contents photo: AMREF

Section marker photos: Section 2 & 3 - Caritas Gulu





## SECTION 1

**How UWASNET works  
through the sector policy  
and institutional framework**

UWASNET was founded in 2000 as the national umbrella organization for all Non-Governmental Organizations (NGOs) in the Uganda Water and Sanitation sub-sector following a sector reform that brought together Government, Development Partners and NGOs to develop and contribute to one development plan.

## UWASNET'S VISION

All people in Uganda accessing improved and sustainable water resources, sanitation, hygiene and the environment

### UWASNET's Strategic Objectives include:

- **Strengthening the coordination of all NGOs in the sector and their collaboration with other key sector stakeholders including Government, Development Partners, Private Sector and other NGOs.**
- **Promoting partnerships and networking between NGOs and other sector stakeholders in sector.**
- **Contributing to the development and implementation of sector policies, strategies, standards and guidelines.**

UWASNET works through the Sector Wide Approach (SWAp) to contribute to the National Development Plan of poverty alleviation through universal access to sustainable, safe water and improved standards of sanitation and hygiene, through partnership with Government under Ministry of Water and Environment including the Line Ministries namely Ministry of Health, Ministry of Education and Sports, Sector Development Partners, private sector, academia and NGOs in Uganda.

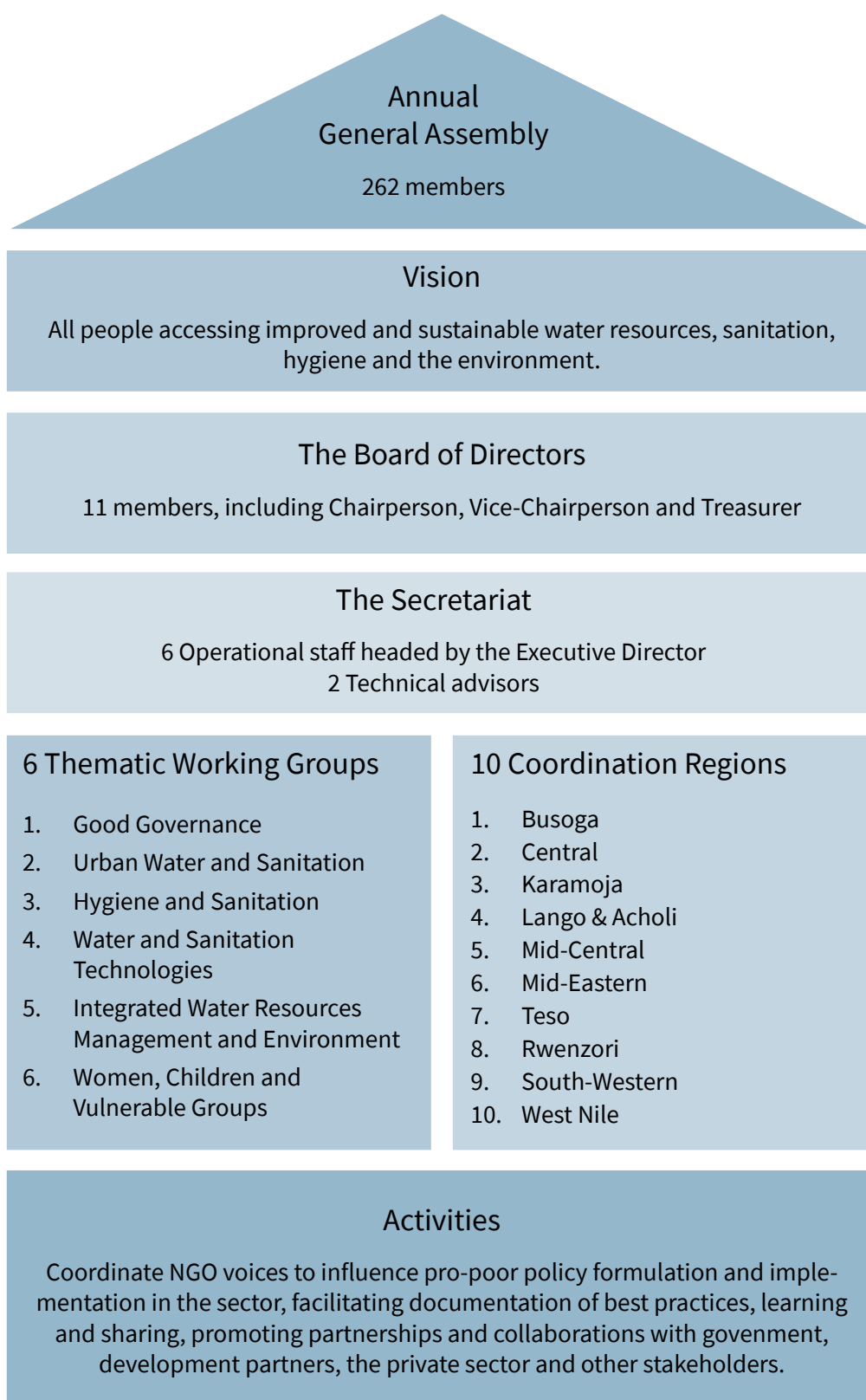
UWASNET's mandate is to coordinate all NGOs in the sector and strengthen their contribution to the sector by facilitating learning and sharing, documentation of their work, promoting partnerships and collaborations with other sector stakeholders, including Government, development partners and the private sector. UWASNET also coordinates and represents the voices of NGOs and communities at all the critical decision making platforms in the sector through its thematic working groups that are directly linked to the sector working groups in order to influence pro poor policies and practice.

UWASNET has a clear and established governance structure comprising an Annual General Assembly of members, a Board of Directors supported by a Secretariat headed by an Executive Director and supported in field by coordinators in the 10 coordination regions. The secretariat is responsible for the day to day operations of UWASNET. Currently, UWASNET has a membership of 262 NGOs (60 International NGOs, 161 local NGOs and 41 Community Based Organizations) working in different parts of the country in the areas of water supply, sanitation and hygiene, community engagement, water for production, Integrated Water Resources Management (IWRM) and WASH advocacy. It is planned to carry out a physical verification exercise/audit to confirm if all registered members are still actively implementing within the WASH and Environment Sector.

To realize its mandate in the sector, UWASNET works through its coordination structures, comprising of Regional Coordinators who coordinate members at regional level in the ten UWASNET regions that are aligned to the Ministry of Water and Environment decentralized structures that provide technical support to the districts. In addition, UWASNET works through its six thematic working groups (TWGs), which are advocacy platforms to voice key emerging issues and to provide recommendations to the sector to improve WASH service delivery and sustainable water resources management. The TWGs are aligned to the sector working groups to facilitate policy influencing and strengthening NGOs participation in sector decision making processes.

The six thematic working groups are; (i) Good Governance, (ii) IWRM, Environment and Climate Change, (iii) Sanitation and Hygiene, (iv) Urban Water and Sanitation, (v) WASH technologies, as well as (vi) Women, Children and other Vulnerable Groups. All working groups have a leadership comprising of a Chair, Vice Chair and Secretary.

## UWASNET's Governance Structure





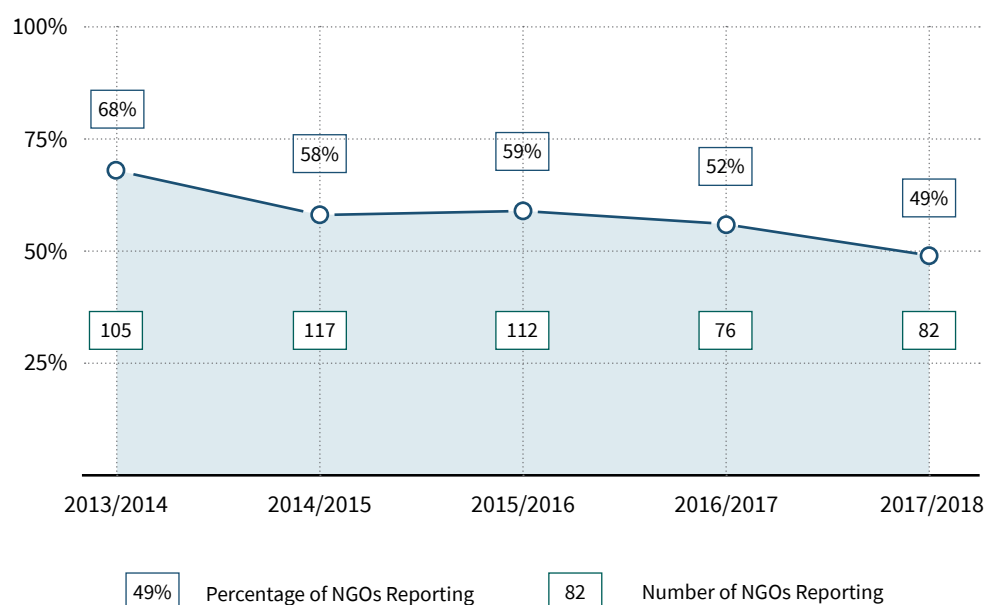


## SECTION 2

### **NGO Performance for the FY 17/18**



UWASNET annually requests and compiles reports from NGOs on performance in the water and sanitation sub-sector. Over the last five years, NGO reporting has been fairly consistent in percent terms, as detailed in the figure 2-1 below.



*Figure 2-1: NGO reporting trends*

In absolute terms, there is a decline in the number of NGOs reporting for reasons yet to be established. Some of the possible attributable factors include (i) reduced activities of UWASNET regional coordinators due to insufficient funding, thus less contact time and follow up with members (ii) reduced financing to Local NGOs and (iii) a generally low reporting culture.

This reporting year, a total of 82 NGOs reported to UWASNET as compared to 76 NGOs for the FY2016/17. Of these, 63 are UWASNET members representing 42% of the current estimated active membership of 150. Ten out of the 82 NGOs this year reported no investment in WASH due to several reasons including conclusion of WASH programs. The reported investment figures are thus for 72 NGOs.



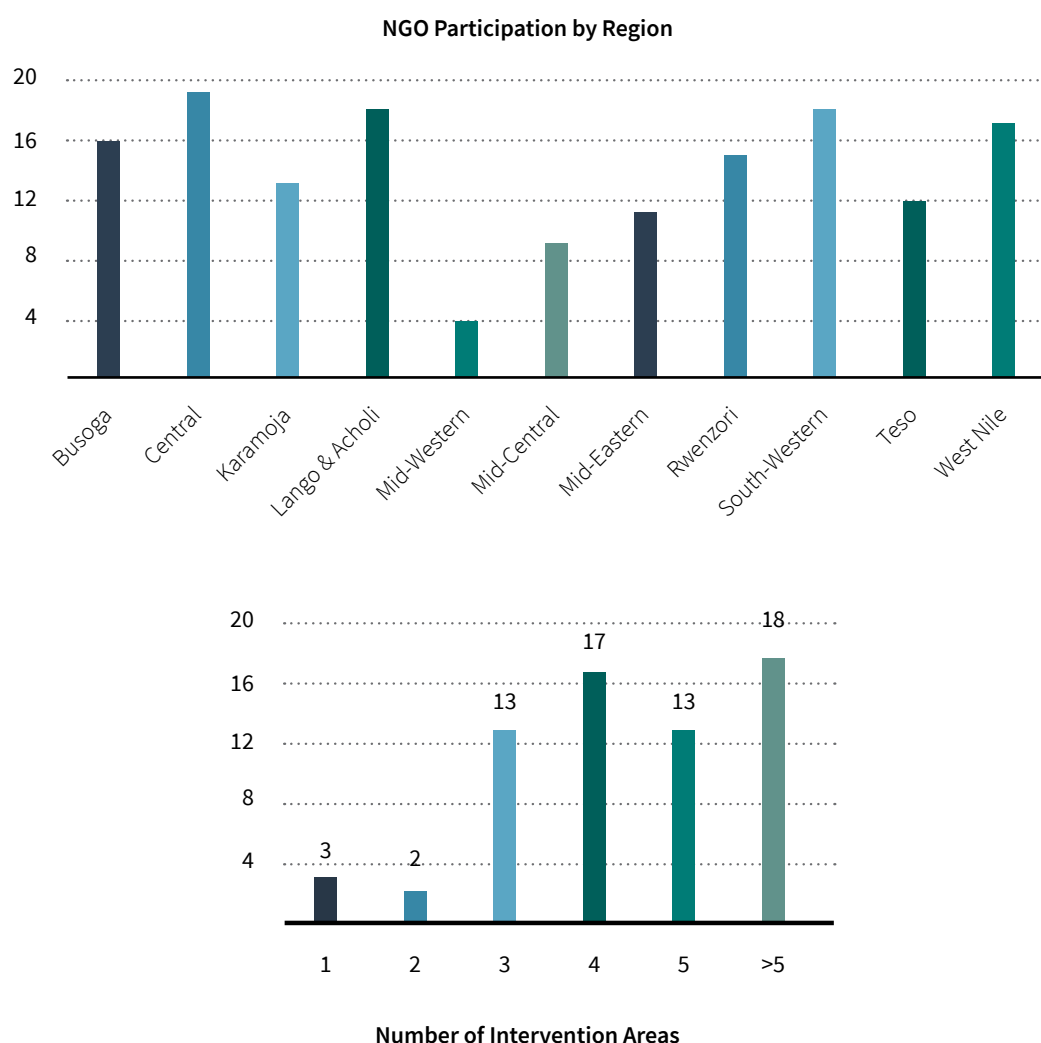
## SECTION 3

# **NGO investments in the water and sanitation sub-sector**

## 3.1 Overview of investment in the sector

### 3.1.1 Intervention areas

The above mentioned 72 NGOs reported interventions in the 10 different regions of Uganda as categorized by UWASNET (see UWASNET Regional Coordination Map). Figure 3-1 (top) shows the geographic spread of interventions by NGOs during the reporting year. The distribution is fairly dispersed with significant presence in all regions, apart from the mid-western with limited NGO presence. NGO The highest reporting level during the financial year was registered in Busoga, Central, Lango and Acholi, South Western and West-Nile regions. Furthermore, the majority of the NGOs had interventions in at least three geographic areas with a significant number investing in more than 5 areas (see figure 3-1 bottom graph).

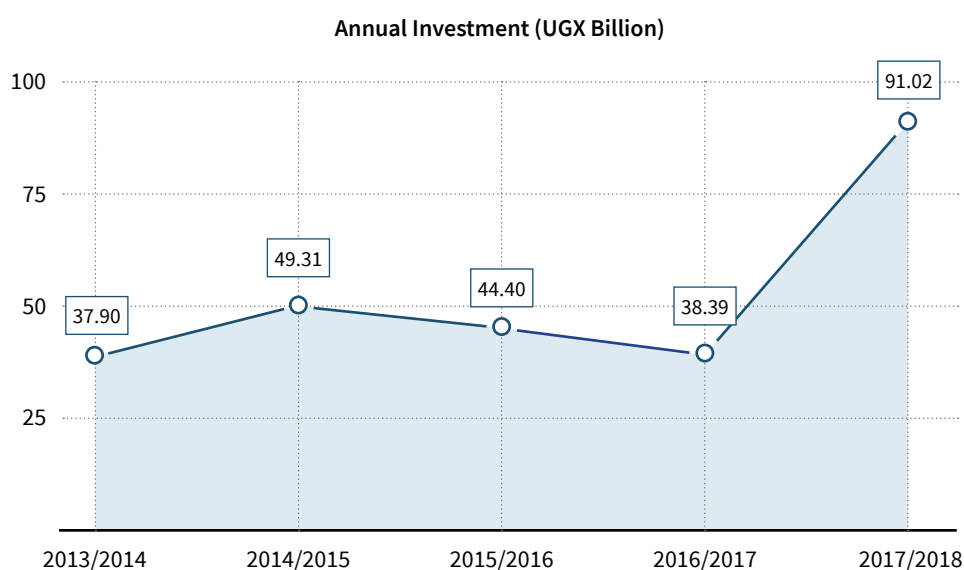


*Figure 3-1: NGO reporting by region (above) and NGO by number of intervention regions in the country (below)*

As with the regional participation, investments in the nine thematic areas considered within this report (water supply, sanitation infrastructure, school sanitation and hygiene, Water for Production, IWRM, Lobbying and Advocacy, WASH in Emergency, Community management/ training and Research and Development) also varied as illustrated in figure 3-2 in section 3.1.2.

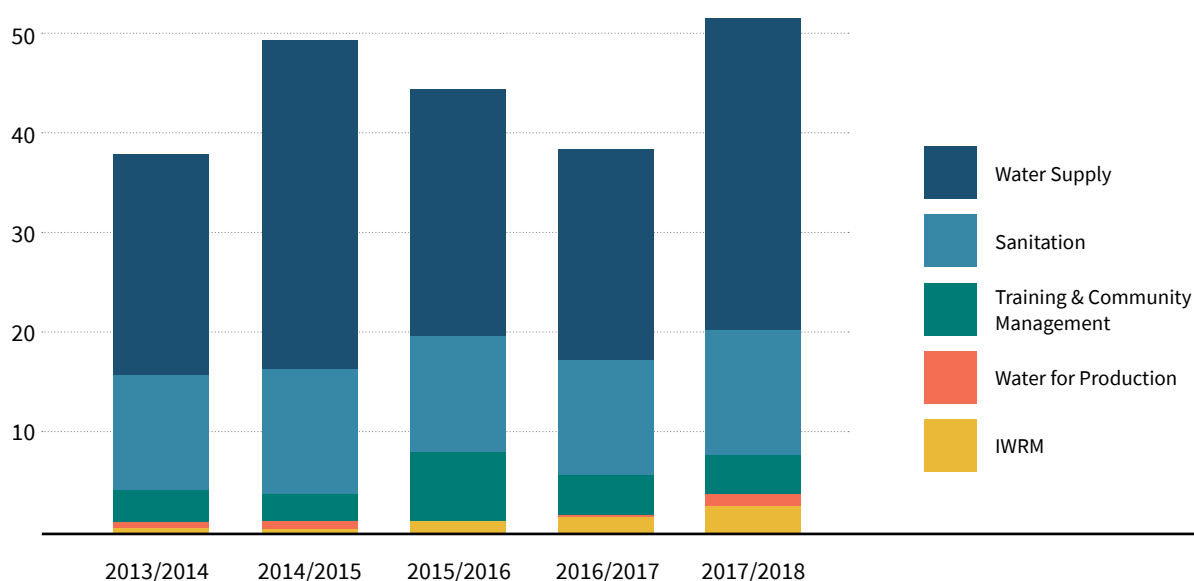
### 3.1.2 Annual NGO Sector investment

This section reflects a record and analysis of the investment reported by NGO for the FY2017/18. NGOs investment in the water and sanitation subsector has been consistent, despite a decline in the previous 2 years, as illustrated by the trend of reported expenditure by NGOs over the last 5 years in Figure 3-2. Furthermore, there is a general increase in amounts spent across the different thematic areas; the most significant rise is recorded for investments in water supply, IWRM and Water for Production. This year has seen a spike in NGO investment to the water and sanitation sector, attributed to additional reporting on investments in WASH in Emergency, which had not been done in previous years. Excluding the UGX 36.74 billion reported for WASH in Emergency, the reported NGO contribution to the sector for FY2017/18 is still the highest in the last 5 years with UGX 54.28 billion, a 41 percent increase from FY2016/17.



*Figure 3-2: Annual investments by NGOs*

Investment across the individual thematic areas has also been along the same growth trend as shown in the figure 3-3 below. Water supply and sanitation infrastructure still account for the largest share of investment.



*Figure 3-3: NGO annual investment profile by thematic area 2013/14 to 2017/18*

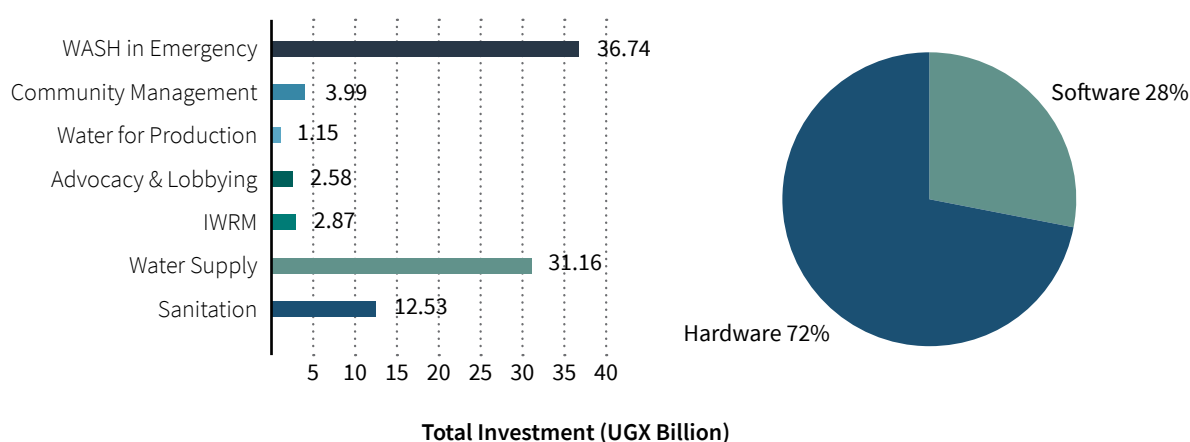


## 3.2 FY 17/18 NGO investment per thematic area

### 3.2.1 Overview

The total reported NGO financial contribution to the water and sanitation sector for the FY2017/18 was UGX 91.02 billion that is allocated to the different thematic areas as detailed in figure 3-3. There was high investment in WASH in Emergency amounting UGX 36.74 billion, following the high refugee influx during the year and humanitarian response to address service delivery needs.

Figure 3-4: NGO investment by thematic area



Regarding non-emergency investments, water supply infrastructure had the highest allocation attributed to both the high rural water supply requirement and the corresponding unit capital cost requirements for infrastructure as compared to software activities (see figure 3-4). Similarly, the investment in hardware activities at 72% of the total was almost double the investment in software related activities such as training/community management, advocacy and other stakeholder engagements.

The NGOs that reported their investments this year obtained funds from various sources including local and international NGOs, Private sector and other Development Partners like Bilateral Agencies. The main source of funding for non-emergency interventions is international NGOs as reported by 49% of the NGOs, followed by Bilateral Agencies. The Private Sector is also a primary contributor to NGO financing in the sector, providing funds to 11% of NGO that reported. Community contributions were also reported by the NGO, North Kigezi & Kinkinzi Diocese WATSAN Programme.

### 3.2.2 Case Study

## FINANCE TRUST BANK

### ALTERNATIVE WASH FINANCING – WASH LOAN

In September 2016, Finance Trust Bank (FTB) entered into a partnership with Water.Org, a charity organization that aims at increasing access to safe water and proper sanitation and hygiene to communities through access to substantial, but affordable WASH loans. This credit product is designed to enable communities, especially women, to install WASH equipment and services such as water tanks, water purifiers, boreholes, rain water harvesting gutters, toilets, and bath shelters among others. The WASH loan targets both domestic and commercial customers.

As at July 2018, FTB has successfully managed to serve over 628 clients (Loans) and over 15,462 beneficiaries and targets to reach even more. The loan portfolio is currently at UGX 2 billion, with 336 of the client loans taken for sanitation improvements and 292 loans for water. This proves that access to community financing for water and sanitation infrastructure and products as well as uptake of financing facilities by communities has improved. More service providers including Post Bank Uganda, Opportunity Bank and the microfinance HOFOKAM have noted the need and are currently offering similar products.

This alternative financing presents an opportunity for realizing water supply and sanitation targets, and for improved levels of service. The sector needs to further explore ways to maximize these benefit; increase NGO partnerships with financing institutions and design definite financing products for specific beneficiaries like the umbrella authorities for WSS extensions and for fecal sludge management services for all actors in the chain including private sector and communities.



*A Finance Trust Bank employee with satisfied customers.*

*Photo: Finance Trust Bank*

## 3.3 Water Supply



### 3.3.1 Financing water supply infrastructure

NGOs remain committed to contributing to the Uganda SDG 6.1 target and continue to make significant investments in water supply infrastructure. For FY2017/18, 52 NGOs (70% of all NGOs that reported), registered investments in water supply infrastructure amounting to UGX 31.22 billion in non-emergency settings. There is fairly consistent level in investment in water supply infrastructure over the last 5 years, as shown in figure 3-5 below, notwithstanding the high investment in FY2014/15. This year has seen a 48% increase from the last year and 40% from FY2013/14, further reiterating NGO commitment to SDG 6.1. Given that fewer NGOs reported, particularly compared to the period of 2014 to 2016, more financing is being provided to water infrastructure in absolute terms.

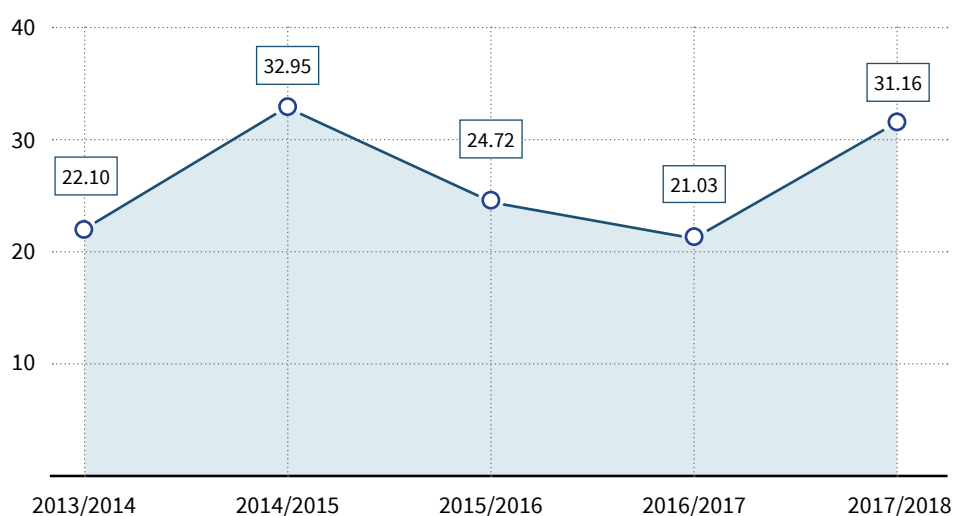


Figure 3-5: Annual NGO investment in water supply infrastructure (UGX Billion)

The FY2017/18 investment profile for water supply infrastructure in figure 3-6 below indicates that majority of the funds were spent on construction of new systems and investment is skewed towards construction and rehabilitation of boreholes and piped water systems. This investment level (over UGX 16 billion) in higher levels of services for water supply access reiterates NGO continued commitment to contributing to SDG 6.1 targets. Additional investment in water supply for refugees was made by NGOs, as detailed in section 3.5.

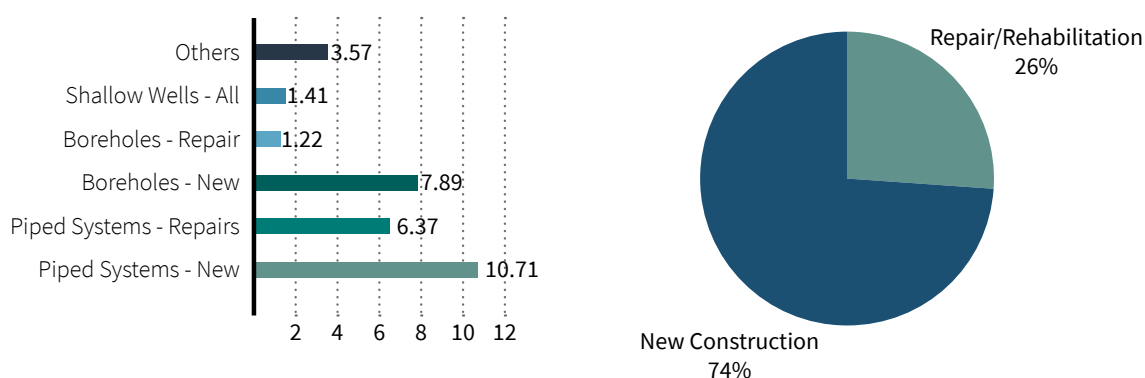


Figure 3-6: FY2017/18 Water supply infrastructure investment profile (UGX Billion)

### 3.3.2 Water supply infrastructure development interventions

NGOs invested in a broad range of infrastructure options including boreholes, shallow wells, springs, rain water harvesting, gravity flow systems and borehole based pumped piped water systems as detailed in table 3-1.

Table 3-1: Water Source Details

Category	Water source	New	Repaired	Total
Point Sources	Boreholes	781	1216	1997
	Shallow wells	181	322	503
	Springs protected	47	11	58
Piped Systems	Pumped	30	25	55
	Gravity flow	4	10	14
Other	RWH Systems	560	0	560
Total number of facilities		1603	1584	3187

From the type of infrastructure provided, it is apparent that NGO investments largely target rural areas; The technology profile shows that 92% of the new facilities provided by NGOs have a rural focus, including point water sources (boreholes, shallow wells and springs), roof top rain water harvesting (RWH) systems and gravity flow schemes (GFS).

### 3.3.3 Water supply infrastructure maintenance

NGOs invested a total of UGX 8.17 billion in rehabilitating water systems, majority being point sources of which 77% were boreholes and 20% shallow wells. A similar level of investment in rehabilitation works is noted in the previous years. In particular, a total of UGX 3.54 billion has been spent in rehabilitation of boreholes in the last three years. This highlights the challenges of functionality and thus sustainability of these facilities, often under community management. Reports indicate that majority of the NGO borehole rehabilitation works were undertaken in the Lango and Acholi, West Nile and Busoga regions.

With due recognition of the above, some NGOs are implementing several O&M approaches including models like the “service maintenance contracts” in Apac district by International Lifeline Fund “pay as you fetch” at boreholes promoted by Water for People in Kamwenge districts and also adopted in Kabarole district, and Public-Private Partnerships (PPP) arrangements with service contracts promoted by WHAVE solutions that have potential to address the functionality challenge.



### 3.3.4 Case Studies - Water Supply

## BUILD AFRICA UGANDA

### RURAL WATER SUPPLY – THE BENEFITS TO SCHOOL COMMUNITIES

Kimogoro primary school is a government-supported rural primary school in Kimogoro village, Mutunda Sub County, Kiryandongo district. Set up in 1999, the school began as temporary grass thatched structures with a reported enrollment of 652 pupils (M 335 F 317) being supported by 08 teachers (M 05 F 03). Build Africa Uganda, prioritized interventions in the school following recommendation from Kiryandongo district. An assessment undertaken identified permanent structures (classrooms, office space, latrines and teachers' houses) and a safe water source - the school was sharing a man dug well with animals as priority needs.

The lack of a permanent water source affected the school midday meal program and pupils had to always run back home during lunch breaks before resuming afternoon lessons. This affected academic performance given the low learner concentration levels following the lunch time trip and for some due to hunger, since their homes were far.

In 2014, Build Africa Uganda built a borehole for the school and established a water user committee to support with the water source management and maintenance. The borehole serves the school community including over 50 households. The school introduced the midday meal program, pupil welfare and performance improved. However, mid 2017, the borehole broke down disrupting school operations once again. Efforts were made by the school and community members to have the borehole repaired but it supplied water for only four months with recurring breakdowns. Following this, Build Africa was notified and provided technical support through Kiryandongo hand and pump mechanics and the borehole was repaired in December 2017 and was operational at the start of the first school term in 2018. The school has since resumed the midday meal program and hand washing practice improved.

## CARITAS MOROTO

### A RAY OF HOPE FOR IMPROVED WASH IN RURAL VILLAGES IN MOROTO

Elizabeth, a resident of Namijimij Village, Moroto District is twenty year old, a married mother to a two months old baby and is one of the MFIV project beneficiaries. Elizabeth has childhood memories of being chased away from the borehole in the neighboring village where they would fetch water. Although required to make a contribution to access the water, they were not considered primary or rightful beneficiaries and were forced to resort to the swamp, about 5km away. With these testimonies, Caritas Moroto was motivated to improve the water situation in these villages.

With funding from partners and support from other key stake holders' especially local government, 3 boreholes have been drilled, 20 bore holes rehabilitated, and 4 boreholes motorized. Motorization of boreholes is a fairly new concept in the District that is being considered by other partners in the district. Despite solving the water supply challenge, operation and maintenance of these facilities (O&M) still hangs in the balance. More engagements with the community and District Local government are planned, to adequately address the O&M requirements of the systems being set up.

## WORLD VISION

### SAFE WATER SUPPLY FOR HEALTH CARE FACILITIES (HCF)

The absence of safe water at any institution intensifies unhygienic conditions that affect health and lives. The lack of safe water, in a health facility, often comprises service delivery particularly hygiene in treatment rooms, delivery maternity units and laboratory. Health workers at these facilities are at a higher risk of infection and many times, afraid for their health, may abscond from duty.

Health facilities, especially in the rural areas, serve vulnerable communities and without safe and reliable WASH interventions, both the health worker and the patient face more health hazards. In such circumstances, community members, including pregnant mothers, opt for alternative medical care, further compromising their lives.

As part of its WASH programs, World Vision has undertaken an Integrated WASH model to address the WASH challenges in rural health facilities. Beginning with Pacer Health Care Facility III in Agago district, World Vision introduced the Baby WASH approach that promotes appropriate water, sanitation and hygiene interventions at childbirth to reduce maternal and child mortality and help in overall recovery.



*(Top) World Vision championing inclusiveness beyond water supply; (Bottom L & R) A nurse at Pacer HCF III washing hands before attending an expectant mother. Photos: World Vision*

The health center was equipped with a solar powered piped water system that serves in-patients (particularly the maternity ward), the examination room, staff quarters and surrounding communities. Upon completion, the Baby WASH approach revealed there was significant increase in hand washing practices in places of care including treatment rooms, examination rooms, delivery rooms and the laboratory. With water readily available, secondary infections reduced as both the health care workers and patients frequently washed their hands with

soap. Provision of WASH services motivated the Health care workers evidenced by their timely services, and this resulted in an increase in the number of patients seeking medical services at Pacer Health centre III.

The Baby WASH approach aims to improve well-being in the first 1,000 days by integrating water, sanitation and hygiene interventions into maternal, newborn, and child health care (MNCH), early childhood development (ECD) and nutrition. Water, sanitation and Hygiene interventions begin at pregnancy, through to delivery, to the first month of life, to the onset of complementary feeding and right onto the onset of a child's mobility.

The Baby WASH approach requires comprehensive access to water, sanitation and hygiene in health facilities to significantly improve the quality of health care, prevent and control diseases, increase health workers' attendance and moral and build patients' confidence.

## WHAVE SOLUTIONS

### OPERATION & MAINTENANCE THROUGH PPP - WATER SOURCE MAINTENANCE SERVICES IN RURAL COMMUNITIES

The operation and maintenance of sources through the Community Based Maintenance system (CBMS), has continued to face both technical and institutional challenges through the past three decades. The water and sanitation committees tasked with collecting and managing maintenance funds do not have proper accountability structures. This infuriates community members, and they continue to resist paying maintenance fees. Yet when water sources break down and become non-functional, communities are exposed to unsafe water sources and women in particular have to walk long distances to access water.

The CSO Whave, using a model based on stable flows of local finance resources and working through Public Private Partnerships (PPP) in five districts, ensured reliable water supply for rural communities. The PPP model for reliable water supply radically revises the CBMS. Under the Whave PPP approach, communities are obliged to have an elected Water and Sanitation Committee which is formally registered as a legal entity and which banks the tariff revenue it collects. Communities sign preventive maintenance service agreements with Whave as a local service provider. Being a prototype, the service fee is affordable with the assurance of full daily functionality water sources. Whave partners with the district Hand Pump Mechanics Association (HPMA) and trains HPMA-registered technicians to conduct checks and prevent breakdowns before they happen. These technicians are paid an incentive-based monthly fee linked to the success level in achieving daily reliable water flow. The local government has an important role in strengthening and supporting this revised CBM system. The sub-county and district pass and enforce regulations supportive of preventive maintenance.



*Catherine Zalwango, Water and Sanitation Committee Chairperson signing a maintenance the log-book for Bukatira Tweekembe Kerezia water source after a Hand Pump Mechanics Association member contracted to, and trained by Whave, has completed a preventive maintenance check. Photo: Whave Solutions*



So far the approach has proved effective in assuring reliable functionality. Over 99% functionality of water sources maintained by Whave has been achieved and 93% of the community members who have signed the preventive maintenance agreement are happy with the service and continue to recommend it to other communities. District Local Governments have indicated strong support since the approach reduces the pressure on budgets and the staff to undertake major repairs and rehabilitations, in addition to improving functionality level. Local technicians are incentivized to prevent breakdowns before they happen. Communities are proud to pay for a consistent service. As a result, the communities are experiencing fewer down-times, less than 4 days per year on average as compared to national averages found to be between 50 and 150 down-days depending on area.

This approach multi-faceted benefits; HPMAs are learning how to manage preventive maintenance services from Whave, with members and leaders carrying out technical operations, and are therefore preparing to take on the role of Service Providers. Local sub-county and district governments are developing competence in managing service provider performance contracts, addressing previous failures under the small town WSS private operator model. As part of this model, they get to understand the process requirements and perform effectively – they provide general oversight, review performance regularly, set tariffs, and ensure reliable water functionality.



*The Water and Sanitation Committee Treasurer for Malinga Water Sources shows a Certificate indicating that the WSC has successfully registered as a Community Based Organisation. When Water and Sanitation Committees register as CBOs with bank accounts, communities trust their financial accountability and are willing to pay maintenance fees. Photo: Whave Solutions*

Another important aspect of this work is that it encourages investment in better water supply in rural Uganda, both in terms of wider coverage and higher level of service. The assurance that the water sources will function reliably for several years with minimal rehabilitation needs and high potential for cost recovery motivates financing in improved and piped water supply in rural areas.

By achieving practical results in close partnership with local government, Whave is helping the sector to design, replicate and scale strategies, so that a self-sustaining and effective PPP can be replicated and scaled at affordable cost through the many districts of Uganda, in line with Uganda's National Development Plan and SDG 6.1. Recognizing all these gains, DWD's rural water department has adopted key features of the model for projects implemented.

A viable and self-sustaining system for reliable rural water supply is possible when every stakeholder is playing an active role in a system with clear division and communication of responsibilities. Communities meet their tariff payment obligations, the government provides regulation and support technical services, the HPMA and its members provide preventive maintenance and Service Providers provide management and core technical services.

The current community service fee payments are sufficient to cover direct technical costs of maintenance but not the overheads. The challenge is to design smart tariffs and/ or subsidies through partnership with government. Many hand-pump installations currently suffer from sub-standard installation practice and materials and community high dependency and thus limited willingness to pay caused in part by electioneering. Another challenge is to ensure that the infrastructure developers have financial incentive to minimize full lifecycle cost. This can be addressed by integrating upgrade/rehabilitation and installation works into preventive maintenance service agreements, and working with government to ensure alignment of expenditure of rehabilitation budget. Whave has made a good start here and had some success already. Working with politicians and other duty bearers, sector players need to understand and adopt the PPP approach as a coordinated solution, assisted by improved government regulation. UWASNET also has a key coordination and advocacy role as a CSO umbrella organization.

## **INTERNATIONAL LIFELINE FUND**

### **EARLY LESSONS FROM PREVENTATIVE MAINTENANCE IN APAC DISTRICT**

A well maintained water source should provide water for the community throughout the year with minimal breakdowns. Poor supply chains and workmanship, lack of community engagement, reactive business models and external interference all contribute to water functionality challenges in Apac district.

The NGO International Lifeline Fund (ILF) has piloted a promising new approach to improving the affordability and functionality of rural water points. Together with the Apac District Water office and local sub-county officials, ILF engaged twelve communities to sign borehole preventive maintenance contracts. In the contracts, ILF-trained local mechanics have committed to provide monthly pump maintenance and performance checks, emergency repairs, and annual overhauls of wear parts to support the continuous functionality of community boreholes and prevent the occurrence of costly breakdowns. In turn, each community contributes a flat monthly subscription fee of UGX 80,000 (if the community agrees to pay the caretaker) and UGX 90,000 (if ILF takes the responsibility of paying the care taker). Communities are also responsible for reporting breakdowns and pump functionality issues using a dedicated toll-free hotline, which notifies a trained mechanic to report to the site within 24 hours. The district water office is tasked with a critical role monitoring usage of the operation and maintenance fund and enforcing the terms of the maintenance service contracts with the communities.

The main goal of this program is to provide communities with continuous access to clean water through a financially stable and sustainable approach that removes the technical burdens of borehole maintenance from community members and entrusts these tasks with trained, professional pump mechanics. At its core, this approach is driven by quality service delivery and bringing together stakeholders from the community, local government and mechanics to work together in a professionalized partnership clearly defined through signed contracts.

Preliminary results of this preventative maintenance business model are encouraging as a scalable and replicable approach to addressing the sector's O&M challenges. First quarter results have demonstrated 98% borehole functionality rates in partner communities, up from 40%, and a 100% mechanic dispatch within 24 hours for issues reported on the hotline. ILF is now eager to grow this model to interested communities across Apac and other neighboring districts, as well as share lessons learned with industry partners to improve program efficiency, transparency, and accountability.

## **WATERAID UGANDA**

### **UNLOCKING THE POTENTIAL OF GROUNDWATER FOR THE POOR**

**Assessing Functionality of Hand Pump Boreholes by Assessing Different Levels of Performance in Uganda – Upgro Hidden Crisis Project**

Sustainable Development Goals (SDGs) set a much stronger focus on sustainability and performance of water services, and have highly ambitious goals to achieve universal access to safe and reliable water for all by 2030 (UN 20132). Poor functionality of water points threatens to undermine progress and a lack of knowledge for the reasons behind this make it difficult to recommend improvements and take corrective action. As a first step it is necessary to be able to reliably monitor current rates of functionality and to have a clear benchmark as to what constitutes a functional water point. Currently, there is no single accepted definition for functionality, although Organizations are working towards this as a means of tracking progress towards the SDGs.



Case Study under Hidden Crisis Project assess functionality in terms of different levels of performance and used definitions of functionality. Firstly, it was assessed on basic functionality that defines whether water points is working on day of survey or not. Secondly, another definition used was a Snapshot that assesses whether it is working and providing sufficient yield of at least 10 Liters/min on the day of survey. Thirdly, defines whether the water yield provided is found reliable on day of survey (<30 days downtime in last year) or abandoned (not worked in past years and lastly. Considering Functionality of water point including water quality as details provided above and test water on WHO inorganic parameters, and TTC (Fecal Coliforms and Inorganics standards).

The field work was conducted in 2016-17 in which a total of 200 boreholes selected through random sampling across ten districts were surveyed and they are; Luwero, Mityana, Rakai, (Mbarara, Rukungiru, Dokolo, Lira, Oyam, Budaka and Kumi. There are 112 Districts in Uganda and 25 were regarded as feasible to sample, and these constitute the sampling domain. Districts were used as primary sample units and were randomly chosen from within each of four strata defined with respect to hydrogeology (sedimentary or basement rocks) and poverty (above or below Uganda median). Twenty villages were then randomly chosen from within each District. At each village, the community made a list of all hand pump boreholes they had access to as a community and then one of these was randomly chosen to sample.



*(Above) Investigating water quality; (Next page) Abandoned boreholes at Kanyum PS, Kumi District, due to very low yield- UPGro Research. Photos: Wateraid Uganda*

The survey method used in the study in Hand Pump Boreholes were surveyed for water quality, microbiology, pumping test, users perception of the HPB functionality performance and the experience and capacity of community management arrangements. The lead team for the study was Makerere University with WaterAid Uganda, who played a key part in facilitating the fieldwork; the ten District Water Bureau's, who helped facilitate access to communities, and assisted the survey team; and training and guidance throughout the Survey was provided by BGS and Sheffield University in the UK and funded by NERC, ESRC and UKAID.

The case study under the Hidden Crisis project is a 4-year (2015-19) research project aimed at developing a robust evidence base and understanding of the complex and multi-faceted causes, which underlie the current high failure rates of many new groundwater supplies in Africa, so that future WASH investments can be more sustainable.

The results from the case study indicate:

- 55% of Hand Pump Boreholes were working on the day of the survey ( compared to national figure of 86% for rural water supply 1)
- 34% of Hand Pump Boreholes passed the design yield of 10 litres per minute
- 23% passed the design yield and also experienced < 1 month downtime within a year.
- 18% passed the design yield and reliability criteria and also water quality criteria

The results of the study also indicate the utility of carrying out more detailed assessments of functionality to help unpack national statistics. A linked survey of the performance of the water management arrangements at water points showed that for 70% of the sites water management arrangements were judged to be weak.

#### Lessons learnt

- The lesson learned is that when the Country is defining functionality it should not just based on the number of functional borehole at the time of visit but rather factored in the borehole yield, reliability, water quality and management arrangement
- Another lesson learned was that Galvanized Iron product use in borehole are the major causes of borehole failure

#### Challenges

- Access to roads in some District were very bad
- Bad weather

#### Other recommendations

- From the case study result, Uganda Government through Ministry of Water have discontinued the use of GI pipes and rods on boreholes
- Secondly, from the study result Ministry of Water have also issued guideline to all the District to use admeasurement contract in all borehole construction.
- Survey 2, being an uptake from survey 1 is ongoing which is an evidence base study into details of the identified underlying causes of failure in Rural Water Supply. The survey is being conducted in 4 Districts of Oyam, Kumi, Budaka & Luwero targeting 50 boreholes
- The study also recommend that all water authority and agencies providing water infrastructures should ensure that Water Quality is address right from the time of construction and usage
- The study further recommend proper identification/ siting of borehole and its construction to provide adequate water to the users
- The study further recommend more funding for operation and maintenance of water facilities since most community cannot handle major rehabilitation resulting to boreholes being abandoned.
- Quality control during construction should be a first priority by all contractors to ensure proper design of borehole.
- Water sector to revise the calculation of percentage functionality of water supply to includes yield and water quality
- The study also recommended total ban of GI materials to be use in installation of boreholes, which was adopted by the ministry of water as an update from the study.



## 3.4 Sanitation and Hygiene

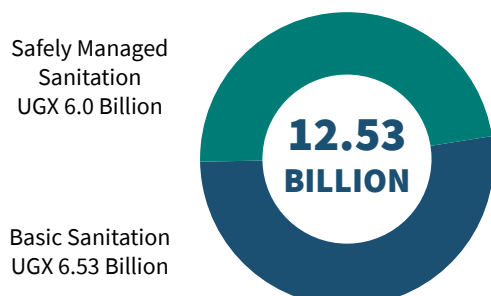


NGOs reported interventions in fecal sludge management (FSM) with a key focus on the containment stage of the FSM chain through direct provision of toilet infrastructure and hygiene and sanitation promotional activities as detailed below. Minimal investments in treatment and disposal stage were also made, for example through supporting the construction and management of a fecal sludge treatment facility in Kitgum town by AMREF and setting of the fecal sludge treatment product line in the sanitation market for Kabarole district by Protos. This financial year, a total of 34 NGOs (46%) reported interventions in sanitation infrastructure provision as detailed in table 3-2 below

Table 3-2: Number of NGO reporting sanitation activities

Category	Infrastructure	CLTS	School sanitation
CBO	0	0	1
FBO	3	2	2
Inter NGO	19	13	13
Local NGO	12	11	8
Total	34	26	24
Percentage	46%	35%	32%

### 3.4.1 Expenditure in Sanitation and Hygiene



NGO investment in sanitation has followed a similar growth path since FY2013/14, as shown in figure 3-7. The Reported investment in sanitation of UGX 12.53 billion for FY 2017/18 represents an eight percent increase over FY 2016/17 and is the highest over the last five years. It comprises a fairly even split between basic and safely managed sanitation<sup>1</sup>.

<sup>1</sup> Basic sanitation is defined as the use of improved sanitation facilities (hygienically separate excreta from human contact) which are not shared with other households. Safely managed sanitation also includes the safe disposal including treatment of waste from unshared improved sanitation facilities.

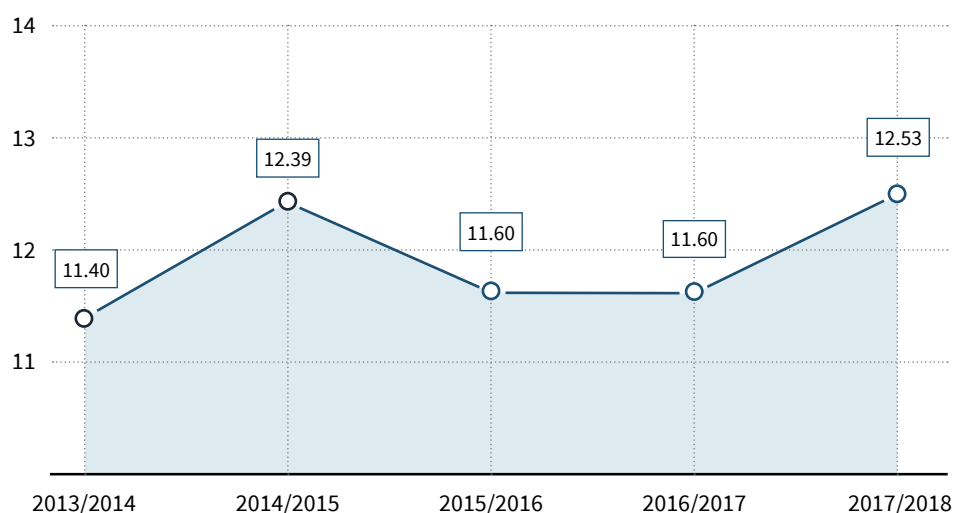


Figure 3-7: NGO Investment in Sanitation (UGX Billion)

### 3.4.2 Major Activities

The major activity supported this financial year is latrine construction and different technological options that were constructed as detailed in table 3-3 below. The VIP toilet, including drainable VIP, accounts for almost 50% of the total reported investment in sanitation. In the safely managed sanitation category, 73% (UGX 4.4 billion) of the investment was towards the drainable VIP latrine – the higher investment is commensurate line with the unit cost for development of this infrastructure option.

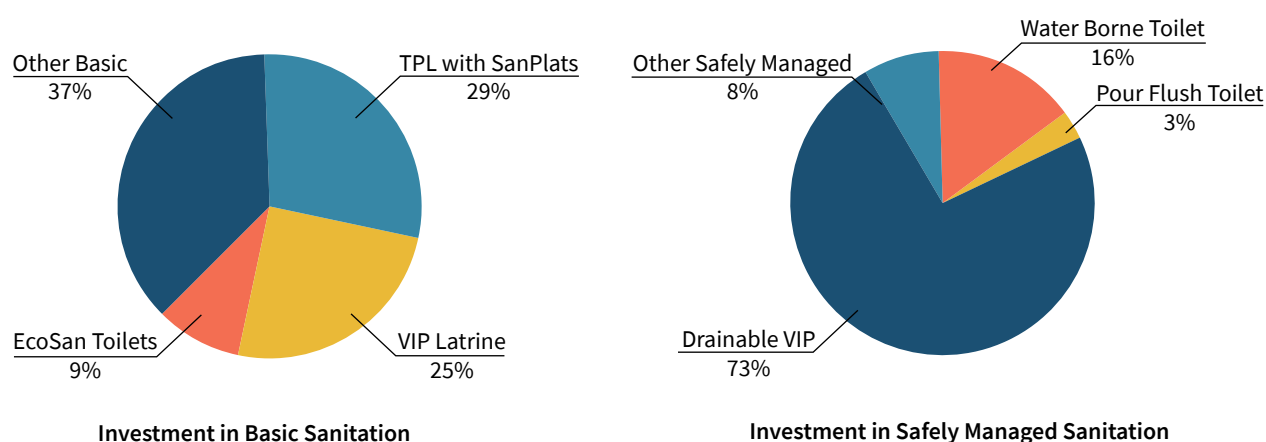


Figure 3-8: Investment by sanitation category and technology

Investment in traditional pit latrines (TPL) with SanPlats, although considered basic sanitation, has the widest reach with minimal investment at UGX 1.87 billion for 684,193 facilities as shown in table 3-3 below. Majority of these TPLs were reported in refugee host districts, and are considered part of the efforts to improve the emergency WASH situation therein. Additional refugee facilities were provided as detailed in section 3.5.

Table 3-3: NGO investment in Sanitation infrastructure FY 2017/18

Sanitation Category	Facility	No. of Facilities				Investment UGX Billion)
		HH	Inst.	Public	Total	
Basic Sanitation	TPL with SanPlats	684,178	14	1	684,193	1.87
	VIP Latrine	790	108	11	909	1.61
	EcoSan Toilets	20	25	0	45	0.62
	Other-Basic	713	4	0	717	2.43
Safely Managed	Water Borne Toilet	1,735	12	8	1,755	0.94
	Pour Flush Toilet	103	11	20	134	0.19
	Drainable VIP	11	160	5	176	4.40
	Other-Safely Managed	300	0	0	300	0.47
<b>Total</b>		<b>687,850</b>	<b>334</b>	<b>45</b>	<b>688,229</b>	<b>12.53</b>

Technologies promoted are largely of the drop and store type as shown in the table 3-3 above; for each sanitation level, at least 70% of the technologies reported are drop and store. Safely managed sanitation, technologies at the upper end of the sanitation ladder (water closet systems) account for 75 % of the total number of facilities provided within that category, including 1755 water borne and 134 pour flush toilets (see figure 3-9). The 2365 safely managed sanitation facilities provided, directly contribute to SDG 6.2.

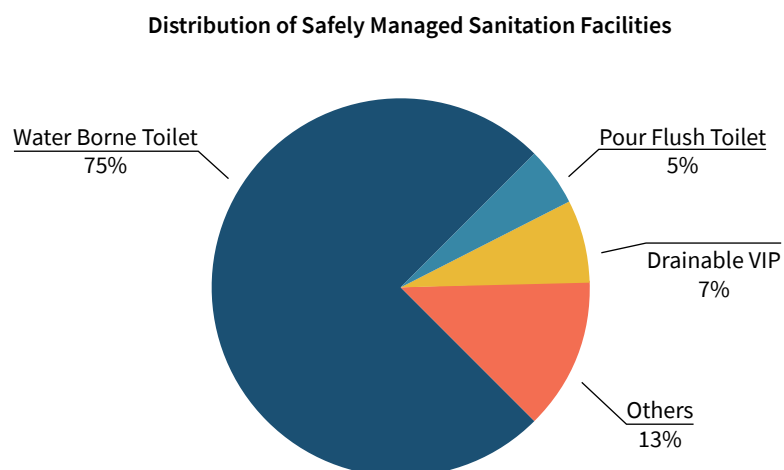


Figure 3-9: Distribution of Safely Managed Sanitation Facilities



### 3.4.3 School Sanitation

NGOs contributed to improvements in school sanitation through provision of latrines with due regard to gender and inclusiveness as shown in table 3-4. In the last reporting year, the average national pupil stance ratio was reported at 71:1 against a national recommended standard of 40:1, this year's NGO investments in 1850 latrine stances for pupils will contribute to improving this ratio and thus better sanitation for school populations.

*Table 3-4: School sanitation facilities provided*

Stance	Use category	Basic Sanitation	Safely Managed Sanitation
School Latrine Stance	Pupil - Male	326	247
	Pupil - Female	441	647
	Teacher - Male	3	26
	Teacher - Female	4	68
	PWD - Male	41	52
	PWD - Female	44	52
Changing Room	Female	82	87

### 3.4.4 Hygiene and Sanitation Promotion

Data from reporting NGOs indicated several approaches used for hygiene and proper sanitation promotion including CLTS and its variants (follow up Mandona and Mandona Plus), PHAST, PVCA, UMOJA, Home visits, Cluster, home improvement campaigns, and sanitation as detailed in table 3-5. The CLTS approach and its variants is the pre-dominant approach yielding significant results for example, Rural Initiative for Community Empowerment West Nile (RICE-WN), as a result of interventions using the follow up Madonna approach realized ODF status for 17 of the 40 villages triggered.

*Table 3-5: Approaches used for Hygiene and Sanitation*

Intervention	Total # of NGOs
CLTS	21
Mandona	9
PHAST	5
Cluster	2
Home Improvement Campaigns	2
Sanitation Marketing	2
UMOJA	1
Others eg PVCA	3
<b>Total</b>	<b>47</b>

### 3.4.5 Hygiene (Hand washing with Soap)

In addition to promotion campaigns, hand washing facilities (HWF) were installed at different locations in districts of NGO operation, as detailed in table 3-6 below. Several hand washing campaigns and capacity building activities also complemented the hardware provided, to encourage use.

*Table 3-6: Hand washing facilities provided*

	Households	Schools	Health Centers	Public Places	Total
<b>With Soap</b>	49,734	486	56	15	50,291
<b>With Other Detergent</b>	5,566	225	7		5,798
<b>Total</b>	<b>55,300</b>	<b>711</b>	<b>63</b>	<b>15</b>	<b>56,809</b>

### 3.4.6 Case studies – Sanitation and Hygiene

#### **WATERAID UGANDA**

##### **THE WORTH OF INVESTING IN WASH IN RURAL PRIMARY SCHOOLS OF PALLISA AND KIBUKU DISTRICTS**

In delivering social services like Water, Sanitation and Hygiene in rural schools it is important to establish how investment in these services results in benefits. One of the ways is to determine the worth of such investments as a means of justifying the projects. In order to do this, a social return on investment (SROI) method was used at the end of the ‘no one left behind’ school WASH project implemented by WaterAid in partnership with Build Africa in Kibuku and Pallisa Districts with funding from H&M Conscious Foundation.

The absence of clean water, toilets and hygiene education in schools is not just an uncomfortable situation for students and teachers but also a cause for disease and risk, with negative impacts on education results and wider issues such as gender equality, development and economic growth.

WASH in Schools has four major impacts including a better learning environment that enhances performance, improved health and attendance, improved gender equality and transforming families and communities. WASH in schools is also one of the founding blocks for a child’s right to a life in dignity and something which increases their possibilities for a better future.

The project aimed at changing the life of students by delivering water, sanitation and hygiene education in schools to improve health and education, transforming children’s futures. The project had three main components including; a) Service delivery (WASH infrastructures), b) Capacity building and c) District level budget analysis and advocacy.

The project targeted 29,101 school children across 31 primary schools with a total allocated budget of UGX 1,732,150,487.67 (Approx: £384,922 GB Pounds). The project had four result areas including;

1. 31,274 students have access to adequate water, child-friendly sanitation facilities and life-skills based hygiene education (WASH) in schools.
2. Water, sanitation and hygiene in schools is integrated into education policies supported by sufficient resources and concrete plans for implementation
3. Engaging the business community and call for more engagement from the private sector to realize all schools have access to safe water and sanitation by 2030

The project provided hand washing facilities, separate child-friendly toilet facilities mainly for girl pupils while boys benefited from the latrine facilities freed by girls for their use. The project also provided hygiene promotion facilities like girls’ washrooms, provided hygiene and sanitation education for both teachers and pupils and supported the formation of school health / hygiene clubs’ education to promote menstrual hygiene management.

The purpose of this SROI was to provide an insight into the social, economic and environmental value created by the project investment in the target communities. It was also espoused to contribute to position and pitch WASH issues in the country’s economic discourse by generating evidence on how WASH interventions and investments can result into improved quality of life and increased incomes among the population.

SROI analysis is a process of understanding, measuring and reporting on the social, environmental and economic value that is being created by an organization.

It measures the value of the benefits relative to the costs of achieving those benefits. It is a ratio of the net present value of benefits to the net present value of the investment SROI provides a powerful means of demonstrating and communicating social value. It also allows organizations and investors to see how much, and where, social value is being created. An evaluative approach consistent with both the principles and stages of undertaking a SROI analysis as set out by the SROI network (2012) and NEF (New economic foundation) was used in establishing the return on investment for school WASH in rural primary schools in Palisa and Kibuku districts.

In order to do this the approach focused on four sets of stakeholders including pupils, teachers, women in the community and targeted schools. It considered seven outcomes related to the selected stakeholders and considers only the provision of access to improved WASH services in schools.

The steps followed included:

- i. Setting parameters/Scope of evaluation [What we wanted to measure in case of this particular project].
- ii. Stakeholder identification [Focused on who benefited from the impact and outcomes created by the project],
- iii. Stakeholder engagement [focused on understanding from the perspectives of the stakeholders the value that was created by the project],
- iv. Constructing the theory of change [focused on the process of how the inputs/ resources provided by the project transformed into outputs, outcomes and ultimately impact],
- v. Indicator setting [Included determining simple and clear ways of measuring the impact/ outcomes that have been created by the project],
- vi. Data collection [Involved getting information from the relevant sources to measure the outcome indicators],
- vii. Calculation of the SROI ratio [Determining the economic value or proxy to each of the outcome indicators while discounting for dead weight, attribution, displacement and drop off]

This approach provides a basis of determining the worth of investing in WASH services which can inform policy review and advocacy for increased financing of the WASH sector. It also enables implementers to determine how benefits accrue to the various project beneficiaries.

The overall SROI ratio for the project was 1:3.40 with a range of 1.17 to 4.61. The value was the form of improved school attendance, reduction in teacher absenteeism, improved productivity of women, improved dignity, and reduction in incidences of diarrhea diseases, improved safety and improved grade completion.

The highest project value generated across all stakeholders was with the pupils, especially for the girl child in relation to improved safety [£ 255,150.9], followed by improved school attendance for the schools as stakeholder [£162,273.6] while the least value was generated for teachers in terms of improved dignity and self-esteem [£ 3,668.7].

In the school value in terms of increase in enrolment of pupils especially for the boy child, increase in the number of pupils completing primary seven grades, reduction in pupils and teacher absenteeism due to improvement in access to school WASH was realized over the project period.

In the communities surrounding the targeted schools value was attributed to reduction in time spent by women and children collecting water, time spent taking care children with diarrhoea and reduction in the incidence of diarrhea cases, household medical expenditure on diarrheal related incidences across the community.

The project generated value against investment in sanitation is five folds more than the value of investment in water. This is line with WHO/UNICEF/JMP findings which suggest a seven fold benefit accruing investment in sanitation .

Improved water supply, sanitation and the economy of the household are inextricably linked. Over 33,331 working days were saved by women from improved access, 19/days a year less per household spent looking after children with diarrhoea and over £ 35 428 saved in medical expenses across all households. This is in line with World Bank [2014] findings which suggest economic benefits ranging from USD \$ 3-34 per USD \$1 invested in WASH services would be gained in health, individual and household incomes, agriculture, industry and production sectors if the water and sanitation MDG targets were achieved .

The study findings suggest a reduction in the number of days lost by pupils due to lack of sanitation. This is in line with literature which suggests that over 50% of girls missing between one and four days of school per month due to menstruation . Another study in Ethiopia found that within seven years of primary school, each girl loses 156 learning days equivalent to almost 24 weeks out of 144 weeks of learning due to lack of possibilities to handle their periods in school .

Improved access to sanitation and dignity are positively linked. Study findings suggest greatest value by the project generated for safety and dignity in relation to access to sanitation. This is in line with literature which suggests that Women and girls living without any toilets spend 97 billion hours each year finding a place to go. Further studies have also suggested that 1 in 3 women worldwide risk shame, disease, harassment and even attack because they have nowhere safe to go to the toilet

#### Lessons learnt

- Undertake adequate preparation such as allocating enough time for tool development, training of research assistants and stakeholder involvement while undertaking SROI analysis to yield more accurate determination of additional value created by programme interventions.
- Allow project maturity before the end of the project SROI evaluation is undertaken to allow value to be realized, tear and wear to take place and behavioral change which value may take a longer time after the projects are completed

#### Challenges

- The methodology is time consuming and requires significant resources to implement
- It heavily relies on secondary data to establish proxies for dead weight and displacement which are not readily available in all cases

#### Other recommendations

- The findings of the SROI indicated that the most value can be generated from less tangible aspects of the project, such as girls feeling safe when using the project facilities. Since this proved to have the most value, future projects should take steps to ensure girls safety is taken care off well.
- Stakeholder involvement and availability of baseline information are central in undertaking SROI analysis to succinctly understand what is valuable to the stakeholders and provide basis for attribution of the project's intervention.
- SROI analysis when carefully and correctly done, have the potential of demonstrating the inextricable link between improved water supply, sanitation and the economy of the household.

## ENVIRONMENTAL ALERT

### INTEGRATION OF MARKET APPROACHES TO HYGIENE AND SANITATION FOR IMPROVED LIVELIHOODS, CLEAN AND HEALTHY ENVIRONMENT - A CASE OF SLUM COMMUNITIES IN MAKINDYE AND LUBAGA DIVISIONS, KAMPALA CAPITAL CITY

This paper examines the potential hygiene and Sanitation based enterprises (such as briquette making, improved public toilet design with a business unit, crafts making from solid cloth waste) towards contribution to the triple benefits of improved livelihoods; a clean and healthy environment; and enhanced social organization and cohesion among slum dwellers in urban slums.

This was largely realized through various interventions, which were implemented within the framework of the Descent Living Project in Makindye (Slums of Nabisaalu, Ggaba and Kibuye) and Lubaga (slums of Kabaawo and Bahati-Mutundwe) Divisions by Environmental Alert in collaboration with Water Aid Uganda and Kampala City Council Authority during the period 2014-2016.

The following approaches were used; Inception meeting – (to introduce the initiative to key stakeholders, selection of project sites ...); Mapping/identification of community based initiatives on sanitation/solid waste management; Participatory capacity needs assessments conducted for identified sanitation enterprises; Targeted awareness creation and training; Responsive support (e.g. purchase of appropriate technology and equipment) to advance the sanitation based enterprises; Piloting of new technologies/designs for public toilets with a business unit for income generation through rent fees; Construction of a drainage channel at Nabisaalu in Makindye division. Facilitating process for operation and maintenance and sustainability of the sanitation based enterprises; Targeted documentation and dissemination of best practices and lessons learnt; Targeted policy dialogues at division and national levels. This project was funded by Water Aid Uganda under the framework of decent living.

Poor waste management and disposal is a key challenge in urban slum communities. Thus, it presents serious implications on livelihoods in terms of sanitation and health in the community especially when the waste is indiscriminately disposed of in drainage channels thereby blocking them and contributing to flooding during the rainy season. This eventually promotes infestation and proliferation of water borne diseases like cholera and diarrhea in the communities. Thus motivating the residents; to take charge of improving their sanitation through providing livelihood improvement options, is an activation phase to address the major challenges in urban slum WASH service delivery.





*Some of the community leader (LC1s, LC3, KCCA counselors) from Kawempe, Nakawa, Kampala Central who attended the dialogue on solid waste management planning on how to manage solid waste with the concerned duty bearers. Photo: Environmental Alert*

#### Results

- Enhanced business skills and knowledge for management of the sanitation and hygiene based enterprises (i.e. production of briquettes, plastic tiles, craft shoes, craft bags)
- New public toilet model/design with a business unit developed and tested in Mutundwe and Ggaba and in total 4 public toilets were constructed and are managed by the communities.
- leadership and management skills and Knowledge of community user committee (58 members -34Female/ 24Male) for public toilet facilities in Mutundwe and Ggaba parishes, respectively were enhanced
- Improved Sanitation, hygiene and health with reduced incidence of water related illnesses due to increased awareness among urban slum dwellers on best sanitation and hygiene practices
- Improvements in service delivery such as; extension of prepaid meters(200 pro-poor taps) to communities by National Water and Sewerage Corporation, addressing challenges around personalization of taps by vendors; willingness by Kampala capital City Authority contracted private garbage collectors to work with community based organizations.
- More community members accessing sanitary facilities for hygiene needs
- Hand washing has also equally been promoted

#### Lessons learnt

- Communities are receptive to new technologies and are willing to explore new innovations.
- There is demonstrated potential of hygiene and Sanitation based enterprises in contributing towards the triple benefits
- Feasibility assessments need to be done for identified potential construction sites to avoid unforeseen challenges after construction

#### Challenges

- Operation and maintenance of the public sanitary facilities still remains a challenge with the old design yet the facilities are still in the community and have to be management.
- The disposal and management of sanitary towels and diapers among communities is still a challenge because most of the sanitary facilities lack facilities for incineration.
- There is limited access by communities to appropriate technologies and innovations for sanitation and hygiene enterprises.

## Recommendations

- Continuous community hygiene education to be done to increase knowledge and consequently lead to change in attitude and desired behavior;
- Link existing groups to institutions that can further enhance their knowledge and skills in the specific enterprises;
- Need to advance lobbying and advocating for effective policies that promote service delivery to communities;
- Consider scaling up project interventions to other areas where the project was not implemented.



*Ms May of Zibula Attudde women and youth group explaining the demonstration for the paper cutting machine that was received from EA in support to their art and craft business in the group. Photo: Environmental Alert*

## LIFEWATER INTERNATIONAL

### UPSCALING THE VISION OF A HEALTHY VILLAGE (VHV) STRATEGY TO BEHAVIOR CHANGE

The Vision of a Healthy Village (VHV) is a holistic approach that allows all stakeholders to participate in the different aspects of the WASH program of achieving improved sanitation and hygiene at both household, community and school levels leading to healthy homes, healthy communities and healthy schools. It also makes communities and households to create WASH changes that have proven impact on Diarrhea and health. The approach creates a sense of ownership and hence sustainability.

Lifewater International has up scaled the VHV approach in the districts of Kaliro and Mayuge in eastern and Kakumiro in south western Uganda. This approach intensively engages all stakeholders to bring about lasting behavioral change in the community aimed at improving WASH service delivery.

In the 3 years period of intensive engagements with different stakeholders and maintenance of the achievements in Kaliro district, LI has realized great milestones in Kaliro Project 1. LI have therefore up scaled the same in Project 11 in Kaliro and in other districts of Mayuge and soon launching the program in Kakumiro district in July 2018.

The VHV strategy targets improvement of household and community water and sanitation, school WASH and attainment of Open Defecation Free (ODF) communities and environments as well as improved functionality of all water points following the sector guidelines on capital contributions and Operation and Maintenance for both new and existing water points.

The Vision of a Healthy Village (VHV) approach reaches out to vulnerable children and families with improved WASH access and behavior change leading to healthy homes, healthy schools, functional water committees and healthy communities. In the 3 years period the following have been some of the major achievements.



*(Above) Nawaikeke Boys latrine; (Below) Healthy homes messages by households. Photos: Lifewater International*



## Results

- Improved community ownership of new water facilities following the sector guidelines on capital contribution and collection of Operation and Maintenance fees and opening up bank accounts before a water source is rehabilitated or drilled in community.
- Drilled 41 new boreholes, rehabilitated 37 in communities and construction of 19 drainable latrines in

- schools as well as rehabilitation of 5 and installation of over 15 RWH tanks at schools.
- Improved ownership of school WASH facilities with component of cost sharing of 15% contributions from schools for local materials for construction.
- 15 active WASH Clubs and able to pass on the information to other pupils through monthly lessons.
- Successfully implemented AKVO online monitoring system that provides on spot data capture, reporting and progress monitoring using android phones.
- Schools have developed sustainability plans to take care of O&M issues and also have accounts for regular maintenance and sustainability of the WASH Facilities.
- Well-equipped local community structures like water committees, WASH Facilitators/VHTs and school water and sanitation committees ready to continue implementing the VHV strategy.
- ODF communities have been realized 40 in Kaliro, 10 for Mayuge at different levels which has greatly improved the status of communities.
- Developed and nurtured community engineers who have increased on sustainability of facilities in communities thus improving on their livelihood

#### Lessons learnt

- Cost sharing on drainable latrines with schools increases ownership and willingness to sustainably manage the WASH Facilities in schools.
- Partnerships with government officials promotes buy-in, acceptance of the project and leads to sustainability of the program.
- Working with all stakeholders at all levels brings about a quick and lasting WASH transformation

#### Challenges

- Difficult geological formations in Mayuge resulting into complex water quality issues on the newly drilled boreholes.

#### Recommendations

- Lifewater International recommends sector learning visits to program areas and also replication of the approach in other areas

## SNV

### RURAL SANITATION MARKETING

Sanitation as whole is a complex with tremendous needs of products ranging from various facilities such as latrine needs i.e. (doors, sato pans, wooden poles, Cement, wire bars, crafted models for PLWDs), drying racks, hand washing facilities and water carriers (Plastics). It's a window which allows numerous innovations, business wise.

Many manufacturers ignore the unending needs of rural markets for sanitation products in mostly third world countries. They only focus to the urban areas due to the economic as they tend to appear fertile, forgetting the numbers theme in any investor's eye. Uganda as a whole according to World Bank 2016 shows 83.56% live in rural areas. Now focusing on only urban areas needs is under exploring the entire country business potential which can be explored from sanitation products.

The evolution of Sato Pans in Uganda, this is a case study to stimulate many manufactures to realize the hidden secrets in rural markets mostly when producing a lifesaving product, a product to improve sanitation and in return to prevent diseases. The rural areas have been prone to epidemics, many have lost loved ones and children have been orphaned. This is a story of many living a rural life, waiting for the answers from any efforts to stop repeating that painful cycle. This is a bench mark in demand creation for sanitation products.

Sato Pans Uganda saw light in the country for business by 2015 SNV played a part in making this possible. With the thinking of marketing a product worth Ush15, 000 to a person who is living on less than a dollar a day odds were not on this start up side. Year one of its launch as any starting business the expectations of many seemed right!

Surprisingly the product gained momentum against all odds; this was the promised product to many rural people bench marking West Nile Uganda. People are receiving the product with a very warm welcome, Sales of



the product increases each day and businesses are created out the product. People will go extra miles of saving apart of their harvest to purchase the products, remembering the effects of the epidemics. This has made the product popular and truly improving many latrines towards the sanitation ladder. All it starts with stimulating the manufacturers, do research together with them, get the product out, do rural marketing which involves in being part of the community and involving in leaders at all levels ( a very unique marketing approach which SNV has been developing with Sato Uganda). Opposed to a marketing approach of just stocking the product and promoting it as many other products. An extra mile is needed which involves in the above and being part of the community to solve a common problem using the product. With this approach such products in this direction will receive the warm welcome they deserve.



*Pitching to stock sanitation products starting with Sato Pans. Photo: SNV*

WASH as a sector and with the agenda centered to gear up sanitation, rural areas should be a priority. From the Sato Pan experience this should bench mark the journey of lobbying manufacturer's attention to produce other products mainly focusing on improving rural sanitation. This starts with the manufacturers, then wash implementing partners develop markets which are sustainable, truly demand and supply when merged can relate for life as time moves. Developing markets involve in intensive demand creation campaigns in rural settings which many partners do very well, but created demand without accessibility is like a waste of time.

Small scale businesses can be pitched to stock sanitation products against the model of looking for established hardware shops which in this case you won't find in many rural settings. With retails having stock, demand created its even easier to truck the sanitation performance of many areas through stock books. Latrines are elevated through the ladder, with the approach, the same to be applied to other facilities like hand washing facilities.

## Results

- With the product in place many latrines have been and are still being improved. The future of the three Sub counties in West Nile i.e. Warr, Abanga (Zombo District) and Wadelai (Pakwach district) is bright and very promising. Many retail shops have already absorbed the product to their collection and communities are more than ready to purchase them.

## Lessons learnt

- Manufacturers should be prompt to do research and produce other types of product to gear sanitation up, there is still a gap for products to fulfill i.e. PLWDs latrine needs, and more plastic craft work is needed. WASH implementing partners can focus in to this to have sustainable results which can last after many project lives.



## Challenges

- In many extreme situations it's extremely hard to market to PLWDs, with many having disabilities to do work, most females with children out of the evil act of rape. It's so touching that their living conditions are hard to even priorities' over WASH needs yet it's a necessity they can't deny as a fact of life and they pose the same threat as the rest when they live a life of poor sanitation.

## Recommendations

- If we can get partners from other organizations to focus majorly on fulfilling WASH needs of PLWDs, will be a welcoming gesture to us as we move towards improved and sustainable sanitation for all.

# CIDI - COMMUNITY INTEGRATED DEVELOPMENT INITIATIVES

## IMPROVING ACCESS TO IMPROVED SANITATION THROUGH SANITATION CREDIT

With support from the African Water Facility/ African Development Bank, CIDI initiated sanitation credit in Kawempe urban council/division. The component targeted the urban poor in Kampala with the aim to promote sanitation and improve welfare of urban dwellers in Kawempe-Kampala. The sanitation credit to the urban to facilitate establishment of sanitation facilities.

A number of clients applied and were assessed for sanitation credit. Many were approved and received sanitation credit. In the course of administering the credit, the following best practices were employed by CIDI:

- CIDI conducted sanitation marketing across the target areas.
- CIDI developed a sanitation credit policy and guidelines for accessing credit and this was followed for all potential clients
- Loan applications and approval of loans was undertaken by a credit committee at CIDI
- Signing of loan agreements and education of creditors about the sanitation credit and how to manage it was undertaken by CIDI.
- Follow up of loan repayments by CIDI.
- CIDI as well installed a user licence for the fund software to manage the approved loans.
- Credit officers were employed to manage the sanitation credit.

Voice from one of the beneficiaries of the CIDI sanitation credit:

"...Previously I was spending a lot of money digging pit latrines to serve over 300 people inclusive of mechanics and tenants on my premises. The latrines were not being acceptable by KCCA and would fill very quickly. I was out of free space when CIDI came in with an affordable sanitation credit for toilet facilities of acceptable standards. So far I have acquired and fully repaid 2 loan and my 300 people are enjoying use of 4 toilet stances and 2 bathrooms. I am having no more complaints of urinary infections that were previously common among my people. We are so grateful..."

The approach contributes to better service delivery in the sense that community members who cannot afford to establish their own facilities using their own resources can access loans to put up the facilities. This contributes to better environmental sanitation in communities.

## Results

- Community members surrounding the beneficiary community members are able to access improved sanitary facilities and this has helped to reduce the outbreak of wash related diseases in the area.

## Lessons learnt

- The urban poor if well mobilized can pay for water and sanitation services
- Given that loans are offered as a completed sanitation facility, it is important to do a thorough site geotechnical investigation before final cost is determined and signing of the agreement.

- Providing sanitation credit at a lower interest rates than ruling commercial rates encourages clients to take up loans although many would prefer complete interest free loans. This is because credit for sanitation is not seen as an income generating business.
- Loaning a sanitation facility in kind saves the client from the burden of construction supervision and other related indirect costs eg designs approval within the city authority among others.
- Given that sanitation is a non income generating activity, a lot of awareness creation is needed to explain the modalities of how sanitation credit works. CIDI's awareness creation through sanitation marketing was critical for the uptake of sanitation loans.
- Given the transient nature of urban poor populations, its important to establish land ownerships by verifying land ownership using local authorities before a facility/loan can be granted.

#### Challenges

- High water tables made construction of the wash facilities more costly than anticipated.
- Most of the target urban poor do not have formal sources of income. This complicates assessment of viability of their income sources in servicing the loans.
- Most of the urban poor do not have a consistently stable financial income. This constraints them in making timely repayment.

#### Recommendations

- There is need to scale up the sanitation credit component to other divisions of Kampala and the suburbs
- There is need for more interventions by WASH actors to engage communities for better sanitation practices.



*One of the users after accessing the facility. Photo: CIDI*

## AMREF

### BEST OPERATING PRACTICE IN FECAL SLUDGE MANAGEMENT

#### Turning Shit Into Wealth - A Case of Fecal Sludge Management Using a Sludge Drying Bed

According to the Ministry of Water and Environment Sector Performance report 2017, in Kitgum, 49% of the community still defecates in the open and about 90% of the disease burden is sanitation related. The situation does not get any better in schools as the pupil to stance ratio is 71:1, against the national standard of 40:1

meaning the sanitation facilities are constrained. Children below 5 years of age suffered from diarrhea and malaria, the leading causes of mortality in the Municipality. The Municipal Council encouraged households to construct and use drainable pit latrines. Unfortunately, the municipality did not have a suitable facility that could collect and treat fecal matter. The entities involved in fecal sludge emptying and disposal, ultimately disposed of fecal matter in locally dug temporary ponds, anthills and natural depressions; which method was locally termed as safe burials. This exacerbated the situation, further increasing the disease burden and risk of contamination of water sources.



*(Above) The artificial wetland; (Below) The facultative and maturation pond. Photos: AMREF*



AMREF Health Africa in Uganda, with funding from the European Union, partnered with the communities of Kitgum Municipality (Lamit village) and Kitgum municipal council to construct a fecal sludge treatment facility



(FSTF) in Kitgum Municipal council at a cost of UGX 720,000,000. This facility is the first of its kind in the region. The community contributed the land for the construction and, offered monitoring and supervision services; the Municipality offered technical guidance and support supervision; and AMREF offered the design, support supervision and technical expertise. Environment safeguards were ensured through a NEMA approved EIA before construction commenced.

Fecal sludge is transported by private sector (entrepreneurs) cesspool emptiers and emptied into the receiving chambers of the plant called the sludge drying bed. The sludge drying bed dewater the sludge through the filter medium underneath the bed and the solid matter is retained on the sludge drying bed for drying by the natural sun and thereafter it is transferred to the composting shed (separate unit) for composting for a minimum of 6 months before it is allowed to be used as a soil enhancer. The drying beds are used alternately to allow time for the sludge to dry on one chamber while the other is in use. The filtered effluent flows to a facultative pond for natural primary biological treatment and then to a maturation pond for secondary treatment. Adjacent to the maturation pond is a septic tank that receives the effluent and allows for a retention time before it flows out to the artificial wet land for final treatment before disposal into the nearby stream after being tested for safety.

## THE WATER TRUST

### VSLA AND COMMUNITY SELF HELP FOR IMPROVED HYGIENE AND SANITATION

The Water Trust operates in rural villages in the districts of Masindi and Kiryandongo in Western Uganda. The communities in these villages were faced with persist poor hygiene, and unsustainable access to clean water. Water Trust adapted the Village Savings and Loan (VSLA) approach to promote sustainable water, sanitation and hygiene services in the communities. Village savings and loan groups are community-based trustworthy village-level cooperatives that provide access to savings and credit to populations with low literacy and numeracy. In about 18 communities, Water Trust integrated WASH programs into the community based savings groups. Within their savings group, members would meet weekly to discuss their finances as well as the WASH issues affecting them as a community.

Self Help Groups (SHG) were formed based on water point catchment area rather than poverty level, gender, or consumer demand. Several adjustments were also made to the standard group constitution. The water point's sustainability was added as one of the groups' two founding objectives, the other being personal savings and credit. The constitution stipulates a minimum contribution and also constitution stipulates a minimum repair reserve fund of approximately \$85 that is not included in the amount considered for annual dividends and allocation of amount saved say for member loans.

Integrating the collection of fees and maintenance payments in a savings group significantly changed members' willingness and ability to pay. Several factors contributing to this included; the incentive to abide by group rules to access savings and credit, greater trust that funds will be appropriately used, the social knowledge gained of their neighbors' contributions in the meetings, and the mental framing of the amount contributed being relatively small as compared to the accumulated personal savings and the loans they are enjoying.



*Community Water Point O&M Meetings. Left - Self Help Group members of Kyababyara village - weekly saving meeting. Right - Members of Pakanyi villages in a dialogue meeting on O&M. Photos: The Water Trust*

Besides availability of funds for water maintenance, members took on ownership of the source and improved accountability and transparency of funds. Belonging to the groups, encouraged members to become role models, so many homes improved sanitation and hygiene.



Members of the Village Savings and Loans Associations (VSLA) have access to loans which help them to improve their livelihoods, and access capital for sanitation upgrades. Using this approach, which is community led, has helped members adopt and reinforce new habits. Local artisans learnt how to build WASH products and facilitated linkages with Self Help Groups.

These associations rely on social capital and community members must be willing to work well with each other but also follow regulations. For instance, honesty and trust are key factors, because of the low literacy levels, key decisions are mainly verbally communicated. The low literacy levels also inhibit members from opening up bank accounts.

The Water Trust is piloting a lower-cost version of this program approach, which will focus on training and supervising community members to perform a significant amount of the community coaching and support. The Water Trust encourages and supports peer organizations to adapt and test this approach in other contexts.

The VSLA approach is a viable facilitating approach to contributing to sustainability of water supply systems as well as to improved community hygiene and sanitation. It, however, requires support for financial inclusiveness for security of the funds collected. Building on similar approaches already tried in the sector, viable contextualized VSLA models can be up-scaled particularly to address the O&M and low rural sanitation coverage challenges.

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## CARITAS GULU

### COLLABORATIVE APPROACHES TOWARDS TOTAL SANITATION IN NAKWANYA VILLAGE – OROM SUB COUNTY

Caritas Gulu Archdiocese (CAFOD) worked with the community of Nakwanya village of Orom Sub County to increase access to Water, and improve Sanitation and Hygiene. With funding from UKAID through CAFOD, they took a participatory approach and engaged all stakeholders from the project staff, Sub County officials, local leaders at the village level, Kitgum Local Government District officials and the community of Nakwanya villages.

The community was involved in identifying the main WASH challenges like lack of safe water, bad cultural practices that discouraged good sanitation and hygiene practices and weak leadership at village level. As a community together with all stakeholders, solutions were sought. Trained hand pump mechanics repaired the borehole so the community would have access to safe water. Water User Committees (WUC's), local government officials, opinion and religious leaders, Pump Mechanics and Village Health Team (VHT's) worked together to educate and conduct community hygiene promotion through door to door approach. The Sub County assigned a health assistant and an enforcement team which included, OC POLICE, CDO, Parish Chief and other local leaders to participate in the awareness and enforcement of bye laws on sanitation and hygiene.



*(Clockwise from top left) A newly constructed borehole being inspected by local leaders; latrine for an elderly person with hand washing facility; a broken borehole being repaired by hand pump mechanics trained by Caritas Gulu Archdiocese; one of the latrines constructed by one of the households in Nakwanya and is properly in use. Photos: Caritas Gulu*

There is significant change now, raising the functional number of latrines to 14 with 80 under construction; 30 with only pits dug and 50 with walls but not yet fully completed. Currently only 10 households have no latrines. Open defecation around the homesteads has reduced and there is great hope that by the end of 2018 all households will functional latrines. Despite the limited resources and the overwhelming needs from the communities, and the rigidity with some communities, collaboration and networking helped move the project ahead. It was important to engage all stakeholders especially the community members right from planning through to implementation. Stakeholders become accountable for all decisions taken and strive not to deviate.

## AEE - AFRICAN EVANGELISTIC ENTERPRISE

### LESSONS FROM IMPLEMENTING CHAST IN SCHOOLS

Studies show that 88% of the global diarrhea cases are due to poor water, sanitation and hygiene (WASH) both in communities and in schools and about 1.5 million people die of malaria related illness; with the majority of deaths occurring among children.<sup>1</sup> An assessment done in various schools showed that there was high pupil stance ratio of about 100:1 of different schools, hand washing with soap meagerly adapted, and besides absence of school health talking compounds, there was no active health clubs in schools.

AEE applied the Child Hygiene and Sanitation Training (CHAST) methodology to improve sanitation through wider outreach of pupils both in and out of school. CHAST methodology uses exercises and a range of educational games to teach children the relationship between personal hygiene and health. The participatory methodologies bring about meaningful engagements and cause everlasting memories among the learners. The School Management Committees (SMCs) created encouraged parents to cost share in O&M requirements. Some schools reported financing maintenance works using own funds. Sustainability will therefore not be a problem given the strong will of SMCs. AEE is looking forward to strengthening the partnership and devise innovative ways on how best to reduce the water-borne related disease burden.

Through the partnership, some lessons for future project implementation have been learnt by AEE. One of the schools is re-using waste water from the hand washing facility to flush toilets; an action that the school said was being used to regulate and minimize the amount of water needed for the operation of the facility. Since then, the facilities provided have been designed with a re-use and water conservation element.



*(Left) Ntinda Primary School toilet block before and after renovation; (Right) Handwashing facility at Luzira Primary School. Photos: AEE*

## WASH ALLIANCE INTERNATIONAL

### THE WASH SDG PROGRAMME IN UGANDA

The WASH SDG Programme is implemented by a consortium of 3 partners: WASH Alliance International (WAI)\*, SNV and Plan Netherlands (\* The WASH Alliance International consists of Simavi (lead), Amref Flying Doctors, Akvo, RAIN, WASTE, IRC, Wetlands, Practica and RUAF). The WASH SDG Programme in Uganda consists of the Uganda WASH Alliance sub-programme and Uganda Kamuli Buyende and Nebbi sub-programme. The WASH SDG Programme in Uganda aims to sustainably deliver access to, and use of, safe drinking water for at least 86,400 people; and improve access to, and use of, sanitation and improve hygiene behaviours for at least 279,400 and 150,700 people respectively. It is built on three core strategic objectives, namely: (1) increasing demand for improved WASH facilities and practices; (2) improving the quality of service provision; and (3) improving governance of the sector. Gender and social inclusion will be an area of specific attention in each of the three strategic objectives as well as climate vulnerability and resilience. Funded by the Dutch Ministry of Foreign Affairs, the 5-year programme will run from July 2017 to September 2022.

The Uganda WASH Alliance sub-programme will work in Agago district in Northern Uganda, as part of Agago sub-catchment. Agago district will be the focus for the first two years of the programme, thereafter the programme has intends to expand to the rest of Agago sub-catchment (part of Pader, Abim, Otuke and Kotido districts) based on the experiences in Agago district. The Uganda WASH Alliance sub-programme will be implemented mainly by the local partners. These include: Agency for Sustainable Rural Transformation (AFSRT), Amref Health Africa-Uganda, Health through Water and Sanitation (HEWASA), Joint Effort to Save the Environment (JESE), RAIN Uganda, Network for Water and Sanitation Uganda (NETWAS Uganda) and Water and Sanitation Entrepreneurs Association (WASEU), and supported by the Dutch WAI partners: Simavi, Amref, Akvo, RAIN, RUAF, IRC and Practica.

## SNV

### EVOLUTION OF MARKETING NEEDS AND SUPPLY OF SANITATION PRODUCTS AND SERVICE TO THE BASE OF PYRAMID (BOP)

Suppliers often overlook selling a product or service to the Base of Pyramid (BoP). Initially, the poor were always left out because of the limited outreach and perceived lack of affordability among the Base of the Pyramid by the suppliers.

In an attempt to reach the Base of the pyramid rural population with sanitation products and services, a number of actors including district water departments and other non-state actors engaged masons to cast and install slabs. The masons carried out marketing and sale of concrete slabs to customers who could afford.

The shift towards marketing to the Base of Pyramid (BoP) in rural communities is beginning to take shape. Supply and marketing of any product or service to this consumer segment requires negotiation and creative thinking to address the contextual issues. Using participatory approaches as part of the creative thinking can affect supply and marketing.

SNV is among the actors that have progressively engaged different stakeholders to address the sanitation marketing and supply needs among the ultra-poor population in rural areas of West Nile and Rwenzori regions in Uganda. The sustainable sanitation and hygiene for all project in these regions has contributed to demand creation and supply of sanitation products and services to the ultra-poor communities. SNV engaged different supply chain actors like the sanitation solution groups, and Crest Tank to avail and promote different technology options to the BoP in the project areas.

As pockets of rural community members bought some of the products like sanitation platform pans (SATO pans), demand for better sanitation facilities rose. However the product outreach was low in the communities because the suppliers were based in rural growth centres and there was irregular supply of the products by the vendors. With time, product segmentation and marketing needs to the BoP have become clearer and interest to both the urban population and also the rural population has increased.

Through the same project, SNV is promoting a comprehensive approach to ensure equitable access to improved sanitation and hygiene for those who need it most. It is essentially a capacity building approach, supporting local government to lead and accelerate progress towards district-wide sanitation coverage with a focus on institutional sustainability and learning. This approach uses an integrated model that combines four components including demand creation, sanitation supply chain strengthening, hygiene behavioral change communication (BCC) and governance. Similar to water for people's approach, emphasis is on building the capacity of local authorities, supporting them to promote and achieve district wide coverage. The model also emphasizes introduction and building capacity in behavioral change communication methodologies at local level with the active involvement of local and national agencies. It is only with local leadership participation that SNV was able to have 560,000 people access sanitation for the first time and 60,000 people practiced hand washing with soap. For more of these results, districts will need to invest more in joint planning and monitoring, together with multi-teams including politicians.

## 3.5 WASH in Emergency

### 3.5.1 Investment in WASH in Emergency

FY 2017/18 is the first year of reporting separately on WASH in Emergency, as this year has registered a high influx of refugees in Uganda, resulting in sustained presence of humanitarian and emergency response organizations in host communities. NGOs are major players, making significant contributions in resettling and providing basic services to this population in line with the Uganda refugee policy 2016.

A total investment of UGX 36.74 billion was reported by 13 out of the expected 37 NGOs known to be involved in WASH in Emergency. The investment profile by thematic intervention area is presented in table 3-7 below.

*Table 3-7: Investment profile by thematic area*

Intervention Area	Amount (UGX Billion)
Integrated WASH	2.37
Community Management	4.06
Sanitation Infrastructure	7.49
IWRM	0.00
Advocacy & Lobbying	0.02
MHM	0.19
Water Supply Systems	16.60
Water Trucking	2.26
FSM - Pit desludging	0.05
Hygiene Promotion	3.71
<b>Grand Total</b>	<b>36.74</b>

### 3.5.2 Major activities implemented

NGO activities supported during the year included (i) water supply provision through trucking, borehole and shallow well installations, school RWH tanks and powered borehole piped water systems; (ii) sanitation and hygiene promotion and (iii) Menstrual Hygiene Management (MHM) including construction of incinerators and training school pupils on sanitary pad production in the refugee settlements and host communities in the host districts of Arua, Adjumani, Ntoroko, Yumbe, Kiryandongo, Lamwo, Kyegegwa, and Moyo. A summary of the infrastructure provided is presented in table 3-8.

*Table 3-8: WASH infrastructure provided - refugee and host communities*

#### WATER SUPPLY INFRASTRUCTURE

Water Source	Piped	New Borehole	Borehole Repair	Shallow Well
<b>Facilities</b>	15	71	7	12

#### SANITATION INFRASTRUCTURE

Latrine Type	Communal	Household	Health Centre	PWD	Schools
Child Friendly	1	0	0	0	0
VIP	521	0	0	510	0
Traditional Pit	0	6540	0	0	0
Drainable Pit	0	0	3	0	14



As with the non-emergency investments for water supply, NGOs mainly invested in piped water (15) and hand pump borehole (71) systems. The picture below shows one of the mini piped water systems installed in Yumbe.

### 3.5.3 Areas of implementation

NGOs reported interventions in different settlements as detailed in the table 3-9 below. Majority of the interventions are in the West Nile region, responding to the recent refugee crisis following civil unrest in the Republic of South Sudan.

*Table 3-9: Settlements of NGO intervention*

Organization	Settlements of intervention
Action Against Hunger	Kiryandongo, Imvepi, Bidibidi, Ayilo, Boroli, Kyangwali
ACORD	Bidibidi
AMREF Health Africa	Ayilo I and II, Nyumanzi, Rhino
Caritas Gulu	Palabek Ogili, Pakirinya, Mungola1 & 2, Maaji 1, 2,3
CIDI	Kyangwali
Danish Refugee Council (DRC)	Rhino, Imvepi, Kyaka, and Omugo Camp
Drop in the Bucket	Palabek
Emesco	Kyaka II
Global Aim	Palorinya, Bidibidi, Ayilo 1 & 2
International Aid Services (IAS)	Imvepi, Kyangwali and Rhino
IsraAid	Palorinya
Plan International	Bidibidi ( others not indicated)
Samaritan's Purse	Bidibidi, Imvepi, Kyaka II
Uganda Red Cross Society	Imvepi, Kanara Transit, Kyaka II, Rhino and Kam Kam
VEDCO	Palabek
Water Missions	Bidibidi, Rhino, Maaji & Omugo
Welthungerhilfe	Imvepi, Rhino and Bidibidi
World Vision	Palorinya, Bidibid Zone I&II



*(Top) A Q-tap mini solar system in Yumbe by Danish Refugee Council : Bottom) Women collecting water at a Q-tap. Photos : DRC*



### 3.5.4 Case Studies – WASH in Emergency

#### ACF - ACTION AGAINST HUNGER

##### EXPLORING FEASIBLE MODELS FOR SUSTAINABLE OPERATION AND MAINTENANCE OF WATER SUPPLY SYSTEMS FOR REFUGEE HOSTING AREAS IN UGANDA

The civil strife in Uganda's neighboring countries coupled with Uganda's favorable refugee policy have led to an influx of refugees who have been resettled in refugee settlements in different host communities. The settlements and the hosting districts have insufficient access to reliable water supply, in addition hygiene and sanitation services are lacking. The influx has strained the existing insufficient facilities creating ineffective services.

Action Against Hunger and stakeholders are striving to address the gaps in water supply by constructing new water supply systems and rehabilitating non-functional ones. However, poor operation and maintenance (O&M) practices and the lack of a coherent O&M strategy for refugee settlements affects reliable access and escalates risks to WASH related diseases. Whilst host communities pay O&M user fees, refugees do not pay for O&M of water supply systems (WSS) and this is unsustainable given that both community segments must co-exist and in several cases share WSS. Harmonization of approaches of O&M of water supply systems across refugee and hosting communities will avert conflicts.

Action Against Hunger (ACF)) currently implements WASH projects in refugee settlements in Uganda. ACF conducted a study on feasible sustainable models for O&M systems in both refugee settlements and hosting communities as part of an ECHO funded WASH project in Imvepi refugee settlement in Arua District. The study also explores the potential of cash based incentives and the role of possible commercial actors in managing the water systems.

Key stakeholders were engaged and reviews of the existing systems were done with specific reference to the technical designs, lifecycle costs, O&M sustainability mechanisms and water use. The following are the study findings :

Systems in IDP camps were run down due to lack of a clear O&M strategy which led to wastage of investments. Water supply systems in refugee systems vary in terms of design standards, technologies and materials used. To be feasible, these should be factored in the design of O&M model as the maintenance requirements may differ including the supply chain for spares. The MWE needs to spearhead harmonization of design and approaches. The livelihood potential within the settlement context is crucial to consider in the analysis on the affordability to pay for water.

Operationalizing models for payment should be gradual along the emergency phases. Water trucking could provide important breathing space to plan. Planning for sustainability needs to be factored into the water infrastructure planning stages in emergency situations with due collaboration with and between Local governments and humanitarian agencies. Catchment based planning and development should be promoted. It is also important to fast track a master plan for refugee settlements to increase coordinated water resource and infrastructure planning within and across the settlement(s).

Advocating for refugees' payment for water is greatly hampered by the vulnerability indices of refugees. There is need to integrate livelihood interventions in WASH programming and progressively engage refugees over both their rights and future responsibilities including the need to budget and pay for water. Cash Based Incentives (CBIs) are one way to integrate the payment culture in refugees.

Four O&M cost models have been identified that consider combinations of different tariff structures and system management models. These models have been shared within the sector for piloting and eventual scaling up. The engagements have enabled WASH sector players acknowledge that O&M is a collective responsibility. UNHCR and MWE are exploring these models as part of the O&M strategy for water supply systems in refugee settlements being drafted.

## **WATER MISSIONS UGANDA**

### **REFUGEES EMBRACE OPERATION & MAINTENANCE OF THE WATER PROJECTS**

The Government of Uganda has a very favorable resettlement policy for refugees and asylum seekers that allows for community integration and permanent resettlement in designated settlements and host community. The level of service in these settlements is often low especially in the transition and O&M of infrastructure is often subsidized by government and humanitarian agencies. The latter are now providing more permanent and larger water and sanitation infrastructure for which favorable O&M provisions are paramount if the gains are to be sustained.

Water Missions Uganda (WMU), with funding from both UNICEF and UNHCR has provided a total of 25 and 3 solar powered water systems respectively in the refugee hosting districts of Kiryandongo, Adjumani, Arua, Yumbe and Koboko.

The water systems are managed by the Safe Water Committees with support from WMU and Funding from both UNICEF and UNHCR. For those that have been handed over, management is done SWC and the agencies that take them on.

These systems are community managed, with WMU providing initial O&M subsidies and water provided free to users. In line with Government policy for similar piped systems, WMU introduced a water user fee payable by the refugees. The tariff and management arrangements were designed in collaboration with key stakeholders including the OPM, UNHCR, refugee Welfare Council Committees in the settlements and the refugee community. By contributing Uganda shillings 1,000/- each month, the refugee community feels a sense of ownership and responsibility.

The refugees get this money from the livelihood projects that they do such as vegetable growing, micro trading, salon and tailoring among others. However, some sacrifice a small portion of their food handouts in exchange for their water O&M needs.

WMU does the community mobilization and sensitization about the relevancy of paying water user fees, conducts trainings on roles and responsibilities, financial handling, recording and management.

The money is collected and managed by the SWC but with guidance from WMU.

Hygiene around the water distribution points is well maintained and system repair and maintenance needs are communicated and responded to in time, ensuring consistency in water supply. In addition to financing repairs, funds collected have been used for water point fencing and as micro loans to refugees for livelihood improvement. The latter also enhances ability to pay the user fee.

UNHCR and other agencies have come to appreciate the need for refugee involvement and contribution in the operation and maintenance of WASH services. Best practices that will ensure sustainability of WASH services and infrastructure in refugee settings have been incorporated into the national O&M guidelines currently being finalized.

This approach has potential to work well and requires collaboration among stakeholders working in these communities as well as benchmarking best practices in O&M in emergency areas. Documentation and increased sector learning on O&M of solar powers systems in rural settings and financial management by refugees including banking of collected funds are required. The required tariff setting process and associated policy changes on O&M of WASH infrastructure in refugee settlements will require adequate involvement of all stakeholders, especially CSOs who have a large footprint in service delivery in refugee settlements and host communities.

## **IAS - INTERNATIONAL AID SERVICES**

### **GIRLS' EMPOWERMENT THROUGH MENSTRUAL HYGIENE MANAGEMENT**

Puberty for girls in both the rural and urban areas proves to be a challenging time. If not well prepared, the body changes coupled with the monthly menstruation cycle present psychological challenges and stresses for many young girls. For many, because of several factors beyond their control, there is limited ability or no capacity to afford disposable sanitary towels on a regular basis. International Aid Services (IAS) currently offers a holistic and affordable strategy to abate the challenge of menstrual hygiene management (MHM) among girls. With funding from the Swedish Mission Council (SMC) and Convoy of Hope (COH), International Aid Services implemented a MHM program for schools and communities in Rhino camp, Arua district.

Through the program, girls in schools and in the different villages are mobilized to form clubs and work together to proudly manage their menstruation. They are supported to understand menstruation. They are supported to understand menstruation through class room training, group sharing and learning from personal experiences. Topics include the associated body changes, menstrual hygiene management, practical skills of making liquid soap and reusable sanitary pads in addition to providing the startup package of raw materials. Incinerators are also provided for management of waste generated like used sanitary pads. Many of the girls become trainers of trainers and change agents within their community.

Empowered with these skills and knowledge, there is reduced school absenteeism and anticipated improvement in the girls' school grades in addition to providing income generating opportunities. The school health clubs also provide an ideal learning opportunity for the boys to be in a better position to support the girls and also keep out of trouble.

The program included a camp to equip girls both nationals and refugees, with skills to better manage menstrual hygiene. Shamira, a 13 year old South Sudanese refugee girl from Ocea II village is one of those who attended the MHM camp. At the camp, the girls participated in interactive sessions and trainings on menstrual hygiene management practices, reusable sanitary pad making and liquid soap production. Shamira says, "I sensitize other girls on the various ways of managing menstrual cycles and overcoming menstruation challenges. I personally help my friends not to get embarrassed when their periods start while they are in class and we use our own sign language to alert each other when one of us gets un-expected menstruation. I ensure that I carry extra sweaters to help cover girls that get these emergencies while at school. I also teach them how to make reusable sanitary pads using locally available materials."

***"I sensitize other girls on the various ways of managing menstrual cycles and overcoming menstruation challenges. [...] I also teach them how to make reusable sanitary pads using locally available materials."***

***Shamirah, 13***



As a Change agent within her community, Shamira says, "I would like to see every girl empowered to address these challenges." This explains why Shamira spends her free time teaching girls and, continues to champion good MHM practices in school and community.

The Rhino camp MHM program emphasizes the "teaching how to fish" philosophy by providing the girls with appropriate skills. In promoting ownership and sustainability, WASH services and menstrual hygiene management strategies should be cheap, culturally acceptable and resilient among the targeted beneficiaries.

***Shamira Mohammed (in an orange and white blouse) narrating her menstruation experience.***  
***Photo: IAS***

## **AAH - ACTION AGAINST HUNGER**

### **BARRIER ANALYSIS - FOSTERING SUSTAINABLE BEHAVIORAL CHANGE IN REFUGEE CONTEXTS THROUGH FORMATIVE RESEARCH**

Over a million people are currently settled in refugee settlements nationwide. As refugees arrive and eventually settle in, inadequate access to WASH services and subsidies and cultural chocks escalate the poor HESAN practices that often spills over to the hosts. Survey findings highlight WASH behavioral change is challenging in the emergency context and despite the community sensitization/mobilization and subsidizing construction of HH sanitation facilities, adoption of ideal WASH practices has been slow. Poor practices like Open defecation,



low HH latrine coverage, poor water and food handling practices are rampant and have contributed to WASH related diseases to be endemic in the settlements.

Action Against Hunger and other stakeholders have regularly focused on mobilizing and sensitizing communities to adopt Ideal WASH practices using approaches like PHAST, CLTS for communities and CHAST for schools. Despite gradual changes ACF realized there were stagnation in achievements and total transformation was not being achieved. Due to nature of emergencies traditional approaches might not yield desired results in Behavioral change. Often Behavioral change interventions are designed without critical analysis of the drivers and determinants to change.

Regular studies like KAPB surveys found that beneficiaries exhibited great knowledge that was not in tandem with the practices. The surveys also examine knowledge attitude and practice but do not thoroughly explore in detail what drives beneficiaries to do or not do the right behavior. Action Against hunger has piloted the Barrier Analysis methodology a formative research to analyze drivers of WASH behavioral change and design interventions that are in line with determinants. The findings would guide other stakeholders in Designing appropriate and Feasible BCC interventions.

The Barrier Analysis was conducted for WASH projects in Kiryandongo, Yumbe and Imvepi refugee settlements funded by ECHO and SIDA. The main objective of the BA was to examine stalemates in BCC, focusing on what motivates community members to do or not do the behaviors and develop the DBC framework based on findings for better outcomes. The study is a tailor made process that involves identification of a behavior and target group. It further examines what is preventing taking up a new behavior (BARRIERS) and what helps or makes it easier to take up the new behavior (ENABLERS).

Critical behaviors were identified around Latrine Usage esp. for Infants, Hand washing practices, Infant and Young child feeding, Health Seeking Behaviors and land use. the team identified priority groups to be interviewed and data collection was done. The findings indicate doers and non-doers of practices a max of 90. Coding or analysis of findings to determine why the doers and non-doers do what they do. The findings are then used to Design Behavior Change Framework. These are activities that will address key determinant(s) through the Bridges to Activities.

Key findings indicate that Access to WASH services that is always fronted is not the major change driver. Aesthetics, Safety of latrines, Cues for action most important determinants, findings also show that in BCC Mothers/ Guardians are key influencers, Approval of elders, mothers is key in BCC and Early Training is key to develop habits. Contrary to popular belief beneficiaries exhibited high levels of knowledge implies that beneficiaries understand the risk and severity of poor WASH practices and that more emphasis needs to integrate exploring culture that promote ideal WASH practices.

The formative research is unique because it examines contextual drivers to change. It is a simple study that can be analyzed using simple computer packages. Sustainable Behavior change can only be promoted by analysis of actual change rather than just assuming and designing blanket projects. All IEC messaging, behavioral change approaches should focus on exploiting on reasons why doers do the behavior and also design approaches that will hinder the non-doers.

## Results

- Action Against Hunger piloted one BA study and has since has scaled up BA across all projects to design appropriate BCC messages.
- Action Against Hunger has realigned BCC interventions to address findings of the Barrier Analysis
- Barrier Analysis will be done prior to designing and behavior change interventions unlike the past
- Prioritization of formative research backed messages and materials

## Lessons learnt

- Questionnaire design is key
- Access to WASH supplies is NOT a major barrier
- Barrier Analysis Capacity building is vital in Designing interventions, communication messages, strategies, and supporting activities
- Baseline (KAPB) vital in benchmarking
- Doing BA changed behaviors in our staff as well

## Challenges

- Selection of behaviors
- Capacity of enumerators to conduct research in a small time frame

## Recommendations

- Need to review WASH messages and approaches in the emergency context
- Stakeholders should integrate formative research (BAs) in designing Behavioral change interventions
- Model BCC interventions based on contextual findings
- Review traditional approaches to emphasize on identification of needs
- Capacity building of stakeholders and implementers on Barrier Analysis

# DRC - DANISH REFUGEE COUNCIL

## COMPARISON OF WATER PROVISION SYSTEMS IN REFUGEE SETTLEMENTS IN NORTHERN UGANDA

DRC analyzed comparable alternatives for water provision in refugee settlements exploring three areas namely, Analysis of life cycle costing (LCC) and assessment of carbon footprint and freshwater impacts, Assessment of water safety issues through a Hazard Analysis Critical Control Point (HACCP) approach and the Socio-technical assessment.



*DRC Rhino 50000 ltr per hour solar powered water system . Photo: DRC*

The objective was to pilot-test, co-develop and advocate for improved solutions to global humanitarian challenges - specifically water related challenges - and opportunities in camp and non-camp settings.

## Results

- The results of the carbon footprint follow the O&M costs for the motorized systems: the solar is the cleanest technology followed by hybrid, long running diesel and short running diesel generator and the majority of emissions are caused by the diesel combustion.
- The larger the water system (25m<sup>3</sup>/hr and above), the cheaper the water
- The breakeven year between solar versus diesel (7 hours) is between 3 and 5 years, while the breakeven year between hybrid versus diesel (10/12 hours) is between 4 and 6 years.
- O&M costs: solar (for hours) is the cheapest followed by hybrid systems, and diesel powered systems. O&M costs are almost always cheaper than a water tariff of 0.124 USD/m<sup>3</sup> (3,000 UGX/m<sup>3</sup>).

#### Lessons learnt

- Water trucking is the most expensive and least environmental friendly solution
- Example; When comparing trucking the water from the 25 m<sup>3</sup>/h diesel-powered borehole with building a distribution system:
- After 1 year, water trucking is already 1.7 times more expensive than the diesel powered system
- After 10 year, water trucking is more than 9 times higher.

#### Challenges

- More data is required to analyze surface water treatment

## UGANDA RED CROSS SOCIETY IN PARTNERSHIP WITH AUSTRIAN RED CROSS

### DISABILITY INCLUSION TRAINING AND PLATFORM

Uganda Red Cross in partnership with Austria Red Cross engaged the international NGO Light for the World to assist organizations working in refugee settings mainstream disability and inclusion of people living with disabilities. A training that benefited several organizations including UNHCR, OPM, H&I, and NUDIPU was held, of uttermost interest was the case of households of refugees living with disability.

The trained staff visited several communities including refugee settlements to check the available facilities and ascertain how user friendly they were for people living with disabilities. It was not easy to access disability segregated data but from the field visits, the trainees established that people living with disabilities have several abilities and high levels of independence - doing several things for themselves. This exercise provided the humanitarian sector with an opportunity to set up platform for coordination of disability inclusion in service delivery. This means that henceforth all projects being planned in the various sectors to be implemented in Imvepi, Bidibidi and Rhino settlement will have budget allocations dedicated to making sure projects leave infrastructural provision, funds for disability sensitivity and awareness trainings and encouragement of people living with various disabilities to take proactive positions as well as for advocacy. Training also developed a Terms of Reference for monthly coordination meeting at the inter agency level to have a structured follow up meeting and interaction just like all sectors. It also developed 37 clearly implementable points in various sectors such ramps for WASH facilities, a regular coordination meeting between NUDIPU and Humanity & Inclusion and Red Cross. It recommended all the aforementioned points be taken in consideration planning so as people with disabilities and their needs can be included from the onset to allow for appropriate resource allocation.

Several CSOs involved in emergency WASH reported providing water and sanitation infrastructure that is disability inclusive/ addresses the needs of PSN.. The WASH sub-sector can draw lessons from this research and ongoing initiatives to further promote inclusive WASH service delivery especially for persons with special needs (PSN).



*(Left) Uganda Red Cross team members attend a presentation during the training; (Right) Visiting a person with disability. Photos: Uganda Red Cross Society*

## 3.6 Integrated Water Resources Management

### 3.6.1 NGOs implementing IWRM activities

Table 3-10: NGOs implementing IWRM interventions

Category	No. of NGOs that reported
CBO	0
FBO	5
International NGO	8
Local NGO	7
<b>Grand Total</b>	<b>20</b>

A total of 20 NGOs reported investments in IWRM. The table above shows the categorization of these NGOs that represent 24 percent of the reporting NGOs in FY2017/18.

### 3.6.2 Expenditure

There is a general increase in NGO investment in Integrated Water Resources Management (IWRM). Over the last 5 years, NGO investment in IWRM is aligned with the sector direction of a catchment based planning approach to water resources planning and development. This year has seen an 85% increase in investment from FY 2016/17 to a total of 2.87 billion UGX and a four-fold increase over the last 5 years (see figure 3-10).

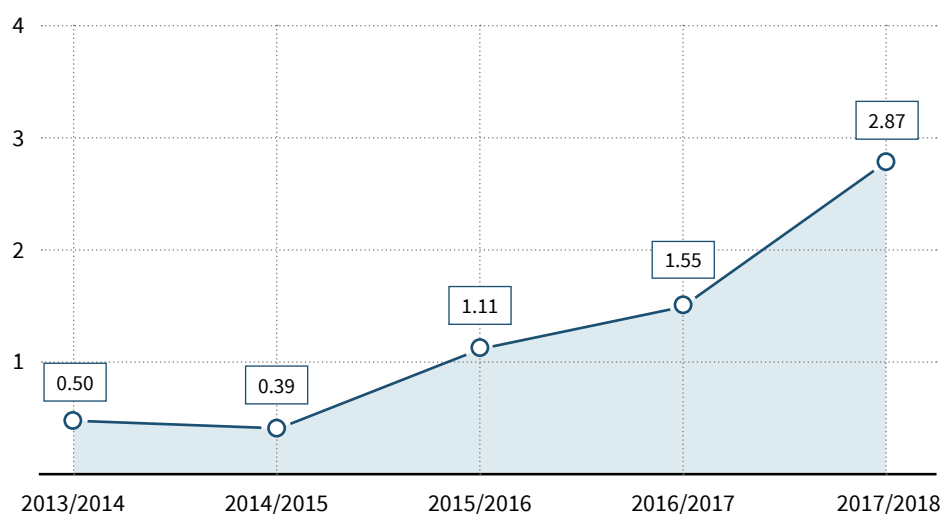


Figure 3-10: NGO Investment in IWRM (UGX Billion)

### 3.6.3 Major activities – Water Resources Management

The above funds of 2.87 billion UGX were used for restoration, livelihood and policy support interventions in the Aswa, Victoria Nile, Upper Nile, Mpologoma, Rwizi, Mpanga, Awoja, and Semiliki sub-catchments. Some of the key activities during the year included wetland and river bank restoration, agro-forestry, briquette making and energy

saving stoves with a total of over 700,000 people reached. It is anticipated that these interventions will result in improved health of the environment and increased water availability that will benefit more communities in the long-term.

The over 2000 borehole based systems (new and rehabilitated) supported indicate a heavy reliance on ground water (GW). The continuous pressure on this resource presents a high risk to the continued GW availability and sustainability of developed systems. There has been some progress in processing and reporting on abstraction permits, an initial step towards sustainable GW development. This and other NGO work on water safety planning and supporting interventions in catchment restoration, coupled with established partnerships with Local Government, Water Management Zones (WMZs) and the Ministry of Water and Environment (MWE) in general, are good starting points to ensure sustainable ground water use and capacity building of NGOs in this field.

### **3.6.4 Major Activities - Water Quality Management**

In the last reporting year, the Ministry of Water and Environment (MWE) recorded low levels of compliance of rural water supplies to the national standards of water quality for drinking water in respect to E-coli at 59% of the 596 samples collected (0% for GFS, 29% for protected springs, 56% for shallow wells). NGOs are the major actors in developing shallow wells and protected springs thus contributing to the disease burden. Although a general increase from 41% and 36% in the previous two years, provision of potable water of continued good quality is paramount. The NGO reported interventions in water safety planning and several training events on proper sanitation and O&M that should contribute to improving water quality.

In addition, NGOs provided a total of 301 water filters to households and institutions for a total investment of UGX 0.14 billion. This is anticipated to improve the quality of drinking as reported from the high E-coli counts, thus reducing the disease burden.



### 3.6.5 Case Studies – Water Resources Management

#### KIGEZI DIOCESE (WATER AND SANITATION PROGRAMME) WATER SMART FARMING

David, 61, and Penninah, 59, are a couple resident in of Rubaya village in south Western Uganda, situated in a valley affected by landslides and floods during the rainy season. Many of the community members are farmers, bee keepers, or are in the charcoal business.

The Rubaaya village community is beneficiary to the Kigezi Diocese Water and Sanitation Programme implemented an IWRM project aimed at promoting sustainable land management practices through livelihood enhancement. Through the initiative, Community mobilization resource user groups were formed and trained on alternative income generating activities that conserve the environment. The training covered construction of soil and water conservation channels and bench terraces using A-frame, percolation pits along the deep galleys for rehabilitation, nursery bed establishment and management for green cover, making modern bee hives, making organic manure, setting up demonstration sites for farming God's way. Community members learnt how to turn poor soil into useful and productive land, sustainable land management practices and technologies of soil and water conservation.

David and Peninnah are keen about best farming practices and embraced the technologies being promoted. Working together, they set up gardens for family subsistence and food security as well as income generation. Peninnah maintains that, "Since these innovations of Farming God's way, life has never been the same - We can never lack food and our income has improved because Farming God's way is an economically viable tool with minimal tillage which leads to low labor costs, seed economy because we don't broadcast seed anymore, and utilization of all the grass into mulch and manure. I thank God who brought me into contact with Kigezi Diocese Water and Sanitation Programme."

David, a retiree also shares similar sentiments and he is happy about being able to afford family needs and develop. Since his early retirement in 1985, he previously struggled economically and was unable to educate his older children. He notes that with the new conservation farming methods practiced, yields have improved - from 1kilogram of bean seed, 85kgs are harvested and with 2kgs of maize, 118kgs are harvested. As Christians, they are also able to support the local church with fruits from the harvest that are auctioned to generate funds. In addition the family has benefitted from improved access to water supply and sanitation.

In the community, the techniques have been found to be effective and widely adopted. Crop diversification is practiced, and with the ready market from the neighboring Rwanda, household incomes have greatly improved. There are also improvements in child health, family stability and food security. The resultant benefits to the environment from these sustainable land management practices are also eminent.

#### PROTOS

#### COMMUNITY BASED WATER RESOURCE MANAGEMENT PROGRAM FOR THE CONSERVATION OF ENCEPHALARTOS WHITELOCKII (CYCADS) IN THE DOWNSTREAM PART OF MPANGA CATCHMENT IN WESTERN UGANDA

The Directorate of Water Resource Management under the Ministry of water and Environment partnered with HEWASA and JESE to implement IWRM activities to preserve indigenous flora in the Mpanga catchment. The Mpanga catchment comprises a very rich eco-system including the Mpanga falls in Kamwenge District South-western Uganda. The gorge itself holds a unique ecosystem with cascading waterfalls and is natural habitat for the endemic and critically endangered cycad, *Encephalartos whitelockii*, the target specie for the intervention. Following the construction of the Mpanga hydropower plant in 2011, and encroachment from the neighboring cattle farming communities, the Mpanga falls cycad`s natural habitat had become increasingly threatened. The slash and burn methods practiced by the surrounding community and the need to bring large numbers of cattle down the gorge to find water caused significant pressure on the cycad population. At the time of intervention, the remaining population was estimated at about 8,000 cycads. The surrounding community was not aware of the unique character of the species.

Several interventions were introduced as part of this initiative. These included the demarcation of “no-go” areas/ buffer zones, and creation of community nurseries for re-establishing lost specimens and environment conservation sensitization activities. John a youth in Kabeeza village, says, “I have much hope that these pillars will serve the protection of the river banks and our critically endangered Mpanga Falls cycad which is endemic to this area. Local leaders and a few community members were selected from the neighboring Ntara and Kanara sub counties and equipped with knowledge regarding the importance of conserving the cynads. Bye-laws were approved and drama sessions were used to effectively communicate the importance of the cynads. Manase, a Cycad Nursery attendant, says “It was hoped that by creating more awareness the cycad will be saved from extinction and preserved for future generations. I feel happy about our cycad because of its uniqueness which is only found in Kamwenge district in Uganda and very rare in the whole world.”

However, the community needed water for animals and domestic use and a multiple use water supply system was installed to prevent direct access to the Cycad habitat. This intervention has resulted in reduction on the destruction of the cycad habitat as previously, large herds of cattle are driven to the river-banks -the only water source for watering. The Chairperson Water Committee, said, “At first when I heard that they are going to give us water for our animals and small irrigation for our vegetables, I thought it was a joke. I asked my friends how this could be possible to pump water uphill without electricity not until I saw it myself. This is saving time and energy especially for, women and children in the area who now don’t have to walk down to the river and back along the steep trail anymore.”

A participatory catchment planning approach was adopted and a task force established to ensure coordination with local government and between the trans-boundary villages in the catchment. Community members do not usually appreciate conservation projects in fragile ecosystems. The presence of field staff, working with the community members and building a trusting relationship through continuous intervention and awareness campaigns helped communities think sustainability. The leaders facilitated and ensured effective information sharing through a village to village approach As part of the initiative, community members set up two well established nurseries accommodating 6500 cycad seedlings, replanted 2,500 cycads within the gorge, and ensured that two drama groups were set-up and equipped with drama kits advocating for the cycads preservation through drama sessions. More than 10 drama performances have been conducted at parish and sub county level.

Land is a very sensitive matter and communities needed affirmation that their land was not being “stolen”. It took quite an intensive dialogue to explain that the legal framework does not change the landownership but limits the type of activities that can be conducted within the river buffer zone - 100 m from the riverbank. Community dialogue is a continuous process that yields good results if sustained.

## 3.7 Water For Production

### 3.7.1 Expenditure

Reported investment in Water for Production (WfP) was inconsistent over the years and below UGX 1 billion. FY 2017/18 saw a very sharp increment in investments of nearly four-fold the reported expenditure in FY2016/17. These funds were largely (90%) invested in construction of new valley tanks and irrigation systems as shown in the figure 3-11 below.

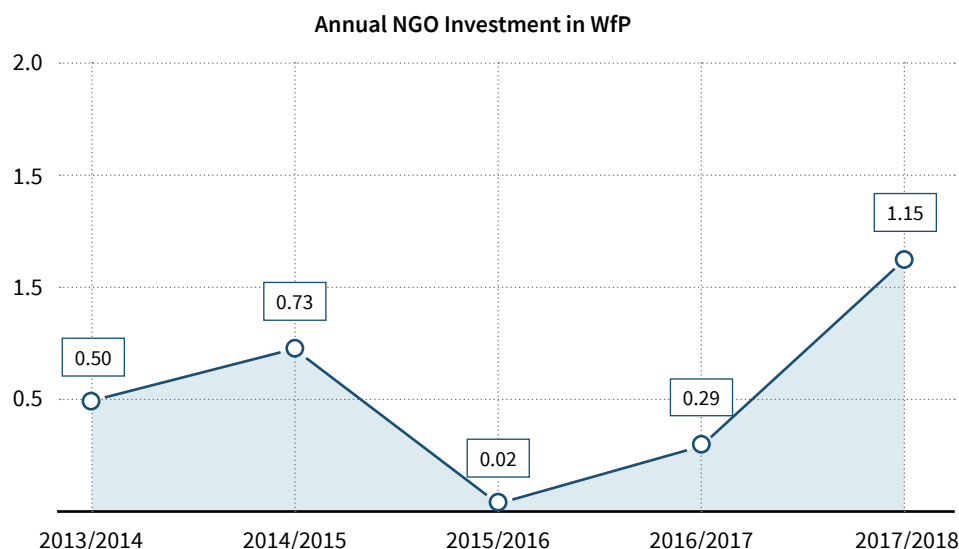


Figure 3-11: NGO Investment in Water for Production (UGX Billion)

Out of the reporting NGOs, a total of 8 contributed to the investment for this financial year, representing of 10% the NGOs that reported.

### 3.7.2 Major activities

NGO investment activities and projects in water for production are summarized in figure 3-12 and include installation of irrigation systems, construction and rehabilitation of dams and tanks as well support to livestock farming and aquaculture activities.

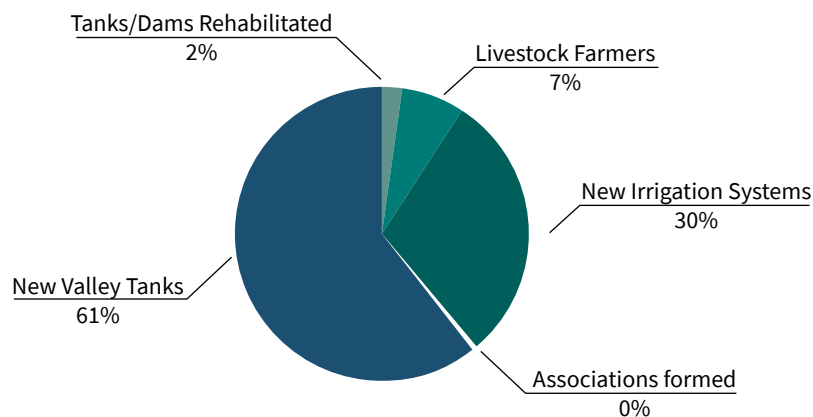


Figure 3-12: NGO Investment per activity

### Irrigation systems

NGOs contributed to the water use efficiency by increasing the area under irrigation through investment in 18 micro irrigation systems in the districts of Bungatira, Busia, Hoima, Kibaale, Kiruhura, and Rakai. This investment is estimated to have a reach of 19.5 Ha. To further enhance utilization of irrigation systems and as part of value chain development, investment was made in supporting livestock and fish farmers to maximize the benefits of household farming activities from the provided water for production.

### Storage

Increasing water storage volumes for water security and production is a key sector priority and part of sector performance indicators. This year, NGOs invested in water storage infrastructure including Valley tanks and dams (see table 3-11). Additional investment towards sustainability of these systems was made through formation of community associations.

Table 3-11: Water storage infrastructure and investment

Output	New Valley tanks	New Dams	Rehabilitated Tanks
Number	14	1	7
Cost (UGX Million)	689.27	-	19.00

## 3.8 Capacity Development (Trainings) and Community Engagement

### 3.8.1 Overview

Capacity development is a core element of NGO interventions, this to enhance sustainability, knowledge transfer and adequate stakeholder engagement. Throughout the FY2017/18, NGOs continued to invest heavily in community management through targeted community engagements, training as well as advocacy and lobbying. A total of 62 NGOs recorded training events, which is almost all the NGOs that reported investments. The over 1500 point water sources rehabilitated during the year and efforts to equip communities including hand pump mechanics and WASH committees (including in schools) with entrepreneurship skills in WASH are additional efforts towards facilitating community sustainable management.

### 3.8.2 Training events

Training events undertaken covered various topics like hygiene and sanitation promotion including approaches like CLTS and PHASE, entrepreneurship, the Village Saving and Loan Association (VSLA), O&M of both water and sanitation infrastructure, school sanitation including CHAST and SLTS, and Menstrual Hygiene Management (MHM) as shown in table 3-12.

Table 3-12: Investment in training/community management

Training topic	Beneficiaries			Expenditure (UGX)
	Male	Female	Total	
Hygiene & Sanitation	35,407	61,321	96,758	189,510,665
School Sanitation	1,949	2,094	4,039	95,410,500
CLTS	11,439	13,232	24,671	72,781,000
VHT	174	164	338	27,700,000
IWRM	13,665	13,849	27,549	600,326,400



Climate change	3,279	3,455	6,734	133,147,200
Water Supply	12,562	14,294	27,140	693,193,800
O&M	11,247	9,655	23,653	1,493,294,231
WASH	7,938	11,520	20,213	115,226,550
MHM	2,858	7,398	10,256	64,927,500
Advocacy	677	516	1,193	25,800,000
VSLA	493	669	1,162	27,746,500
Entrepreneurship	455	582	1,077	49,794,250
Agriculture	407	274	681	253,951,900
Other	4,067	4,711	8,669	138,108,674
<b>Grand Total</b>	<b>106,617</b>	<b>143,734</b>	<b>254,133</b>	<b>3,980,919,170</b>

The events benefited 254,133 people including community members, NGOs, local government staff and private sector. Community members were the largest beneficiary category for the 174 training events recorded under this stakeholder category. Private sector training was mainly on entrepreneurship skills for sustainable O&M; beneficiaries included hand pump mechanics and local artisans, while Government staff training was on CLTS.<sup>2</sup>

A participatory classroom type approach was used for majority of the trainings with follow on practical community sessions for example to operationalize some of the approaches like VSLA, CLTS and formation of management associations (like school health clubs, water user associations). The entrepreneurship sessions largely targeted skilling HPMs to have sustainable operations. Monitoring of performance and use of skills gained should be a priority for the coming year.

### 3.8.3 Expenditure in community management

Community engagement is core to NGO operations and as such there has been sustained investment in tooling and developing stakeholders in the service delivery chain. The trend of investment has been fairly steady over the last five years between UGX 2billion and 4billion, with a spike in 2015/16 (see figure 3-13).

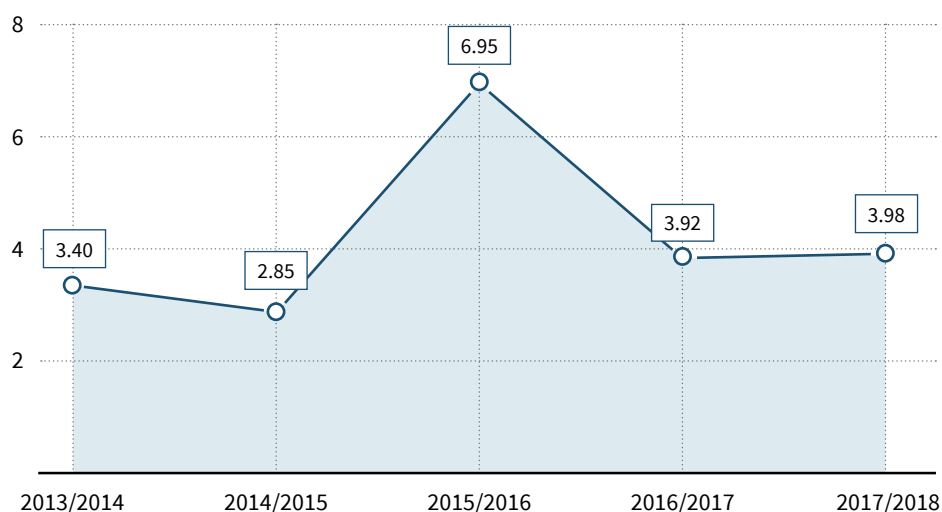


Figure 3-13: NGO Investment in Community Engagement (UGX Billion)

This year, a total of UGX 3.98 billion was spent on training events. The highest expenditure, as shown in table 3-12 above, relates to training on O&M, at over 35% of the total expenditure – consistent with the commitment towards sustainable service delivery.

<sup>2</sup> Total beneficiary figure is not harmonized with gender disaggregated data due to incomplete records.

### 3.8.4 Case studies – Capacity Building

## WATERAID UGANDA

### ENHANCING THE CAPACITY OF URBAN WASH SERVICE PROVIDERS

Advanced International Training Programme (ITP) Sustainable Urban Water and Sanitation (SUWAS) is being implemented by WaterAid in partnership with Niras funded by SIDA. The development objective of ITP SUWAS is “to contribute to the improvement of planning and implementation of urban water and sanitation in the participating countries so that a more sustainable service is achieved, where especially poor people’s rights, needs and demands are taken into account”. This objective corresponds to the long-term goal of the programme. It has a five to ten-year perspective, hence falls outside the timeframe of the intervention. However, indicators have been developed to enable analysis of contributions towards this over time, in each city and area that are included in the intervention.

The programme involves extensive programme for knowledge, exchange and change. It targets mainly professionals and experts where by participants drive for change and organizational strengthening is key. In 2017/18, a total of 12 participants were recruited to the programme from various organisations that included; National Water and Sewerage cooperation, Ministry of Water and Environment, Community Integrated Initiative (CIDI), Water for People and Namutumbe town council. Currently in Uganda, this programme targets Kampala city and Mbale (Eastern Uganda). The programmes three principles to guide the participants in implementing their change projects.

These principles include:

**Equity and Inclusion** –in governance and infrastructure. For example, addressing improved policies, standards, decision-making processes, finance and gender, for systems and service provision that take into consideration the rights, needs and demands of all citizens, including those of marginalised groups.

**Sustainability** – in technology and practices. For example, solutions, approaches, practices and technology that is appropriate and is contributing to more sustainable service provision over time, as use and reuse of water, improved approaches towards non-revenue water and asset-management, innovative sanitation solutions and new methods of improving hygiene practices.

**Integration** – in approaches and in collaboration across sectors. For example, more integrated approaches in policy, planning and service provision, more holistic urban development, managing conflicting goals, increasing synergies across sectors and spurring collaboration and new ways of working within and between organizations/institutions at city-level and beyond.

#### Training methodology

There are six different methods that are applied during the during. These methods provide participants with different perspectives of looking at WASH service provision in urban.

- Professional training: participants meet world-leading experts and experienced practitioners.
- Mentoring: each participant has one mentor in Sweden and one national facilitator in the home country who provide guidance during the training period.
- Exchange and networking: experience and knowledge of participants is a key resource. The national and regional seminar helps the participants to improve collaboration and networking.
- Interaction: role play, group work, interviews and discussions are often the modes of facilitation used.
- Field trips and case studies in Phase 2 (Sweden) and Phase 4 (Kampala)
- Change Project continuously developed through the programme

#### Results

Through the change projects that the participants developed, there are a lot of results that have so far been realized. These are mainly short term results; however longer term changes are also envisaged to happen. According to David Fred Kisolo Makanya of Ministry of Water and Environment WSDf-E: the programme has created the following results; led to Inclusive planning and participatory planning which was lacking at first, it has given birth to quarterly review meetings for WASH implementers, improved coordination among WASH implementers, harmonized tools for hygiene and sanitation studies for towns and it has led to generation of a list of WASH implementers in the region. Other results were; Accurate and reliable information on functionality,

management, water quality for piped water supply systems in the Eastern region. Learning meetings conducted with staff of various units. Strengthening private sector collaboration.

#### Lessons learnt

WaterAid has learnt a number of lessons throughout implementation of this project. These include:

- For sustainable WASH service provision, there is need to build capacity of the staff both in government and NGOs on best practices. In particular, through this training programme, exposure to WASH practices in Sweden opened up the thinking of the participants and helped them to adjust their way of planning, collaboration and coordination.
- Change is gradual, therefore this programme has been designed for four years going up to 2010. We have learnt the, whereas it is good to spread the participants across many organizations, it is important to be mindful of continuity within those organizations that have benefited already.
- Working relationships within the target organizations has improved, as these participants have become a connecting factor.
- We have also learnt that change sometimes is determined by the level of seniority of the participant hence our selection has been skewed to applicants' role in the organization.

#### Challenges

The success of the programme has not encountered significant challenges. However, some of the minor challenges included;

Transfer of participants from one duty station to another affected their level engagement with other team members.

WASH sector actors in urban encounter challenges of poor planning while trying to provide the services. This significantly affected the level of change that some participants anticipated which of course meant that the approach in such settlements had to be adopted to the context.

#### Recommendations

- WASH actors in Both Kampala and Mbale (Eastern) should watch out for the next call of participants for 2019 so that they can stand a chance to be selected.
- Capacity building (training) of the WASH sector actors is key hence other organisations are equally encouraged to adopt this approach.

## **WATERAID UGANDA**

### **WATER SOURCE MAINTENANCE SERVICES IN RURAL COMMUNITIES (O&M THROUGH PPP)**

WaterAid in partnership with Niras, a private sector firm is implementing a four year capacity building program, the Advanced International Training Programme (ITP), focused on improving the planning and implementation of sustainable urban water and sanitation services, more especially for the poor people. The ITP aims to build participants' knowledge and provides them with exchange program opportunities to broaden their perspective on water, sanitation and hygiene provision in urban areas to become change agents for the desired organizational and service delivery changes. The targeted participants are professionals in water and sanitation service delivery in Kampala and Mbale/Eastern Uganda. World leading experts and experienced practitioners offer the training, mentorship, and exchange programs. For the participants, learning and application is through networking, interaction and field trips.

This year, a total of twelve professionals and experts were chosen from National Water and Sewerage cooperation, Ministry of Water and Environment, Community Integrated Initiative (CIDI), Water for People and Namutumba town council for the program (ITP) to enhance implementation of Sustainable Urban Water and Sanitation (SUWAS), in Kampala city and Mbale city in Eastern Uganda.

Participants were trained to critically analyze three pillars; Equity and Inclusion in governance and infrastructure; Sustainability in technology and practices; and Integration – in approaches and in collaboration across sectors. Equity and inclusion looks at policies, standards, decision-making processes, finance and gender for systems

and service provision for all citizens, including those of marginalized groups. Sustainability in technology and practices considers appropriate solutions, approaches, practices and technology that can contribute to more sustainable service provision over time, as use and reuse of water, improved approaches towards non-revenue water and asset-management, innovative sanitation solutions and new methods of improving hygiene practices. Integrated approaches take a deeper analysis of policy, planning and service provision, more holistic urban development, managing conflicting goals, and how to increase synergies across sectors spurring collaboration and new ways of working within and between organizations.

David Fred Kisolo Makanya of Ministry of Water and Environment WSDFE, said, “The program has led to inclusive and participatory planning which has led to quarterly review meetings for WASH implementers. We notice more coordination within the sector and harmonized tools for hygiene and sanitation studies for towns have been developed.”

This could be attributed to the learning meetings conducted with staff of various units resulting in accurate and reliable information on functionality, management and water quality for piped water supply systems. Private sector collaboration has also been enhanced.

Notable progress has been made during the one year. Although participants were occasionally transferred from one duty station to another, plans were adhered to because the program emphasized capacity building of staff, both within the public sector and civil society. Participants were encouraged to plan, collaborate and coordinate, and from the onset, many were drawn from the level of seniority so they can influence decision making and ensure changes in the organization.

Capacity building is a continuous process and more WASH actors within Kampala and Mbale will be considered to participate in the 2019 intake of the ITP.

## IRC UGANDA

### CAPACITY BUILDING FOR CIVIL SOCIETY ORGANIZATIONS - REFLECTIONS FROM THE WATERSHED UGANDA WORK PACKAGE

Civil Society organizations are involved in advocacy and lobbying at policy and practical program levels. These engagements are usually linked to increased investments to achieve universal coverage in WASH (SDG 6), upholding the human right to water and sanitation and integrated water resource management. At National level, CSOs advocate for changes in WASH policies, practices and discourse to represent voices and perspectives of citizens. They avail critical evidence and mobilize stakeholders for engagement and hold governments and local authorities accountable to apply policies and regulations. At the local level, CSOs mobilize communities to claim their water and sanitation rights and to participate in decision-making. Yet, Civil Society Organisations, have limited capacity to effectively engage and participate in dialogue and dissent about WASH and water security issues.

The Watershed programme strengthened the capacity of CSOs and equipped them with knowledge and skills specifically on informal policy processes within Uganda, district level governance planning and resource allocation processes, issue analysis including stakeholder, power and influence mapping and selection of target audiences, delivery platforms and design of approaches and information products.

The Watershed Programme is a five year (2016-2020) strategic partnership between the Dutch Ministry of Foreign Affairs and IRC, Simavi, Wetlands International and Akvo. At country level, the Watershed Programme is implemented in partnership with HEWASA, JESE and UWASNET. The partnership aims to deliver improvements in the governance and management of water, sanitation and hygiene services as well as of the water resources on which they draw (and to which they return). Watershed through its local partners, is investing in strengthening the capacity of CSOs to engage and participate in dialogue and dissent about WASH governance and policy. To this end, the partnership will assess, develop and implement a suite of tools and approaches for building CSO capacity for evidence-based lobbying and advocacy. CSOs should be able to lobby and advocate towards government and other WASH duty-bearers. This will lead to measurable improvements in the quality and sustainability of WASH services in Uganda.

The organizations that participated in the training are greatly involved in the WASH and IWRM sectors. The CSOs, Joint Effort to Save the Environment (JESE), Health Through Water and Sanitation (HEWASA) and Uganda Water



and Sanitation NGO Network (UWASNET) attended while at community level, participation was by Community Based Organizations (CBOs) selected with the help of the Community Development Officer (CDO)

At the end of the training, participants developed practical institutional plans for WASH/IWRM integration. The Albert water management Zone for instance got feedback for completion of the Semiliki catchment management plan. Participants undertook a capacity self-assessment resulting in development of targeted action plans, and there was general consensus that capacity building (knowledge and skills development) needs to be continuous. It is anticipated that CSO capacity building will result into improved governance for WASH and IWRM so that all citizens, including the most marginalized benefit from sustainable WASH services. Involving CSO staff at different levels of institutional hierarchy widened the information base and helped identify capacity gaps. The assessment further reiterated the differing capacity gaps and resources within individual organizations including government entities calling for different/contextualized capacity development interventions. . It is hoped that continued CSO collaboration with the MWE will enhance synergies and learning for improved service delivery.

There is need for innovative forms of capacity building aside from the traditional workshop setting as well as active and consistent monitoring of CSOs and CBOs to ensure sustained application of knowledge and skills acquired. Capacity enhancement is a gradual process that involves consistent engagement; therefore continued interaction with WASH/IWRM CSOs and CBOs will enhance efforts towards integration of WASH and IWRM in their programming.



*UWASNET Member Organisations representatives during group discussions to inform the new data collection tool for the NGO Performance Report. The data collection tool was revised to incorporate indicators under SDG 6 and align it to the new Sector Performance Monitoring Framework (SPMF). This activity was supported under the Watershed programme with support from IRC Uganda. Photo: UWASNET*

## 3.9 Lobbying & Advocacy

### 3.9.1 Overview

NGOs continued their advocacy and lobbying role in the sector to support and promote good governance, ensure equity and inclusion, increased awareness on sector related policies and generally sustainable WASH service delivery. Dialogue and awareness creation sessions were held on a broad range of topics including budget tracking, O&M, equity and inclusion in water supply, hygiene and sanitation improvements, WASH in IWRM, catchment-based IWRM, wetland protection, budgeting and account, and HIV/AIDS.

### 3.9.2 Activities for FY2017/18

Several events as detailed in table 3-13 below were held in communities and with stakeholders involved in service delivery in NGO areas of operation.

*Table 3-13: Advocacy and Lobbying events and beneficiaries*

Thematic area	No of Events		Beneficiaries		
	Awareness	Dialogue	Male	Female	Total
Water Supply	136	178	8879	9465	18848
Sanitation and Hygiene	543	387	33865	36738	76371
IWRM	65	48	28016	23938	51984
Water for Production	8	0	276	247	523
Policy	40	8	1445	1242	2687
Gender	205	278	1145	1312	2457
Equity	93	81	573	875	1448
HIV/AIDs	108	55	1893	2159	4052
Good Governance	117	39	1926	1943	3879
<b>Total</b>	<b>1315</b>	<b>1074</b>	<b>78018</b>	<b>77919</b>	<b>162168</b>

As part of the dialogue, NGOs advocated for good governance particularly in respect to proper management of funds by management communities, participation and accountability of all duty bearers. The good governance assessment framework was introduced in some areas. The sustainability agenda was enhanced through advocacy sessions on promotion of willingness and ability to pay O&M user fees, by-law formation on natural resources management and latrine for every household.<sup>3</sup>

<sup>3</sup> Total beneficiary figure is not harmonized with gender disaggregated data due to incomplete records.



## SECTION 4

# **Strengthening coordination and partnerships between NGOs and other sector stakeholders**

## 4.1 Status of implementation

NGOs continue to report the collaboration registered in FY2016/17 and prior years. Formalized collaboration arrangements in the form of Memorandum of Understanding (MoUs) and partnership agreements exist for most of the NGOs. MoUs are the most widely used instrument and largely with District Local Governments (DLG) in the districts of operation. Major NGO collaboration partners include District Local Government, NGOs, Central Government and Private Sector as detailed in table 4-1. Collaboration with these partners is majorly on aspects of planning and implementation of WASH activities, and IWRM.

*Table 4-1: Summary of collaboration arrangements*

Type of Collaboration Instrument	Number of NGOs	Key Collaboration Partners	Frequency
MoU	39	DLG	38
Partnership	12	Civil Society Organization	37
MoU & Partnership	5	Central Government	16
Other	1	Private Sector	8
None	8	Institutions	5
		NWSC	1

The collaboration is further reiterated by 11 NGOs that reported that their budgets is included with up to 100% in the district budgets NGO in their areas of operation. For example, Divine Waters Uganda and Caritas Gulu Archdiocese, both operating in the Lango and Acholi region, reported 100% while ACORD, International Lifeline Fund, Union of Community Development Volunteers reported more than 70% of their budget being reflected in district budgets.

### 4.1.1 Major aims/topics of the collaborative arrangements

Collaboration by NGOs is aimed at improving service delivery and leveraging resources within and among the collaborating partners. District Local Governments are the largest partner, collaborating with NGOs for synergy in WASH service delivery including joint planning of WASH interventions, NGO operational areas and providing technical expertise during implementation. The reported collaborative arrangements with central government include the Water Management Zones (WMZs) for IWRM interventions, while partnerships reported mainly relate to project implementation. Private sector collaboration is for provision of specialized services including contractors, consultants and suppliers. Collaboration between NGOs is also high and several MOUs and partnerships for project implementation were reported. For example, SNV has MoUs and partnership agreements with several NGOs for the implementation of its Sustainable Sanitation & Hygiene for All Results (SSH4A) project.

### 4.1.2 Coordination with other stakeholders

Nearly all NGOs reported some level of stakeholder engagement, most of which is with communities and the nature of engagement is mainly through meetings (see table 4-2). On average each reporting NGO engages with other stakeholders on the different topics at least once a year. Collaboration on Research & Development is fairly limited with a maximum of five engagements made, similarly with Parliament possibly linked to the limited agenda for engagement and the fairly political atmosphere that has characterized the country for most of the year.



*Table 4-2: Number of meetings held by category*

Category	Average	Maximum
Planning	8	38
Sector	4	51
Regional Level by WASH Actors	2	22
UWASNET Thematic Working Group	1	12
Research & Development with Tertiary Institutions	1	5
Private Sector Involvement	2	25
MWE Regional Structures	3	16
Parliament Engagement	1	3
Community Engagement	88	1580

The frequent attendance and high number of NGOs engagement in sector related and planning meetings demonstrates good coordination with stakeholders and further affirms the above-mentioned collaborative arrangements plus the intended objective of coordinated and good service delivery. Attendance of UWASNET Thematic Working Groups' meetings was dismal, with 90% of reporting members rarely attending. Similar performance was registered on engagements with Ministry of Water and Environment (MWE) regional structures and attendance of regional level meetings organized by WASH actors. However, more than half of the reporting NGOs are involved with coordination at regional level (see table 4-3).

*Table 4-3: Record of NGO attendance of meetings FY2017/18*

Number of NGOs reporting meetings related to:	Meeting Frequency (Range)				Total
	1 - 5	6 - 10	11 - 20	>20	
Planning	28	8	10	7	<b>53</b>
Sector	9	37	13	1	<b>60</b>
Regional Level by WASH Actors	37	5	1	0	<b>43</b>
UWASNET Thematic Working Group	27	2	1	0	<b>30</b>
Research & Development with Tertiary Institutions	18	0	0	0	<b>18</b>
Private Sector Involvement	21	2	2	1	<b>26</b>
MWE Regional Structures	36	6	4	0	<b>46</b>
Parliament Engagement	14	0	0	0	<b>14</b>
Community Engagement	8	3	13	18	<b>42</b>

### 4.1.3 Case studies – Collaboration

## SNV

### PARTNERSHIPS IN RESULTS BASED FINANCING PROJECT DELIVERY - EVOLVING ROLES IN IMPLEMENTATION AND PARTNERSHIP MODALITIES

The SDG call for cooperation and collaboration towards achievement of the progress cannot be over emphasized. SNV fosters partnerships in the implementation of projects by collaborating with districts and local NGOs or CBOs. This write up briefly shares the evolution in roles towards creating sustainable results for the SSH4A project that ended in March 2018. We also share the implementation experiences on results based financing and how it shaped the partnerships with CBOs, NGOs and districts.

DFID funded the results based challenge project to SNV to contribute to over 2 million people gaining access to sanitation by December 2015. This was to improve the trends which revealed that many countries were off track towards halving the number of people without access to sanitation MDG. The SSH4A project is an 8 country project including Uganda. Uganda targeted to have 330,000 people gaining access to sanitation by December 2015 and this was achieved by working in partnership with local NGOs, CBOs and districts.

SNV's sustainable sanitation and hygiene for all (SSH4A) approach which integrates four components: 1) sanitation demand creation, including triggering and follow-up; 2) strengthening sanitation supply chains and supply chain development; 3) hygiene and sanitation behavioral change communication; and 4) improving WASH governance and multi-stakeholder sector development. The project includes capacity building components related to these fields, and in performance monitoring, learning and dissemination of results on a national level. The approach seeks to amplify the voice of the vulnerable groups which include persons with disabilities and women. The project implementation in Uganda has provided sector learning in relation to application of online monitoring tools towards assessing progress to gain access for the first time and also track household sanitary changes over time. This can be adapted to the various implementation contexts to suit the needs and issues identified.

The SSH4A project in Uganda was implemented in 15 districts of Arua, Koboko, Maracha, Yumbe, Moyo, Zombo and Nebbi from the WNR; Kasese, Kyenjojo, Bundibugyo, Kabarole, Kamwenge, Kyegegwa, Kibaale and Mubende. In the WNR the project intervened sub county wide covering 50% of the entire district while in the Rwenzori region this was targeting selected sub counties depending on the guidance from the district local authority.

For each district, partners were recommended by the districts prior to engagement into the project partnership with SNV. For the scope assignment, each partner was tasked to work in an entire sub county on the designate interventions.

Results based financing pre conditions require that a service provider agrees to results with the funder upon which once confirmed to be delivered; there is compensation for the agreed price/ amount. Similarly, SNV entered into this RBF project with DFID; where SNV pre financed implementation activities to realize results which were independently verified prior to DFID effecting payment.

A schedule of deliverables were agreed over the 4 year period to inform the payments from DFID and a consortium of independent verifiers nominated to ensure each country results are verified before payments are done by DFID.

RBF being a new approach in financing for WASH implementation; SNV Uganda started the implementation based on a capacity building and peer learning approach. This included inception processes where the objectives and critical success factors alongside the associated risks are discussed and partners understand the implications. The implementation was punctuated with learning meetings and reflection to ensure partners' are supported in the course of results creation.

Initially was the need to train on demand creation approaches, appreciating the supply chain needs by the households and also changing the hygiene promotion approaches. Introduction to concepts such as Behavioral change communication understanding the facilitation roles against the lecture approach and individually introspecting to identify barrier to effective demand creation was done.

To ensure that the local governments steered these interventions, annual reflections on the MOU agreements was done coupled with the dissemination of the results from the surveys conducted annually.

The phasing duration lasted an average of 9 months to enable the surveys reveal weak areas and inform the next terms of reference for the partnership. Similarly, the scale of interventions was done at 1 Sub County per partner

to enable implementing teams build and renew their capacity for results achievement. Over the period 2014 to 2018 the partnership with the implementing organizations evolved.

The phase I (baseline) engagement was based on daily rates paid out to the partners, the reports submitted without any forms of verification and results validation were used for determining payment. At the end of the period the organizations prepared reports and submitted field returns which was a baseline for implementation. All organizations received 100% of their contract values.

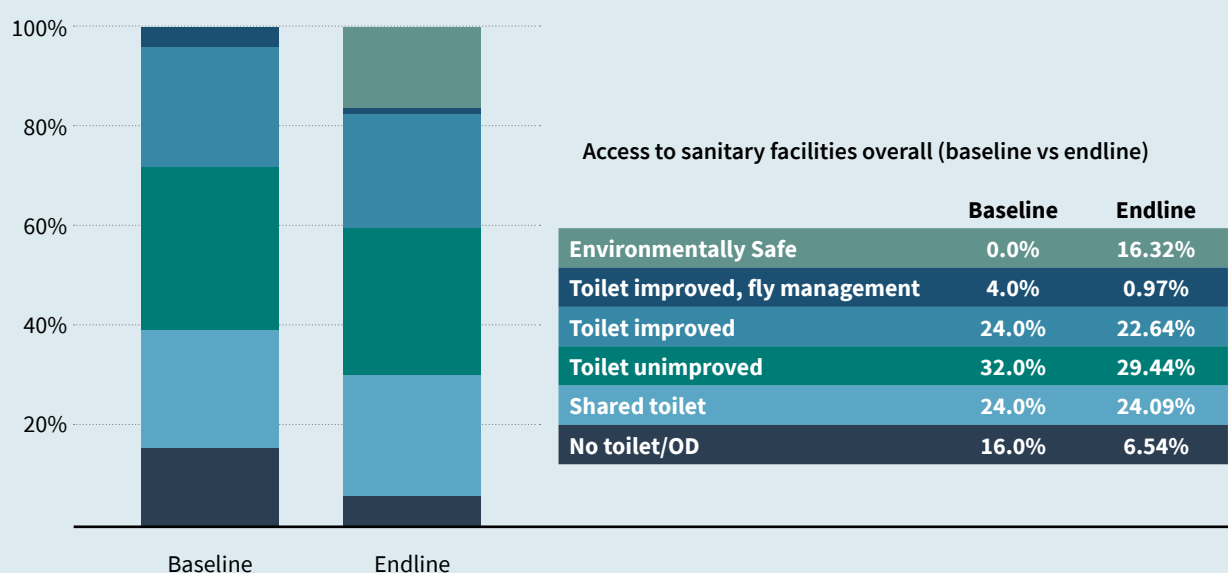
The Phase II was towards creating demand using the concepts from the trainings delivered. During the reflection meeting, the approach of payments based on rates was challenged due to the variations in villages and parish numbers. Therefore, the contracting reflected the scope variations into the contract value. This was to ensure that partners reached all the villages that they had conducted the baselines and trigger for demand and follow up towards ODF claims. Once again, all partners received their 100% contract values albeit the fact that not all results were delivered.

In phase III of implementation, the project introduced online monitoring whereby the baseline was done using an open source platform ODK to register the households' status and therefore enable monitoring progress. This would again form the basis of progress and payment. Two scenarios emerged; payment based on effort (activities delivered) and by results created whichever is greater. Under this some organizations received 100% while others received commensurate to their results or effort.

Under phase IV of implementation; the contract values were revised to reflect the management fees and outright show the staff costs and activity costs separately. The bulk of change was already created at the households therefore the project focused on strengthening the institutional capacities. With this change in implementation roles, staff costs became important as the need for full time deployment reduced. The local structures did the field work while the partners strengthened their capacities to deliver the results.

An additional phase coded X was also implemented with an objective to make up results where partnerships had been terminated along the various phases and these required a different terms of reference depending on the context. Similar contracting modalities were applied.

## Results



## Lessons learnt

Partnerships were previously based on mutual 'TRUST' therefore the entities were used to presenting reports which explain the deviations from the intended results. The payment based on results modalities tested how much this trust gets translated into practice thus checked the values within the partnership.

The changes in the contracting modalities saw a change in the attitudes of the management at the various

organizations including SNV. Working with the online tools for the baseline and monitoring progress reduced the hurdles of non-compliance to the quality of results agreed. The major changes were in the inclination to reevaluate the effectiveness of the activities field teams execute.

Resource allocation from the contract and the context needs at field level was based on the results and data from the dashboard. This situation opened up room for transparency in the work done by the field teams, their management and the line advisor.

Implementing in phases allowed the partnership to grow beyond sanitation and hygiene to institutional structure reviews. In many cases the accounting officers reviewed the work delivered by their remotely located teams and therefore supported them better

Changes within some organizations to adopt online monitoring for their own entities across other projects beyond SSH4A was reported. What we also learnt is that project discussions were based on field updates thus needed to be done timely

### Challenges faced

Some partners did not cover the entire locations at baseline thereby introducing need to update status of new households not reflected in the baseline. This distorted the overall results matrix and trends.

Due to variances in the organizational maturity, some entities did not have capacity to align funds flow with implementation to enable them deliver the results timely. Therefore even when the staff salaries were paid, redundancy at the start of the phase led to pressure at the end of the period. Even if the results were on ground, the time to reflect them in the system was exhausted.

### Recommendations

The evolution of contracting modalities is necessary to match the changes in the results overtime. When designing sanitation and hygiene projects it is important to realize that the skills on board change through the life of execution. With the current education system rarely do we find demand creation facilitators that are equally strong on supply chain and financing knowledge. This calls for recognizing that partnerships to jointly address community needs are a MUST.

Monitoring implementation and verification of results once agreed within a partnership eases challenge related to basis of compensation. Negotiating the payment modalities is a very important and healthy attribute to keep the relationships. This calls for a need to balance the need for funds and the ability by an entity to deliver on the commitments.

Once the timelines for delivering mass results have been met; the roles between the partner organizations and the local existing structures need to change. With the later providing more of the oversight to sustain the created results/ changes.

# LIFE WATER INTERNATIONAL

## THE VISION OF A HEALTHY VILLAGE (VHV) STRATEGY - PATH TO FAST TRACK IMPROVED WASH SERVICE DELIVERY THROUGH COLLABORATION

The CSO Lifewater International promotes the Vision of a Healthy Village (VHV) approach in the districts of Kaliro and Mayuge in eastern Uganda, and Kakumiro in mid-western Uganda. VHV promotes holistic stakeholder participation in the different aspects of the WASH programs and improves sanitation and hygiene at household, community and school levels, leading to healthy homes, healthy communities and healthy schools. This approach creates a sense of shared ownership - because everyone in the community is expected to be involved, it builds in the element of sustainability.

The VHV strategy targets sustainable water supply and sanitation, attainment of Open Defecation Free (ODF) environments at household, community and school levels. Sector guidelines on capital contributions and Operation and Maintenance for both new and existing water points are followed. Communities and households are encouraged to take ownership and create WASH changes towards the desired benefits of healthy homes, healthy schools, functional water committees, and healthy communities.

Community as part of village triggering exercise

As part of the benefits the Lifewater supported the communities improve the water supply and sanitation situation - 41 new boreholes and 37 rehabilitated, constructed 19 and rehabilitated 5 drainable latrines in schools, and installed over 15 RWH tanks at schools. The approach creates a sense of community ownership, as has been witnessed with the new water facilities and management structures. Schools are cost sharing towards construction of WASH facilities and sustainability plans to have been put in place to take care of O&M issues including operating bank accounts for O&M funds that are set up before drilling commences. WASH Clubs have been formed in schools so information is easily shared with all the children.

The organizations that participated in the training are greatly involved in the WASH and IWRM sectors. The CSOs, Joint Effort to Save the Environment (JESE), Health Through Water and Sanitation (HEWASA) and Uganda Water and Sanitation NGO Network (UWASNET) attended while at community level, participation was by Community Based Organizations (CBOs) selected with the help of the Community Development Officer (CDO)

The well-equipped local community structures like water committees, WASH Facilitators / VHTs and school water and sanitation committees were ready to continue implementing the VHV strategy. The AKVO online monitoring system that provides on spot data capture, reporting and progress monitoring using android phones was also adopted to support O&M response. The VHV highlights the benefits of Collaboration towards improved WASH service delivery.





## SECTION 5

### Cross-cutting issues

## 5.1 Gender

NGO activities reported allude to gender mainstreaming/targeting as evidenced by the gender disaggregated reporting on beneficiaries for example for training events and other stakeholder engagements. However, the collection of disaggregated data on gender during activities needs to be stressed further and become a routine for NGOs. Further, statistics on school sanitation indicate separate stances for males, females and disabled user categories as earlier detailed in table 4-4.

Gender was also a key thematic area for the advocacy and lobbying events undertaken, these reaching out to 2,457 people of which 50.5% were female. These advocacy events focused on several topics including control and prevention of gender based violence, increasing women participation in management positions on WASH committees and in local leadership.

## 5.2 Equity

NGOs continued to prioritize equitable service provision in their operations. Interventions are geographically spread across the country and to communities with the least coverage figures for example in northern Uganda. As with gender, equity is a key advocacy agenda and during the year, 174 events relating to equity and inclusive WASH service delivery were undertaken that reached out to 2457 people. The focus is further reiterated by the specific interventions to provide water and sanitation services to persons with special needs as reported under the section on WASH for refugees, these included specific drainable VIP toilets for person with special needs, child friendly latrines and modifications of boreholes to suit persons with disability. The increased collaboration with districts reflected by MoUs is anticipated to result in improved equity of service provision. In addition, NGO interventions in fishing communities including Voluntary Action for Development (VAD) in Zzinga and Kituufu islands further illustrate the efforts to prioritize equitable service provision as fishing communities in Uganda are often characterized by low access levels safe water and poor sanitation.

## 5.3 HIV/AIDS

NGOs acknowledge the close link and inter-relationship between HIV/AIDS and WASH as illustrated from the reported training and advocacy events. These events included awareness on patient's rights and prevention and control of HIV/AIDS as well as advocating for inclusion of persons living with HIV/AIDS in the beneficiary selection criteria. The community sensitization on HIV/AIDS has increased awareness on these linkages, in particular, contributions to improved home based care and hygiene as well as related infections. The improved access to water supply is anticipated to contribute to reduction of walking distances and thus associated vulnerability of women and the girl child to HIV/AIDS through rape and/ or compromised situations.

## Case Studies - Cross-cutting issues

### RWIDF - RUKUNGIRI WOMEN INTEGRATED DEVELOPMENT FOUNDATION

#### AN EVALUATION OF EMPOWERMENT POLICIES FOR PEOPLE WITH DISABILITIES (PWD'S) IN WASH

Equality and empowerment policies implemented by the civil society organizations greatly influence the involvement of disabled and marginalized people in the development and transformation process especially WASH activities. The ability of nongovernmental organizations to place these ideologies at the heart of all project activities, promoting the active participation and inclusion of all individuals and taking into account accessibility, and gender to achieve sustainable and lasting impacts is significant.

This study is important in evaluating the design and implementation of regulatory policy, against the achievement of strategic regulatory objectives on whether organizations involve and do consider disabled and marginalized people in implementation of WASH activities.

The approach was undertaken through carrying out a look back exercise aimed at evaluating whether PWD's had been involved in RWIDF's previous projects. Questionnaires were designed and distributed to a sample of communities that had benefited from RWIDF's projects. The target people were direct beneficiaries of our projects.

The approach creates an inclusive environment where everyone in the community has a role to play in the WASH sector which contributes to better service delivery.

#### Lessons learnt

Disabled people have had diverse reactions to their exclusion, partly because many Non-Governmental Organizations in Western Uganda disregard the essential argument upon which new and innovative suitable policies of social inclusion and innovation should be implemented. Exclusion faced by people with disabilities presents both a major argument and strategic opportunity to promote an accessible and inclusive disability policy design in our work.

#### Challenges

- Lack of enough funds to implement the project

#### Recommendations

- Major mechanisms should be adopted by organizations to ensure close and active consultation with persons with disabilities in decision making processes

### VAD - VOLUNTARY ACTION FOR DEVELOPMENT

#### A RIGHT TO SAFE WATER AND EFFECTIVE SANITATION AT LAST!

The communities on Bussi Island, Wakiso district for long suffered from lack of access to clean safe water and effective sanitation. Bussi Island is one of the hard to reach islands yet it has close to 9000 people in the fishing communities of Zzinga and Kituufu.

In 2017, Voluntary Action for Development (VAD) in partnership with All We Can –UK, constructed improved clean safe water sources and sanitation facilities at both community and at Bishop Kawuuma primary school. Prior to the construction, drinking water was obtained directly from the lake, open defecation was practiced and sanitation was very poor. Cholera outbreaks were common on the island.

With the initial construction complete, there was need to raise awareness on challenges of open defecation and drinking unsafe water. VAD adopted the CLT approach. More sanitation facilities, including facilities appropriate

for the elderly, People with Disabilities and People Living with HIV/AIDS were put in place. Mr. Kiranda a forty four year old resident of Busi experienced the change and says, “For years, Zzinga Island has been suffering with problems related to lack of safe and clean water. We did not have good hygiene practices. Both humans and animals used the lake for everything. Fishermen would also use the same water for ‘latrine.’”

Through various interventions by VAD, the number of water, hygiene and sanitation facilities was increased. With the communities educated about the importance of using the sanitation facilities, attitudes and behavior changed, and the Zzinga community realized many positive changes. School attendance especially for the girl-child increased, and more children spent more time at school reading since they did not have to go to distant water sources. Most importantly, there was significant reduction in prevalence of common diseases (diarrhea, typhoid, dysentery, cholera, skin infection) caused by drinking dirty unsafe water and living in a poor sanitation and hygiene environment.



*(Above ) Mr Kiranda; (Below) - Latrine committee members who were trained in maintenance. Photos: VAD*

Mr. Kiranda explains that children are now safe, “Before, children would drown as they went to the lake to collect water. With the new water sources, children do not have to go back to the lake. We will strive to maintain the best practices because as you know fishermen move on, new community members come. We have to constantly train everyone.”

Zzinga as an island also presents several challenges to WASH service delivery and sustainability; the high water table and loose soils make Latrine construction very difficult, Termites are another hazard to new constructions involving wood and destruction of existing structures posing a security risk to families. At household level, tippy taps, dish racks and bath shelters cannot be constructed due to lack of local materials due to the scarcity of locally available materials to set up recommended hygiene and sanitation structures. This affects the replication of best hygiene behaviors and practices. It takes concerted efforts from all leaders, including the Political leaders to reinforce the best practices.

To address some of the challenges VAD is experiencing, there is need for concerted efforts to share best practice in working with transient and fishing village communities as well as appropriate latrine technologies. The sector has existing guidelines for toilets and several players including CSOs involved in working in similar contexts and construction of appropriate toilets, which requires wider promotion and possibly development of sector-wide standard technology and software standards.







## SECTION 6

### **Challenges and key recommendations**



## Sector Financing

NGO investment has continued to grow and there are key synergies that can be leveraged given the convergence of areas of operation and the need to invest in higher levels of service to attain SDG targets and the different capabilities of individual NGOs. Continued advocacy around collaboration, knowledge management and district wide planning should be key sector agenda and an area of focus for UWASNET.

There is sufficient evidence to support the need for increased financing to the sector, however, the inflows do not match the requirements. More advocacy on increased sector budget allocations is important, this needs to be supported by improved good governance for prudent use of resources.

## Water

NGOs continue to invest in shallow wells, this year a total of UGX 1.41 billion was invested in this technology, comprising of 181 new wells and the rehabilitation of 322 wells. However, the government has moved away from this technology given the associated challenges of low functionality and poor water quality and thus the continued health burden to communities. With the continued commitment to achieving SDG targets, NGOs should focus on investment in higher levels of service. Furthermore, NGO investment in shallow wells is not aligned with the SDG 6.1 commitments /requirements and current progress expected in the sector. Clear guidance on water supply development technologies is thus required to all sector actors. For NGOs this will also imply increased resource mobilization to invest in higher levels of service.

Significant investments in O&M of water supply infrastructure have been made by NGOs, some responding to the periodic maintenance requirements and others highlighting the possible failure of some technologies and management options. The O&M models for borehole systems, introduced this financial year by NGOs, have potential for replication to address some of these failures with due consideration of the Umbrella authority model for piped water systems.

There is need for guidance to all stakeholders on the sector position regarding O&M of rural water supplies drawing on persistent challenges of the CBMIS service delivery model and ongoing O&M work by different sector players. Similarly, the umbrella authority model for management of piped water systems in rural growth centers and small towns is still in its infancy after one year of operation. The progress on current performance should provide guidance to sector players on the envisaged contributions to sustainability of these systems and future sector direction particularly as more actors are engaged with provision of piped water supply systems in small towns and rural growth centers.

## Sanitation

Uganda continues to lag behind on the SDG sanitation targets, calling for increased efforts in faecal sludge management (FSM) to make achievement of the commitments to safely managed sanitation a reality. This calls for holistic interventions in strengthening the FSM chain including building capacity of sector actors on the management aspects as well as in the design and management of faecal sludge treatment facilities.

The CLTS approach has yielded significant success in contributing to sanitation improvement, especially in rural areas. Sector reflection on the direction and design of the CLTS approach may be required given the current subsidization of the approach and the apparent limitations of ODF sustainability post external intervention. Additionally, current NGO investment in basic sanitation is still heavy calling for additional interventions for progression towards safely managed sanitation if the commitments to SDG 6.2 on sanitation are to be met. This will also require knowledge transfer and skill development in appropriate sanitation options for difficult contexts such as landing sites, and coordinated efforts in school sanitation provision.

## WASH in Emergency

Proper O&M of infrastructure in refugee settlements is critical given their unique characteristics often requiring transition from emergency to normalized contexts. Currently, various management approaches for water supply infrastructure are implemented in refugee settlements, majority premised on fully subsidized supply. However, given that refugee resettlement in Uganda is of a permanent nature and the need for consistency with host com-

munities, the GoU is developing an O&M framework to define and harmonize WASH service delivery models and interventions. Furthermore, research by Action against Hunger recommends 4 different models that provide good input to defining feasible management models and their implementation. These proposed models are aligned towards payment for water services. Finalization of the O&M framework and facilitating its operationalization should be a priority for FY2018/19.

The settlements of intervention for most of the NGOs that reported are similar, calling for increased collaboration and synergies especially to leverage resources, expertise and to increase impact. The ongoing coordination platforms in refugee response work at sector and thematic area levels should be continued and strengthened, with UWASNET playing a critical role to coordinate NGOs through its regional coordinators.

## **Integrated Water Resources Management**

Ground water development is threatening the water resource base if not sustainably used. There is need for concerted efforts by the MWE to undertake water resources monitoring and dissemination of state of water resources reports to sector stakeholders, including providing advice and capacity development services related to investment in ground water development.

The current state of the environment, characterized by unsustainable land management practices and degraded ecosystems, reinforces the need for continued targeted integrated water resources management interventions. This will entail up-scaling ongoing catchment management planning efforts and dedicated efforts to implement catchment management plans and integrate them into district development and annual plans -also recognizing that districts are the principle entry and in most cases intervention points for NGO operations.

## **Water for Production**

The sector still falls short of the storage and irrigated land cover targets, requiring more investment in these areas. The increased NGO investment in water for production is a resource that needs to be adequately utilized. NGOs expertise in community engagement should be further harnessed for sustainability of infrastructure including development of agriculture value chain that is supported by water from this infrastructure. The increased NGO engagement to ensure adequate skilling in addition the alignment with the irrigation policy proposed that is in the offing.

## **Coordination**

The operating space of NGOs has several players requiring coordination to optimize the quality of service delivery and to avoid duplication. However, the competing demands of community engagements and time, coupled with the sometimes limited own financing to attend to these events may limit NGO collaboration with other stakeholders outside the beneficiary communities. Enhanced coordination of existing multi-stakeholder platforms at regional and district level could improve this. The UWASNET regional coordinators also have a huge role to play in fostering greater coordination between sector actors and NGOs.

## **Sector Performance Measurement**

It is acknowledged that use of the new sector performance indicators commenced during the reporting year (FY 17/18). Full operationalization will require harmonized reporting and data collection by all stakeholders. The MWE is best placed to spearhead and coordinate this activity through providing practical guidance on the calculation methodology for each indicator and updating the MWE management information system as appropriate. For NGOs, this will require modification of the data collection form and closer coordination by UWASNET to improve NGO reporting to the sector.

# ANNEX

*List of NGOs that reported in the FY 2017/18*

No.	Organization	District of Operation
1	Action Against Hunger (ACF)	Hoima, Adjumani, Yumbe, Arua, Kiryandongo
2	ADRA	Arua, Yumbe, Adjumani, Moyo
3	African Evangelistic Enterprise (AEE)	Kampala , Arua, Jinja, Hoima and Masaka
4	African Medical and Research Foundation (AMREF)	Kampala (Kawempe Division), Gulu, Kitgum, Pader, Agago, Amuru, Kabarole
5	Agency for Accelerated Regional Dev't (AFARD)	Nebbi, Pakwach. Zombo, Maracha, Arua, Yumbe, Moyo, Adjumani
6	Agency for Cooperation and Research Development (ACORD)	Mbarara, Isingiro, Kiruhura, Yumbe
7	AMICAALL Uganda Programme	As an association of Mayors, AMICAALL Operates in all the urban local governments
8	Appropriate Revival Initiative for Strategic Empowerment (ARISE)	Ntungamo
9	Brick by Brick Uganda	Kyotera, Rakai
10	Build Africa Uganda	Masindi, Kiryandongo, Buliisa, Oyam, Nwoya, Kumi, Ngora, Bukedea, Pallisa, Budaka, Kibuku
11	Busoga Trust	Jinja, Iganga, Luuka, Kamuli, Namutumba, Bugiri, Mayuge, Kaliro, Luwero, Nakasongola, Nakaseke
12	Butakoola Village Association for Development	Kayunga
13	Caritas - Gulu Diocese	Kitgum
14	Caritas Moroto	Moroto, Nakapiripirit, Napak, Amudat
15	Child Fund International	Mbale, Butaleja, Budaka, Sironko, Kibuku, Bulambuli, Busia, Masindi, Kiryandongo, Kampala, Wakiso, Kiboga, Luwero, Kyankwazi, Soroti, Serere, Katakwi, Kaberamaido, Amuria, Agago, Kitgum, Gulu, Apac, Dokolo, Kole, Lira, Jinja, Mayuge, Kamuli
16	Christian Engineers in Development (CED)	Kiruhura
17	Combined Efforts to Save Uganda (CESA-Uganda)	Luweero and Kayunga Wakiso
18	Community Integrated Development Initiatives (CIDI)	Kampala, Katakwi, Napak, Buliisa, Amuria, Hoima
19	Danish Refugee Council (DRC)	Arua, Yumbe, Kyegegwa, Moroto, Nakapiririt
20	Diocese of Kigezi Water and Sanitation Programme	Kabale, Rukiga, Rubanda
21	Divine Waters Uganda	Lira, Alebtong, Kole, Gulu
22	Drop in the Bucket	Lamwo
23	Emesco Development Foundation	Kibaale, Kakumiro, Kagadi
24	Environmental Alert	Kampala
25	Evidence Action	Mbale, Sironko, Manafwa, Palisa, Kibuku, Budaka, Namisindwa, Butaleja, Bugiri, Namutumba, Butebo
26	Fields Of Life	Amolatar and Tororo
27	Finance Trust Bank	Iganga, Bugiri, Kampala, Busia, Entebbe, Gomba, Ishaka, Jinja, Kabarole, Kalangala, Kamuli, Kawenge, Kapchorwa, Kayunga, Lugazi, Lwengo, Masaka, Mbale, Mbarara, Mukono, Paliisa, Soroti and Tororo districts
28	Fontes Foundation	Rubirizi, Bushenyi, Kasese
29	Global Aim	Moyo, Adjumani, Yumbe
30	Good Samaritan Community Development Program	Kisoro

No.	Organization	District of Operation
31	Health Through Water and Sanitation (HEWASA)	Kabarole, Bunyangabu, Kyenjojo, Kamwenge Kyegegwa, Ntoroko, Kasese, Masindi
32	International Aid Services (IAS)	Arua, Pader, Agago, Abim, Hoima
33	International Institute of Rural Re-Construction (IIRR)	Moroto, Napak, Nakapiripirit, Omoro, Gulu, Amuru, Lira, Kole, Amuria, Katakwi, Kasese, Agago, Dokolo, Nwoya
34	International Lifeline Fund (ILF)	Apac, Lira
35	International Union for Conservation of Nature (IUCN)	Lamwo, Lira, Otukey, Alebtong, Amuria, Agago, Bulambuli, Kapchorwa
36	International Water and Sanitation Centre (IRC)	Kabarole, Buyangabu
37	IsraAID Uganda	Gulu, Amuru, Pader, Nwoya, Omoro
38	Joint Effort To Save Environment (JESE)	Kamwenge, Kabarole, Bunyangabo, Agago
39	Kamuli Community Dev't Foundation (KACODEF)	Kaliro
40	Katosi Women Development Trust (KWDT)	Mukono
41	KYEMPAPU	Bukomasimbi, Wakiso, Masaka
42	Lifewater International	Kaliro, Mayuge
43	Link To Progress LTP	Lira, Oyam, Kole, Alebtong, Amuria, Otukey, Apac, Pader, Nwoya
44	Living Water International Uganda (LWI)	Ntungamo, Kiruhura, Ibanda
45	Mission4Water	Rukungiri
46	Mukono Multipurpose Youth Organisation (MUMYO)	Mukono
47	National Association for Women's Action in Development (NAWAD)	Wakiso, Mukono, Nwoya, Amuru, Kiruhura, Mbarara
48	North Kigezi & Kinkizi Diocese WATSAN Programme	Luweero, Kayunga, Wakiso
49	Organisation for Development & Solidarity	Teso
50	Partners for Community Health and Development Organisation	Adjumani, Alebtong, Amuria, Gulu, Katakwi, Kole, Lamwo, Nwoya, Oyam, Soroti, Lira
51	Pentecostal Assemblies of God - Planning and Development Secretariat KUMI (PAG/PDS, KUMI)	Kumi, Bukedea, Ngora
52	Plan International Uganda	Kamuli, Buyende, Lira, Tororo, Arua, Yumbe, Adjumani
53	Protos	Kabarole, Kamwenge
54	Rukungiri Women Integrated Development Foundation (RWIDF)	Rukungiri, Mitooma, Bushenyi
55	Rural Initiative for Community Empowerment (RICE-WESTNILE)	Arua, Maracha, Koboko
56	Samaritan's Purse International Relief	Napak, Moroto, Nakapiripirit, Kamwenge, Yumbe, Arua
57	SNV - Netherlands Development Organisation	Lira, Apac, Dokolo and Alebtong, Zombo, Pakwach, Mubende, Kakumiro, Kagadi, Kibaale, Kyenjojo, Kyegegwa
58	Soroti Catholic Diocese Integrated Dev't Orgn (SOCADIDO)	Amuria, Bukedea, Kaberamaido, Katakwi, Kumi, Ngora, Serere, Soroti
59	The Water Trust	Masindi, Kiryandongo
60	Twaweza	
61	Uganda Muslim Rural Development Association (UMURDA)	Bugiri, Namayingo, Mayuge Busia, Tororo, Butaleja, Mbale, Manafwa, Namisindwa, Bududa, Palisa, Kibuku, Sironko, Kapchorwa, Kwen, Mpigi, Bukwo



No.	Organization	District of Operation
62	Uganda Red Cross Society - Water Hygiene & Sanitation Development	Arua and Kyegegwa
63	Union of Community Development Volunteers	Kampala, Wakiso, Kamuli, Mpigi, Butambala, Gomba, Mityana, Masaka, Bukomansimbi, Kalungu, Lwengo, Rakai, Kyotera, Mukono, Buikwe, Jinja, Iganga, Namutumba, Budaka, Bududa, Mbale, Tororo, Palisa, Kibuku, Kabala, Rukiga
64	Voluntary Action For Development (VAD)	Wakiso, Amuria, Napak
65	Volunteer Efforts for Development Concern (VEDCO)	Mukono, Mubende, Luweero, Wakiso, Nakaseke and Nakasongola and Kayunga, Kamuli, Iganga, Luuka, Buyende, Gulu, Lira, Apac, Albetong, Kiryandongo, Gulu and Lamwo, (Lubirizi
66	Water For People Uganda	Kamwenge, Kole, Kitgum, Soroti, Kampala
67	Water Missions Uganda	Kamuli, Iganga, Luuka, Jinja, Buyende, Namayingo, Bugiri, Mayuge, Buikwe, Koboko, Kiryandongo, Yumbe, Adjumani, Namutumba, Kaliro
68	WaterAid Uganda	Napak, Nakapiripirit, Kampala
69	Welthungerhilfe	Moroto, Napak, Nakapiripirit, Katakwi, Amuria, Yumbe, Arua, Fort Portal
70	Whave Solutions Limited	Kotido, Kaabong, Kumi, Nakaseke and Kamuli
71	World Vision Uganda	Nakasongola, Buliisa, Kiboga, Hoima, Kibaale, Kakumiro, Mpigi, Rakai, Kamwenge, Bundibugyo, Buikwe, Bugiri, Busia, Tororo, Mbale, Butaleja, Soroti, Amuria, Oyam, Kole, Omoro, Gulu, Yumbe, Moyo, Arua
72	YES Busia	Busia
73	Uganda Rain Water Association (URWA)	All districts
74	Action for Rural Women Empowerment (ARUWE)	Kiboga, Kyakwanzi, Wakiso
75	Caritas - MADDO	Masaka, Rakai, Kalungu, Bukomansimbi
76	Centre for Governance and Economic Development (CEGED)	Arua, Yumbe, Nebbi, Moyo, Adjumani, Nwoya
77	Christ the King Health and Support Care Center	Buikwe
78	Community Empowerment and Rehabilitation Initiative for Development (CEDRID)	Koboko
79	Concern World Wide	Pader, Agago, Nakapiripirit, Moroto, Amudat, Napak, Amuria
80	HorizonT3000- Austrian Development Cooperation	Gulu, Amuru, Kitgum, Pader, Agago, Zombo, Rakai, Kampala, Mukono
81	International Rescue Council (IRC)	Adjumani and Kiryandongo districts
82	Save the Children	Moroto, Nakapiripirit, Kotido, Gulu, Arua, Adjumani, Kiryandongo, Yumbe, Kasese, Bundibugyo, Ntoroko, Kisoro, Kamwenge and Hoima, Luwero, Nakasongola, Nakaseke and Wakiso districts

*List of NGOs that did not report in the FY 2017/18*

Abarilela Community Dev't Organisation	Conservation & Dev't of Peoples' Initiative. (CODEPI)
Action for Slum Health and Development (ASHD)	Cooperation Internationale (COOPI)
Action Line for Development (ALFOD)	Development Foundation for Rural Areas
African Agency for Integrated Development (AAID)	Drink Local Drink Tap NGO
African Community Technical Service	Ecological Christian Organisation LTD (ECO)
African Human Resource Initiative Strategies(AHRIS)	Education Local Expertise Centre Uganda (ELECU)
Agency for Capacity Building	Efforts Intergrated Dev't Foundation (EINTEDEF)
Agency for Community and Development Welfare	Environmental Teachers' Association (ENVITA)
Agency for Intergrated Rural Development - AFIRD	Fairland Foundation
All Nation Christian Care (ANCC)	Faith Action Development Organisation - TESO
Alliance for Youth Achievement	Food for the Hungry Uganda
Allied Support for Rural Empowerment and Development	Former Seminarians Initiative For Development
Ankole Diocese	Foundation for Intergrated Rural Development (FIRD)
Apac Town Community Association	Foundation for Rural Development (FORUD)
Aqua fund International	Gabula Attude Women's Group
Arbeiter - Samariter - Bund	General Relief Services
Arua Rural Community Development (ARCOD)	Gisorororwa Twubake Association (GTA)
Association for Social Economic Development (ASED)	Grassland Foundation
Association of professional Women in Agric & Env't (ANPWAE)	Health Counterpart International
AVSI Foundation	Healthy Environment for All (HEFA)
Ayivu Youth Effort for Dev't (AYED)	Hinterlands Development Foundation
Bileafe Rural Development Association (BIRUDEAS)	Hope for Orphans - Kanungu
BIVA Foundation	Hope for Orphans & Women
Bororiet Tap Kaa Riwo	Hope for Youth Uganda
Buganda Cultural and Dev't Foundation (BUCADEF)	Institute for International Coperation and Development
Bukedea Development Foundation (BUDO)	Integrated Family Care Support Uganda
Buso Foundation	Integrated Family Development Initiative (IFDI)
Busoga Volunteers for Community Development	Integrated Rural Dev't Initiative (IRDI)
Buvuma Islands LV & Community Protection Association (BULVECPA)	Intergrated Health and Dev't Org (IHADO)
Bwindi Mgahinga Conservation Trust	Jinja Area Communities Federation
Canadian Physicains for Aid and Relief (CPAR)	Jinja Diocese Dev't Organisation (JIDDECO)
Care International Uganda	Joy Drilling Deliverance Church Uganda
Caritas - Arua Diocese	Kagadi Women and Dev't Association
Caritas - Lira	Kagando Rural Development Organization
Caritas Kasanaensis	Kamwokya Comm Health & Env'tal Prtn Assn (KACHEPA)
Caritas- Kasese	Kaproron Primary Health Care
Caritas- Kiyinda Mityana	Kaptombotmwo Multipurpose Group
Caritas Kotido	Karambi Action for Life and Development
Caritas Nebbi	Karamoja Agro-Pastoral Development Programme (KADP)
Catholic Relief Services (CRS)	Karamoja Diocese (CoU) Development Office
CESVI International	Kasanga CBHC Program Kasese
Child Care & Youth Empowerment Foundation	Kibale Youth And Women Development Agency
Christian Women and Youth Development Alliance (CWAY)	Kibuku Rural Dev't Initiative (KIRUDI)
Church of Uganda Teso Dioceses Planning and Development	Kirinda Youth Environment Management and Poverty Alleviation Uganda
Clear Water Initiative	Kisenyi 111 Community Workers Association (U) (KICHWA)
Community Development Action (CDA)	Kisomoro Tweyombeke Farmers Association
Community Empowerment for Rural Development (CEFORD)	Kisoro Foundation for Rural Development
Community Initiative for a Healthy Env't (CIHE)	Kitovu Mobile Aids Organisation
Community Initiative for the Emp't of Vulnerable People (CIVOFUP)	Knowledge Support and Research Centre
Community Rehabilitation & Empowerment Initiative (COREI)	Kokwech Agro Based Youth Project
Community Shelters Uganda	Kyakulumbye Development Foundation (KDF)
Compassion International Uganda Office	Kyera Farm Training Centre
	Kyetume CBHC Programme
	Kyosiga Community Christian Assn (KACCAD)
	Literacy Action and Dev't Agency (LADA)
	Livelihood Improvement Programme of Uganda (LIPRO - Uganda)
	Lodoi Development Fund

Lutheran World Federation (LWF)	(SSWARS)
Mariam Foundation Centre	TABITHA Global Care Uganda
Masiyompo Elgon Movement for Intergral Development	Temele Development Organisation
Mbarara District Farmers Association	Teso Env't Sanitation & Hygiene Improvement Initiative (TESHI)
Medicine Sans Frontieres Holland	The Environment and Community Dev't Organ(TECODO)
Moroto County Association for Development	Toro Development Agency
Mpolyabigere RC - Riced Center	Tororo District NGO Forum
Mt Elgon Christian Development Foundation	Two Wings Agro Forestry Network
Mubende Rural Development Association	Uganda Association for Social Economic Progress (USEP)
Multi Community Based Development Initiative	Uganda Cooperative Consultancy Firm (UCCF)
Nagongera Youth Development Programme (NAYODEP)	Uganda Domestic Sanitation Services (UGADOSS)
National Association for Professional Environmentalists (NAPE)	Uganda Japan Association (UJA)
Nature For Life Conservation Initiatives (NALCOI)	Uganda Resources Management Foundation (REMAFO)
Ndeeba Parish Youth Association (NPYA)	Uganda Society of Hidden Talents (HITS)
Needy Kids Yumbe	Water For Production Relief
Network for Holistic Community Development	Water School Uganda
Network for Water and Sanitation (NETWAS)	Wera Development Agency (WEDA)
Ngonge Development Foundation	West Nile Legal Initiative for Community Empowerment
Noah's Ark Children's Ministry Uganda (NACMU)	Women Alliance and Children Affairs
North Ankole Diocese Rainwater Harvest	Youth Alive
Nutricare International Limited	Youth Development Organisation (YODEO)
Off-Tu-Mission	Youth Initiative for Development Association (YIFODA)
Open Palm Coweser	Youth Social Work Association (YSA)
Orungo Youth Integrated Dev't Organisation	
Oxfam GB - Uganda	
Paidha Water and Sanitation Association (PWASA)	
Pakele Women's Association	
Pamo Volunteers	
Participatory Rural Dev't Organisation	
Partners for Children World Wide	
Partners in Community Transformation	
PRESAID Uganda	
Protection Association	
Rakai CBHP	
Rakai Counsellors' Association (RACA)	
Reach the Unreached Ministry	
Relief International Uganda	
Rotary Club Masaka	
Rukungiri Gender And Development Association(RUGADA)	
Rural Community Intergrated Dev't Assn (RUCIDA)	
Rural Community Strategy for Development (RUCOSDE)	
Rural Country Dev't Organisation (RUCODE)	
Rural Country Integrated Development Association	
Rural Gender and Development Association	
Rural Healthcare Foundation Uganda (RHCF - Uganda)	
Rural Welfare Improvement For Development	
Rwenzori African Development Foundation	
Rwenzori Youth Concern Association	
Safe Water Works Association	
Safer World International	
Save the Vulnerable & Orphaned Children Initiative	
Sole Intergrated Development Organisation	
Soroti Rural Development Agency (SORUDA)	
St James Kibbuse Foundation Kibale	
St Monica Women's Group Kaabon Mission	
Students Partnership Worldwide Uganda (SPWU)	
Sule Integrated Development Organisation	
Support Transformation Effort Programme	
Sustainable Sanitation and Water Renewal Systems	

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Since 2009, UWASNET has been presenting a detailed account of NGOs' work and contribution to the Ministry of Water and Environment, which is as well adopted in the Chapter 12 of the annual Sector Performance Report.

UWASNET takes this opportunity to highly appreciate this year's financial and technical support from its partners.

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 <p>A.C.O.R.D. Africa Centre for Open Research and Development Advancing Open Research and Development through Open Access and Open Science</p>	 <p>Evidence Action</p>	 <p>IRC Uganda</p>	 <p>IWaSP</p>
 <p>Supported by protos it all begins with water Belgium partner in development</p>			
 <p>SNV</p>	 <p>SOCADIDO</p>	 <p>USAID FROM THE AMERICAN PEOPLE</p>	 <p>WaterAid</p>
 <p>water for people</p>	 <p>water mission</p>	 <p>WASH ALLIANCE International Accelerating WASH</p>	 <p>World Vision</p>

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- WaterAid Uganda supporting UWASNET in strengthening its coordination structures to strengthen contribution of NGOs to sustainable WASH services and support the integration of SDG 6 indicators into the existing national level sector performance measurement framework.







Uganda Water and Sanitation NGO Network  
Plot 475M, Butabika Road, Luzira, Kampala  
P.O Box 33396, Kampala  
T: +256772617710  
E: [ngocoord@uwasnet.org](mailto:ngocoord@uwasnet.org)  
W: [www.uwasnet.org](http://www.uwasnet.org)

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