

IRC

Uganda

IRC Uganda: 2017-2021 Strategy

Building WASH Systems to deliver
the Sustainable Development Goals

Supporting water sanitation
and hygiene services for life



At IRC, we believe that turning on a working tap should not be a surprise or cause for celebration. We believe in a world where water, sanitation and hygiene services are fundamental utilities that everyone is able to take for granted. For good.

We face a complex challenge. Every year, thousands of projects within and beyond the WASH sector fail – the result of short-term targets and interventions, at the cost of long-term service solutions.

This leaves around a third of the world's poorest people without access to the most basic of human rights, and leads directly to economic, social and health problems on a global scale. IRC exists to continually challenge and shape the established practices of the WASH sector.

Through collaboration and the active application of our expertise, we work with governments, service providers and international organisations to deliver systems and services that are truly built to last.

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This document presents IRC Uganda's medium term strategic framework and theory of change for the years 2017 to 2021.

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Abbreviations

CSOs	Civil Society Organisations
DWO	District Water Officer
ENR	Environment and Natural Resources
HEWASA	Health Water and Sanitation
HOFOKAM	Hoima, Fortportal, Kasese Microfinance
IWRM	Integrated Water Resources Management
JESE	Joint Efforts to Save the Environment
MHM	Menstrual Hygiene Management
MWE	Ministry of Water and Environment
O&M	Operations and Maintenance
SDGs	Sustainable Development Goals
TSU	Technical Support Unit
UGX	Uganda Shillings
UWASNET	Uganda Water and Sanitation NGO Network
WA4C	WASH Agenda for Change
WASH	Water, Sanitation, Hygiene
WRM	Water Resources Management
WSDF-SW	Water and Sanitation Development Facility – South West

1 Introduction

This programme strategy has been prepared by IRC Uganda in consultation with key partners to guide the delivery of IRC programming in Uganda from 2017-2021. It sets out IRC Uganda's goals in relation to the IRC overall mission and goals contributing to the Sustainable Development Goals (SDGs). The IRC Strategic Framework and Theory of change 2017-2030 is primarily dedicated to achieving SDG Global Goal 6, and within this is focused on Targets 6.1, 6.2, and 6.3. IRC Uganda aligns these broad goals with the vision and priorities of the Government of Uganda.

This programme strategy was developed in line with the country's Second National Development Plan 2015/16-2019/20, which is the national framework for delivering the UN-SDG Goal 6¹ and Uganda's Vision 2040, and with a focus on constructing and extending piped and safe water supply and modern sanitation systems to all parts of the country. The goal of Second National Development Plan is to propel the country towards middle-income status by 2020 through strengthening the country's competitiveness for sustainable wealth creation, employment and inclusive growth.

The programme strategy aligns recommendations from IRC Uganda's 2012-2016 End-of-Programme Evaluation, builds on IRC Uganda's work and experiences from the various projects, especially the Triple-S Project, and draws on consultation from sector actors. External consultations included the Ministry of Water and Environment (specifically the following departments: Rural Water Supply and Sanitation, Technical Support Units 5 and 6, Albert Water Management Zone, and the Mid-Western

¹ UN (2014), WASH Post-2015: Proposed targets and indicators for drinking water, sanitation and hygiene



umbrella), Kabarole and Bunyangabu District Local Governments (District Water and Extension staff), WASH Agenda for Change partners (WaterAid and Water for People) and Civil Society (Uganda Water and Sanitation NGO Network (UWASNET).

1.1 THE CHALLENGE

Service delivery

Despite being considered the most developed WASH sector in sub-Saharan Africa, Uganda's coverage and quality of service delivery has stagnated over the last 10 years. Stagnation of service delivery is in

part due to population growth, but largely to poor maintenance. Over 10 million Ugandans still live without safe water; 65% are not practicing improved hygiene behaviour; and 8% of the total population practices open defecation.

Policy and institutional support

Policy prioritisation of sanitation and hygiene is low, as is the share of domestic financing, and institutional coordination of sanitation across sectors is plagued with the inadequate implementation of the Memorandum of Understanding between the Ministries of Health, Education and Sports, and Water and Environment.

BOX 1 THE INDICATORS FOR SDG 6

SDG 6 Clean water and sanitation

6.1 Water

For a **safely managed** drinking water service, people must use an improved source meeting three criteria:

- it should be accessible on premises,
- water should be available when needed, and
- the water supplied should be free from contamination.

If the improved source does not meet any one of these criteria but a round trip to collect water takes 30 minutes or less, then it will be classified as a **basic** drinking water service. If water collection from an improved source exceeds 30 minutes it will be categorised as a **limited** service. The JMP also differentiates populations using **unimproved** sources such as unprotected wells or springs, and populations drinking surface water collected directly from a river, dam, lake, stream or irrigation canal.

SDG 6.2.1 Sanitation

For **safely managed** sanitation services, people should use improved sanitation facilities, which are not shared with other households, and the excreta produced should either be:

- treated and disposed in situ,
- stored temporarily and then emptied and transported to treatment off-site, or
- transported through a sewer with wastewater and then treated off-site.

If the excreta from **improved** sanitation facilities are not safely managed, then people using those facilities will be classed as having a **basic** sanitation service. People using improved facilities, which are shared with other households, will be classified as having a **limited** service.

SDG 6.2.2 Hygiene

The presence of a handwashing facility with soap and water on premises has been identified as the priority indicator for global monitoring of hygiene. Households that have a handwashing facility with soap and water available on premises will meet the criteria for a **basic** hygiene facility. Households that have a facility but lack water or soap will be classified as having a **limited** facility, and distinguished from households that have **no facility** at all. In some cultures, ash, soil, sand or other materials are used as handwashing agents, but these are less effective than soap and are therefore counted as limited handwashing facilities.

Source: WHO/ UNICEF Joint Monitoring Programme

Life-cycle costing

Cheaper water source options such as springs and shallow wells are exhausted. The cost of technology options to extract water from deep wells, gravity flow and upgrading point sources into small-piped systems in Rural Growth Centers are comparatively more expensive. Access is affected by inadequate operation and maintenance (O&M) due to the high cost of production, repairs, expansion of the systems and high populations. More effective tools and approaches for quality assurance, appropriate financing mechanisms, meaningful private sector engagement, effective management systems and technological innovations are required to increase access to the hard to reach areas.

Finance

Sector budget support is declining sharply (DANIDA funding ends in June 2018 and will leave a funding gap of over UGX 15 billion (USD 4 million) and funding modalities are gradually changing from grants to loans using project modalities. Over the last five years, the sector budget has stagnated between 2.8% and 3% of the total national budget.

It is estimated that delivery of SDG 6 will require average annual funding of UGX7 trillion (USD 2 billion) over the next 13 years² or 6% of the national budget. In simple terms: **a doubling of current allocations is required for the sector to meet the targets for SDG 6**. Otherwise, critical areas of support include sector performance monitoring and reporting, coordination, capacity development and the facilitation of deconcentrated structures, sector reviews and costs for additional districts will remain unsupported.

Based on a building block analysis, the following table lists the main challenges of interest to IRC Uganda in the rural, urban and water resources management (WRM) sectors.

² Draft Final Report, Strategic Investment Plan for the Water and Environment Sector, Uganda (2018-2030)

Table 1 Building blocks and their respective challenges

Building Blocks	Challenges
Policy and legislation	Inadequate enforcement of district ordinances and sub-county by-laws Policy to spend 3% of total sector budget on water source protection not implemented Presidential directives for improving WASH and WRM not honoured
Institutions	Inadequate human resource capacity in the District Water Officers Inadequate and irregular support for service providers and Water Source Committees by district authorities
Planning and budgeting	Inadequate capacity at district level for long term planning, budgeting and implementation
Financing	Funding sources for Kabarole district Master Plan are yet to be defined Inadequate and declining sector funding with only 3% of national budget annually allocated to the WASH sector overall Weak local private sector unable to adequately invest in the provision of WASH services The district budget allocations can only provide technical support to less than 40% of service providers Uncertainty of funding and changes in CSO/NGO priorities cannot guarantee reliable NGO funding
Infrastructure development and management	Un-reliable O&M of WASH facilities The District Water and Sanitation Coordination Committee allocates only 15% to Capital maintenance In Kabarole district: <ul style="list-style-type: none"> • Asset ownership between service authorities and providers is not defined • An inventory on the physical state of WASH infrastructure does not include the current state of assets • The Water Source Inventory has not been updated in the last 3 years • Planning for Capital Maintenance of assets is based on estimates not current physical state • Lack of properly developed asset inventories and Asset Audit and Improvement mechanisms • Lack of an asset management policy and asset management guidelines • Lack of clarity of responsibilities and functions for those responsible for asset management in the districts
Monitoring	District data has not been consistently used to improve operational performance at the service provider level The District Water Officer has limited engagement with the data and is yet to develop performance improvement plans for service providers There are inconsistencies in the data at district and national level and some discrepancies between the findings from the service level assessment and the national data
Regulation	Lack of a developed regulation function/framework for the rural water sub-sector makes it difficult to enforce service delivery standards. No tariff regulations have been set for the rural water sector
Learning and adaptation	Existing learning and coordination platforms lack better coordination and alignment Outputs from the learning sessions not readily used for advocacy and policy influencing Inadequate funds for supporting learning platforms and follow-ups
Water resources management	Low prioritisation of water resources issues at all levels Pressure due to Climate Change and Climate Variability, and Catchment Degradation; Limited use of the Water Source Protection Guidelines for catchment management Only 36% ¹ of water point facilities deliver water that meets the sector standards for water quality.

³ Ministry of Water and Environment, Rural water service level assessment, 2016

1.2 EMERGING TRENDS

Regional water authorities

In Uganda, umbrella organisations are a common mechanism implemented to support O&M for water points. Umbrella organisations for Water Supply and Sanitation, which are (generally voluntary) associations of Water Supply and Sewerage Boards, and offer training, advice, support and services to members. In July 2017, six umbrella organisations were crowned to Regional Water Authorities, and mandated to operate and manage 492 small-piped water systems in small towns and Rural Growth Centers. These new Regional Water Authorities are established in regions where the National Water and Sewerage Corporation does not operate (specifically Karamoja, Eastern, Northern, South Western, Central and Mid-Western regions). However, the Regional Water Authorities will be challenged to deliver on their mandate without financial and business models, and human and institutional development support. Furthermore, the framework for effectively regulating the sub-sector is inadequate with challenges in many areas including contract management and compliance, performance monitoring and evaluation, water quality monitoring, assets and investment management, tariff setting and adjustments, and dispute resolution. A bill to establish a national water and sewerage regulatory authority was drafted but never tabled in Cabinet.

Sector performance monitoring working group

Sector performance monitoring has improved with the incorporation of water quality monitoring, good governance, human right to water and sanitation and climate change parameters. In 2016, a Sector performance monitoring framework with 42 sector performance indicators was developed and a Sector Performance Monitoring Working Group was established to oversee the implementation of the framework and develop the Strategic Sector Investment Plan (2018-2030).

1.3 OUR 2012-16 BUSINESS PLAN: LESSONS LEARNED

In part as a response to long-standing challenges, the IRC Business Plan 2012-2016 focused on the following core goals:

- Adoption by WASH sector of a service delivery approach
- Adoption by WASH sector of a strong learning and adaptive approach to service delivery
- Improved aid effectiveness (subsequently changed to strengthening the role of national and local government to lead the development of the WASH sector)
- Improved inter-sectoral dialogue and planning alignment

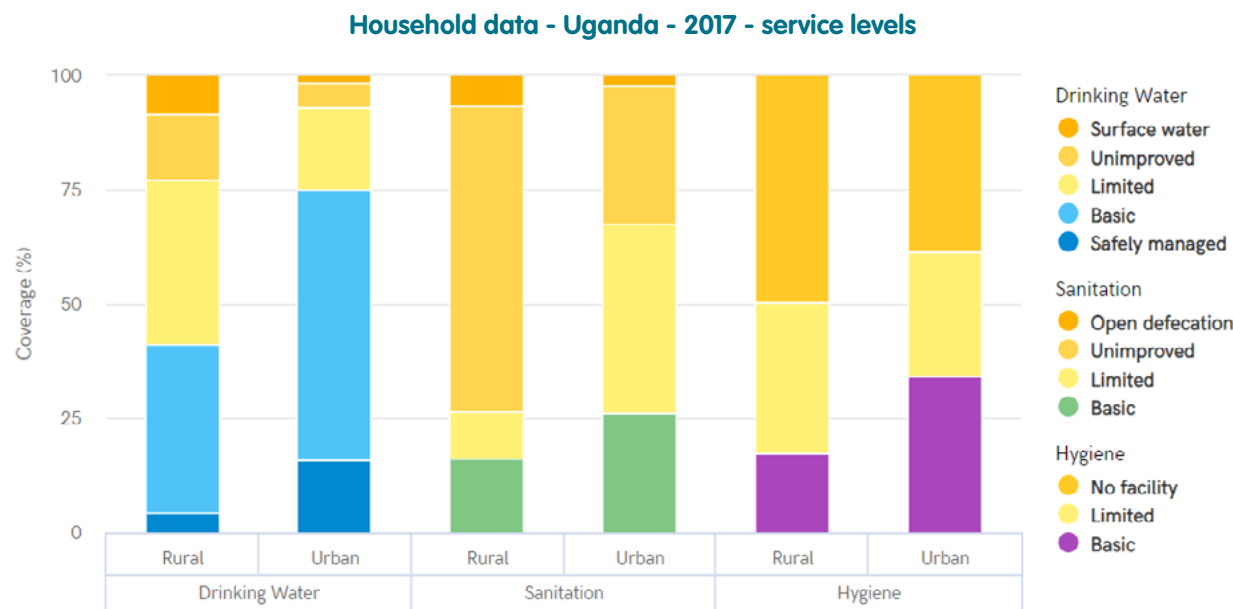


Figure 1 Service delivery (JMP 2017, washdata.org)

Table 2 Reflection of IRC Uganda Business Plan 2012-2016

A summary of what was completed and accomplished, and lessons learned.

Outcome	What we did and lessons learned
Service delivery approach	<ul style="list-style-type: none"> • IRC facilitated institutionalisation of post-construction support and establishment of hand pump mechanics associations in all districts to support water user committees on O&M of water facilities • Through IRC’s advocacy, Ministry of Water and Environment established the Infrastructure, Operations and Maintenance division to support districts on O&M of water supply facilities • The lessons from piloting the Mobile for Water (M4W) initiative for reporting breakdowns and collecting real-time data on functionality using mobile phones, contributed towards strengthening the management information system of the Ministry • IRC’s work on lifecycle costs contributed to the improvement of the district conditional grant allocation formula and the increase to 6% of funds for capital maintenance • IRC led the process of developing service delivery indicators for rural water services that were used to inform the SDG 6 sector monitoring framework • IRC supported Kabarole District Water Officer and scheme caretakers to conduct asset management of the Gravity Flow Schemes Supply Schemes
A sector that learns and adapts	<ul style="list-style-type: none"> • IRC contributed to the establishment of regional learning fora in Western and Northern Uganda. The fora facilitated learning, documentation and scale up of best practices • IRC was secretariat for the functionality thematic working group (2011 – 2013) that was responsible for supporting the establishment of hand pump mechanics associations in all districts • IRC’s learning and reflection at programme level contributed to continuous improvement of strategies such as the hand pump mechanics associations • IRC in partnership with SNV conducted a study on menstrual hygiene management (MHM) in schools that triggered a series of policy actions, incl. signing of a MHM Charter, Ministry of Education and Sports policy directive on MHM in schools, and establishment of the MHM Coalition that continues to bring together different actors to share lessons and provide guidance on MHM policy directives
Improved aid effectiveness	<ul style="list-style-type: none"> • Reviewed and updated the District Implementation Manual that guides planning and implementation of WASH activities at district level • Contributed to improved harmonisation and coordination at decentralised level through supporting district reviews and District Water and Sanitation Coordination Committees • IRC collaboration and continuous engagement with the Uganda Water and Sanitation NGO Network (UWASNET) contributed to improved learning, information flow, and sharing of approaches among CSOs. IRC supported UWASNET to organise the annual WASH CSOs Forum and develop the CSO Policy statement for the Joint Sector Review • As a member of the development partners working group, IRC facilitated learning and CSO engagement with development partners
Improved inter-sectoral dialogue	<ul style="list-style-type: none"> • As National Coordinator of the Water Supply and Sanitation Collaborative Council (WSSCC) in Uganda, IRC convened and facilitated learning on sanitation and hygiene and through the Global/Uganda Sanitation Fund programme coordination mechanism contributed to improved collaboration of the different sectors on sanitation issues

2 Strategic framework

IRC's Strategic Framework and Theory of Change for 2017-2030 presents a set of overarching long-term priority objectives and actions dedicated to achieving SDG 6 and most clearly focused on Targets 6.1, 6.2 and 6.3.

IRC has operated in Uganda since 2004 and has collaborated with central and local governments, CSOs and other key WASH stakeholders to strengthen national and district learning processes; conduct action research; advocate and lobby; promote sector coordination and financing; pilot service delivery models and promote good WASH governance. In the next five years, IRC Uganda will respond to the challenges and trends in the sector to promote and implement systems approach and thinking, consolidate and strengthen its partnership with Kabarole district and make a firm commitment with Bunyangabu district through a new Memorandum of Understanding. IRC Uganda is committed to finding the necessary means to support the districts and helping them find the necessary resources to achieve SDG 6.

2.1 OUR ROLE AND THEORY OF CHANGE

IRC's theory of change has a vision of strong national systems at district and national level that deliver and maintain universal access to water, sanitation and hygiene, as well as address other water-related targets of the SDG 6. It is based on the key assumption that strong national systems are underpinned by strong national leadership – both political and financial. We believe that decentralised administrative units provide the right scale at which to model behaviour, test approaches and identify solutions to drive the route to universal access. For this reason, IRC will work with partner districts to map water and sanitation infrastructure assets, monitor services and systems, develop realistic budgets and bankable plans – and subsequently help to identify financing for those plans.

However, success at district level is not in itself enough to be sustainable or to spark a national movement to achieve universal access. It must connect strongly with national level activities, to build strong partnerships and create the building blocks that will enable districts to achieve their goals.

Sustainable Development Goal 6 is about ensuring availability and sustainable management of water and sanitation for all by 2030. Collaborative efforts and new thinking, approaches, and methods are needed alongside strong local and national governmental institutions and leadership. There is a need to test new, realistic, and promising solutions and approaches to build credible and actionable evidence on how SDG 6 can be achieved. IRC has identified opportunities at local and national level to begin building this evidence.

This theory of change encapsulates IRC's role, and the actions that it intends to take, at district, national and global level to support the achievement of its vision through several broadly expressed outcomes. It is based on the idea that IRC, through these actions, can provide a hub or backbone for collective action by strong district and national partnerships, and catalyse and support sustained action leading to universal access. IRC will leverage partnerships and networks at the national and district level to improve the means of WASH delivery. IRC's hub role at the national and district level will involve convening actors, stimulating experimentation, codifying and sharing knowledge. Figure 2 summarises the IRC theory of change, while Annex 1 presents the detailed logical steps that the theory of change follows.

IRC will monitor outcome level change within partner districts and at national level to measure progress and to ensure that results in IRC partner districts contribute to a broader national movement for universal access.



Figure 2 Change logic of IRC's Theory of Change



BOX 2: SYSTEMS CHANGE AND SYSTEMS STRENGTHENING

Our approach is based on a belief that reliable and sustained WASH services must be delivered by strong and competent national and local systems.

Systems are the networks of people, organisations, institutions and resources (the “actors” and “factors”) necessary to deliver services. They include both hardware and software; management and governance. The key sub-systems (often referred to as “building blocks”) necessary for WASH services include: institutional systems; service delivery models; monitoring systems; water resources management systems; financial systems; planning and budgeting systems; regulatory systems; procurement and project delivery systems; learning and knowledge sharing systems; and asset management systems.

Our approach understands that the failure of services is a symptom of the failure of systems: calling for systems change and systems strengthening.

It is anchored in both a conceptual understanding of the theory of systems change and the practical business of identifying and strengthening the building blocks for effective service delivery.

Many of these building blocks overlap – and which ones are most important to WASH service delivery can change according to time or context.

Driving change in systems requires collective action by key members of the system. This collective action needs to be supported by a change hub.

The core element of systems strengthening is that for WASH services to be delivered, **all** building blocks must be present and working to at least a minimum level.

2.2 NATIONAL LEVEL: ADVOCATING FOR UNIVERSAL ACCESS TO WASH SERVICES

IRC Uganda will develop and implement strategies for strengthening national WASH systems and advocating for increased government spending and political leadership in WASH service delivery. Through the WASH Agenda for Change partnership and Uganda Water and Sanitation NGO Network (UWASNET), IRC Uganda will coordinate the national WASH Agenda for Change learning hub and will use the hub to coordinate knowledge management interventions and promote political dialogue and discourse based on action research generated evidence.

The hub will link well-documented experiences from the district/municipality level to the national level and will bring evidence and key players together to achieve a shared vision. The hub will also provide a platform for increasing the attention of policy and decision makers towards the unserved populations and will lobby government to better identify and target the disadvantaged groups.

IRC Uganda will strengthen the building blocks that create a strong national sector and will champion the development and application of good national systems using available sector structures (e.g. Joint Technical Reviews, Joint Sector Reviews, Sector Working Groups) and appropriate learning opportunities. Through advocacy platforms such as Civil Society Budget Advocacy Group, UWASNET, Environment and Natural Resources network and others, IRC will advocate and seek to influence government decisions on public finance, resource mobilisation and utilisation for equitable and sustainable development. IRC Uganda will strengthen the capacity of local and national authorities to manage and regulate sanitation systems including the development of information management systems for effective monitoring of service delivery.

IRC Uganda will also continue to identify and test WASH service delivery models. Focus will be on sustainability and reaching the unserved, advocating for increased public and alternative financing for WASH, promoting and supporting partnerships for WASH and Integrated Water Resource Management linkages, improving sector performance monitoring, strengthening the capacity of CSOs to engage in advocacy and improving sanitation and hygiene. IRC Uganda will deepen advocacy for investment in the development and marketing of new and innovative WASH models especially for rural and small towns and will engage strategically with the education and health sectors to prioritise WASH.

2.3 DISTRICT LEVEL: LEAVING NO ONE BEHIND

At the district level, IRC Uganda envisages reaching the SDG 6 targets if the partner districts have the following:

- Political leaders that are politically committed to spearhead SDG 6 implementation and to allocate adequate resources for SDG 6 work
- Effective partnerships of Local Governments, private sector, civil society and communities with shared vision
- WASH institutions with the capacity to deliver services and can and are willing to apply tested Service Delivery Models for achieving and maintaining SDG 6
- District WASH systems comprised of hardware and software networks of people, organisations, institutions and resources necessary to deliver SDG 6

IRC Uganda’s main role will be to provide a hub or backbone for strengthening the necessary building blocks to enable the districts to achieve their goals. Further, our role will be in catalysing and supporting the sustained actions by strong district partnerships and facilitating processes that will feed the district achievements into the national level activities.

IRC Uganda’s theory of change confirms its commitment to enable the partner districts to access services. It also elaborates the measurement of progress towards achieving universal access and ensures that results are not limited just to IRC partner districts but are taken up and contribute to a broader national movement for universal access.

In line with IRC’s overall approach, IRC Uganda believes that driving to universal access within the partner districts is the right scale at which to model behaviour, test approaches and identify solutions.

We also believe that reliable and sustained WASH services must be delivered by strong and competent national systems including networks of people, organisations, institutions and resources necessary to deliver services, both hardware and software cognisant of management and governance standards within a set of building blocks or sub-systems for effective services.



Figure 3 Building blocks - The core element of systems strengthening is that for WASH services to be delivered, all the building blocks must be present and working to at least a minimum level.

In Kabarole and Bunyangabu districts, IRC Uganda will engage with district political and technical leaders to endorse, roll out and market the District WASH Master plan and roadmap. IRC Uganda will work with the sector regional structures including Technical Support Unit 6 (TSU6), Albert Water Management Zone and umbrella organisations to guide and coordinate long-term investment planning towards achievement of SDG 6 in the two districts. This will include benchmarking and learning for the umbrella organisations, asset management, water safety planning and monitoring of WASH service delivery. IRC will promote the annual Rwenzori regional learning forum, District Water and Sanitation Coordination Committees and the District WASH Task Team for Universal Access in Kabarole district. The reflection and actions from the learning platforms will be used to feed into IRC Uganda's advocacy engagements at the district level. Various approaches such as those promoting community mobilisation, financing, and tariff management will be tested, promoted and scaled up through the platforms.

Working with others in the districts, IRC Uganda will demonstrate how the level of services can be achieved through adherence to standards and guidelines (in schools, healthcare facilities, hand pump mechanics association), with effective regulation. IRC Uganda will contribute to strengthening the capacity of the district water offices and the decentralised regional structures to effectively plan, coordinate and monitor services using appropriate guidelines, tools and approaches (as part of the district-wide approach).

IRC Uganda believes that achieving universal access to WASH by 2030 is central to Uganda's attainment of Vision 2040. For this to happen, strong national and district systems that deliver and maintain Universal Access to WASH services must be in place. Therefore, the priority areas identified by IRC Uganda all ultimately support the goal of stronger WASH systems at both national and district levels.

Guided by a long-term Theory of Change (Annex 1), IRC Uganda will focus on the following priority areas to strengthen the WASH systems:

- Supporting and strengthening national and district WASH stakeholders to achieve SDG 6
- Establishing and strengthening national and district systems to deliver lasting WASH services for all
- Strengthening national and district political and financial commitment to WASH service delivery including influencing and monitoring budgetary allocations
- Establishing and strengthening long term national and district WASH partnerships
- Ensuring that appropriate national and district management and/or maintenance WASH models exist and are used to improve delivery of WASH services

3 Main partnerships

IRC Uganda will continue to collaborate with key sector actors and will establish new partnerships to enhance its operations in Uganda, including:

National	District
<p>WASH Agenda for Change partners: Water for People, WaterAid, World Vision, Welthunger Hilfe Conrad N. Hilton Foundation grantees Watershed Programme partners CSOs: Uganda Water and Sanitation NGO Network (UWASNET), Environment and Natural Resources Network Civil Society Budget Advocacy Group Menstrual Hygiene Management Coalition Key foreign embassies, missions and UN agencies: The Netherlands, USAID Mission, WHO, UNICEF Relevant government ministries</p> <ul style="list-style-type: none"> • Water and Environment: specifically, Rural Water Supply Department, Urban Water and Sanitation Department, Water Sector Liaison Division, Directorate of Water Resources Management, Appropriate Technology Center • Health – Environmental Hygiene Department • Education and Sports – Basic and Secondary Education, MHM Unit • Finance, Planning and Economic Development – Water and Environment Desk • Government agencies – National Water and Sewerage Corporation, Uganda Local Government Association, Kampala Capital City Authority <p>Parliament of Uganda WASH Parliamentarians Forum</p> <ul style="list-style-type: none"> • Office of the Speaker • Standing Committees - Budget, Equal Opportunities, Human Rights • Sessional Committees - Natural Resources, Health, Education <p>Development Partners working group Academia; Kyambogo, Makerere Media organisations – Water and Environmental Network (WEMNET), Vision Group, Nation Group Research institutions – Economic Policy Research Sector (EPRC) Traditional and Cultural Institutions – Kingdoms Private sector</p>	<p>Local governments of Kabarole and Bunyangabu, including political and technical leaders e.g. district executive committees and speakers, district councillors, the Office of the Compliance Advisor Ombudsman (CAO) and key departments - water and sanitation, community development, health, Sub County Local Governments, Town Councils and Town Boards NGOs: Joint Efforts to Save the Environment (JESE), Health Water and Sanitation (HEWASA), PROTOS Private sector: hand pump mechanics association Financing institutions: Hoima, Fort Portal, Kasese Microfinance (HOFOKAM) Academia: Mountains of the Moon Ministry of Water and Environment deconcentrated structures: technical support unit 6, Albert Water Management zone, Water and Sanitation Development Facility – South West (WSDF-SW), and Mid-Western Umbrella Water Authority Cultural/traditional institutions: Tooro Kingdom Media National Water and Sewerage Corporation regional office</p> <hr/> <p>Regional</p> <p>African Ministers’ Council on Water (AMCOW) East African Community East African Legislative Assembly Nile Basin Initiative Lake Victoria Basin Commission</p>

4 Monitoring, evaluation and learning

Monitoring of the IRC Uganda country programme will follow the IRC-wide WASH monitoring, evaluation and learning framework. Specifically, IRC Uganda will develop and implement a country level results framework for the next 5 years and a country theory of change. The framework will be used to identify baseline levels of WASH service in Kabarole and Bunyangabu and will develop indicators for monitoring improvements in WASH services at the district level.

At the national level, strengths and gaps in existing national and local WASH systems will be identified and indicators will be developed for monitoring improvements in systems. Annual monitoring and reporting along the entire results chain from national and district level systems strengthening to the quality and coverage in WASH services within the districts will be conducted. IRC Uganda will continue to conduct periodic assessments of performance of building blocks and service levels as well as biannual WASH stakeholder Network analysis.

Through the WASH Agenda for Change, IRC Uganda will organise biannual joint reflection workshops to discuss progress and identify learning opportunities. Specific narratives on signs of change and progress will also be captured through Outcomes Harvesting. This combination of approaches will ensure that changes in system capacity are tracked along with service levels and that narratives on signs of progress and change are documented.



5 Our organisation

To deliver this country strategy, IRC Uganda will maintain a main office in Kampala and a district/field-based office in Fort Portal, Kabarole district. Initially, three organisational units (Management, Experts, and Support staff) with 10 core staff will be maintained.

The Core team will include; one management level staff (Country Director), four Content Experts (Monitoring and Learning Advisor, Communication and Knowledge Management Advisor, Regional WASH Advisor and Regional WASH Expert), and five support staff will include (Finance and Operations Manager, Finance and Administration Officer, Office Assistant and drivers). Regional staff will be based in Kabarole district.

By the end of 2020, at least three more Experts in Policy Advocacy and Lobbying, Financing and WASH systems will be recruited. Working arrangements with IRC HQ staff will be organised, and IRC Associates will be contracted for short-term assignments with clear ToRs.

IRC Uganda will continue to embrace and work in partnerships with Government, like-minded NGOs and Development Partners in and outside Uganda. The WASH Agenda for Change arrangement will be strengthened to advocate universal access and the implementation of SDG 6. This will facilitate effective planning and implementation of joint activities and programmes, sharing of information, best practices and funding mechanisms.

The partnerships will help IRC Uganda to spread the planning, managing, and funding burdens of programming and to be more effective and efficient.

Additionally, IRC Uganda will strengthen the country office employee Council of representatives established in July 2017 to promote staff representation and voice. This will be done in collaboration with IRC's Works Council and will provide an opportunity for country staff to play a full role in the governance of IRC.



6 Our business model

IRC Uganda's business model will include a mix of programmatic and project work focusing at the national, regional (through the government deconcentrated structures) district, and levels.

At the national and district levels, implementation of the existing five-year Memorandum of Understanding between IRC Uganda and Ministry of Water and Environment and another one between IRC Uganda and Kabarole District Local Government will continue.

By the end of 2018, a new Memorandum of Understanding will be developed and signed between IRC and Bunyangabu District Local Government. Memorandum of Understandings are proof of long-term relationships required to effectively strengthen WASH systems and drive change at the national level with Ministry of Water and Environment and other sector partners and in the two focal districts.

A partnership agreement will also be developed for the WASH Agenda for Change members to ensure commitment and active member participation.

Funding for IRC Uganda will be goal/mission driven mainly through seeking grants from different development partners that support processes that strengthen national and local systems. Collaboration efforts for joint funding of activities will be pursued.

Arrangements will be made with IRC Consult to market and sell IRC staff services in Uganda and elsewhere in the region to clients and partners in international development with focus on capacity building, technical assistance, knowledge management, monitoring, evaluation, research, tool design and training.

7 Financing and fundraising strategy

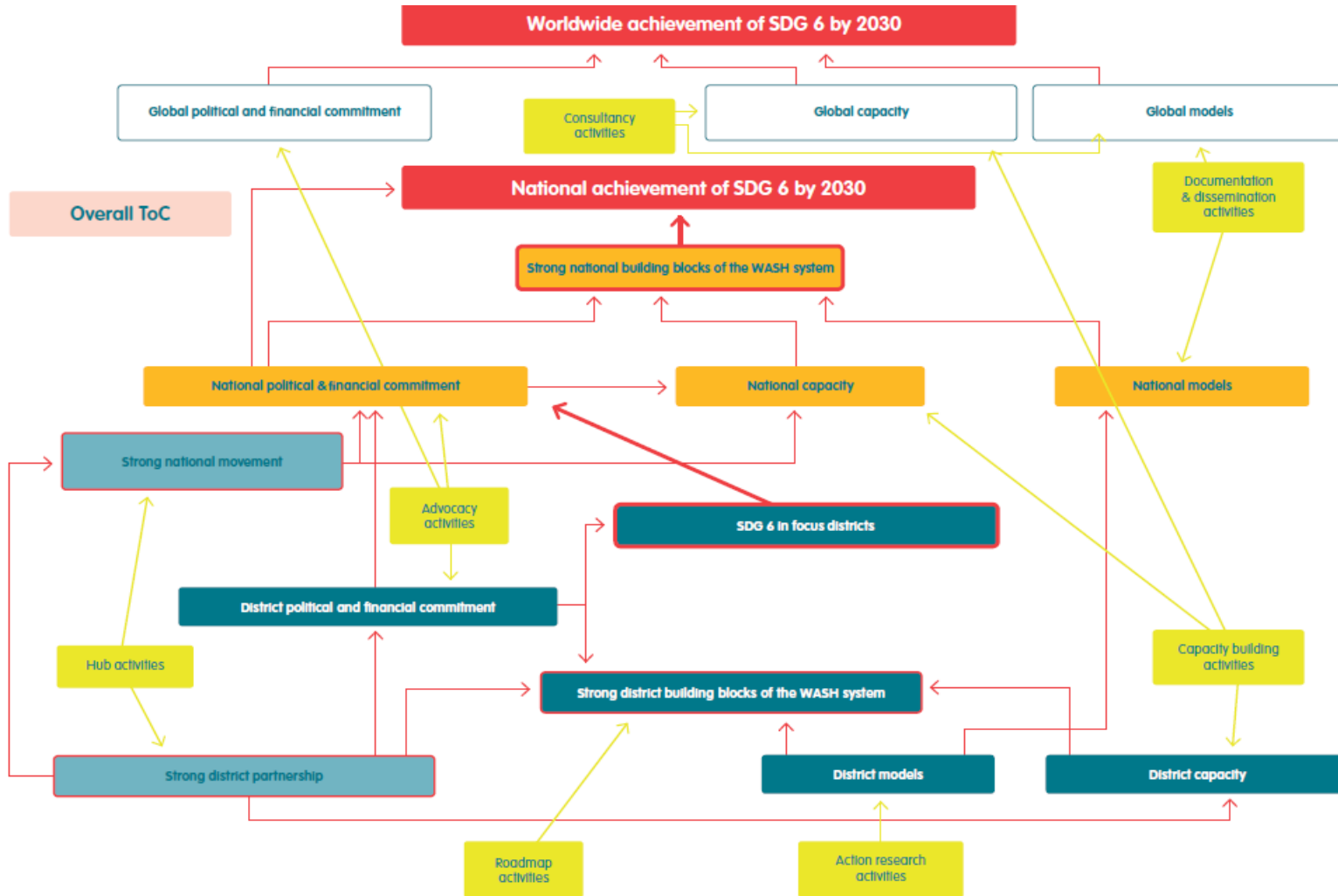
IRC Uganda's funding ambition for 2017-2021 is € 6,000,000. So far, € 3,173,747 has been contracted and € 2,826,253 is the actual gap to be fundraised. IRC Uganda will leverage the Watershed programme with other initiatives and will use the information and knowledge management products to continue marketing IRC in Uganda.

IRC Uganda will also explore partnership opportunities with donors like Austrian Development Agency and joint funding opportunities with WASH Agenda for Change partners (WaterAid and Water for People). IRC Uganda will promote a more integrated planning and well-resourced programme at district and national level.

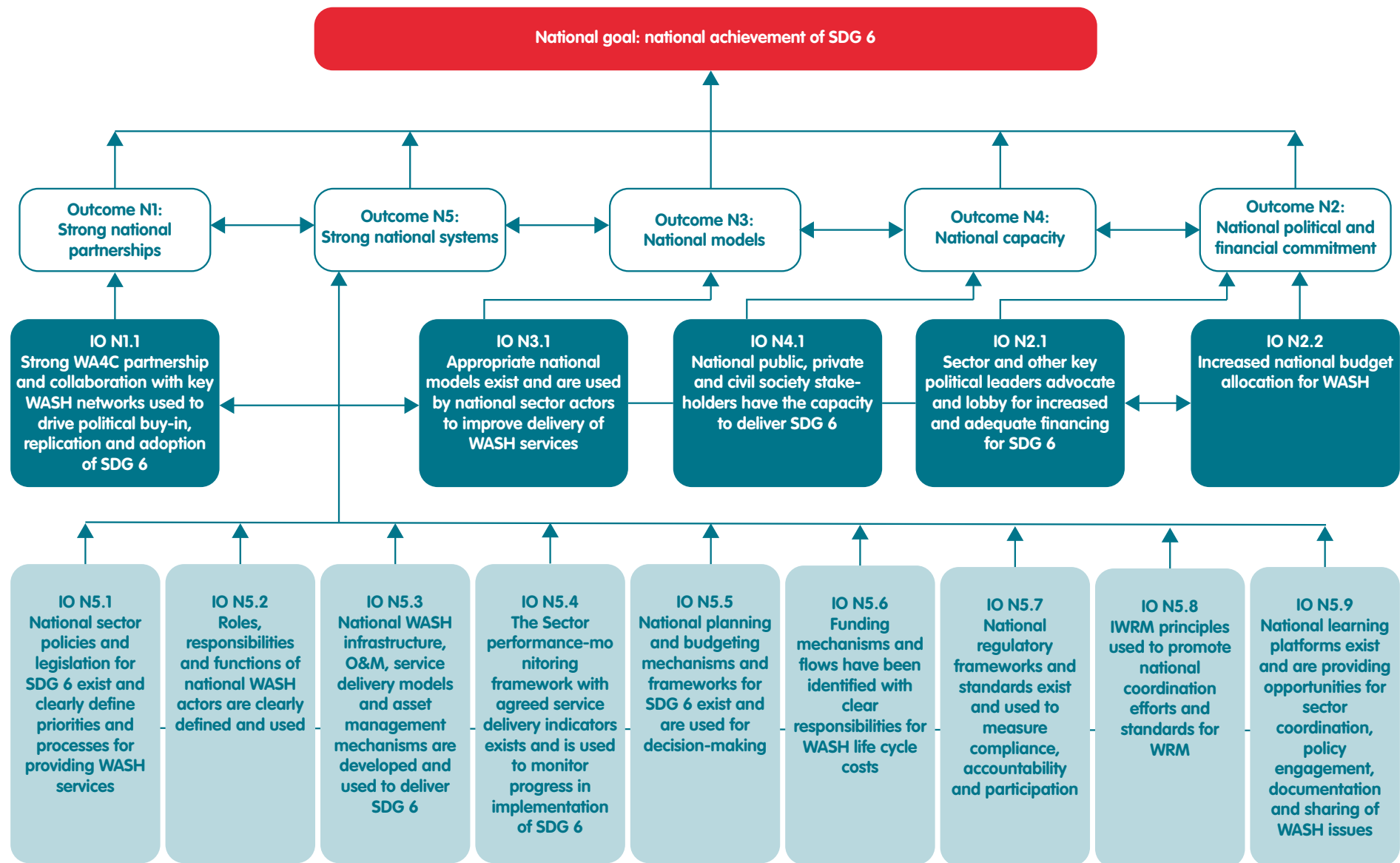
Budget	2017	2018	2019	2020	2021
Total funding ambition	€ 1,000,000	€1,250,000	€1,250,000	€1,250,000	€1,250,000
Contracted as per December 2016	€854,657	€654,545	€525,000	€589,545	€550,000
Funding to be acquired	€15,343	€595,455	€725,000	€660,455	€700,000
Target programmatic funding	€100,00	€100,00	€100,00	€100,00	€100,00
Target project funding	€650,00	€650,00	€650,00	€650,00	€650,00
Target assignment though IRC Consult	€100,00	€100,00	€100,00	€100,00	€100,00
Contracted programmatic funding	€99,690	€75,000	€50,000	€25,000	-
Contracted project funding	€1,000,607	€819,098	€665,079	€610,398	-
Contracted assignments	€25,000	€30,000	€35,000	€40,000	-
Programmatic funding to be acquired	€310	€25,0000	€50,000	€75,000	€100,000
Project funding to be acquired	€350,607	€169,098	€15,079	(€39,602)	(€650,000)
Assignments to be acquired	€50,000	€50,000	€50,000	€50,000	€50,000

Annex 1: Our Theory of Change: district action for national global impact

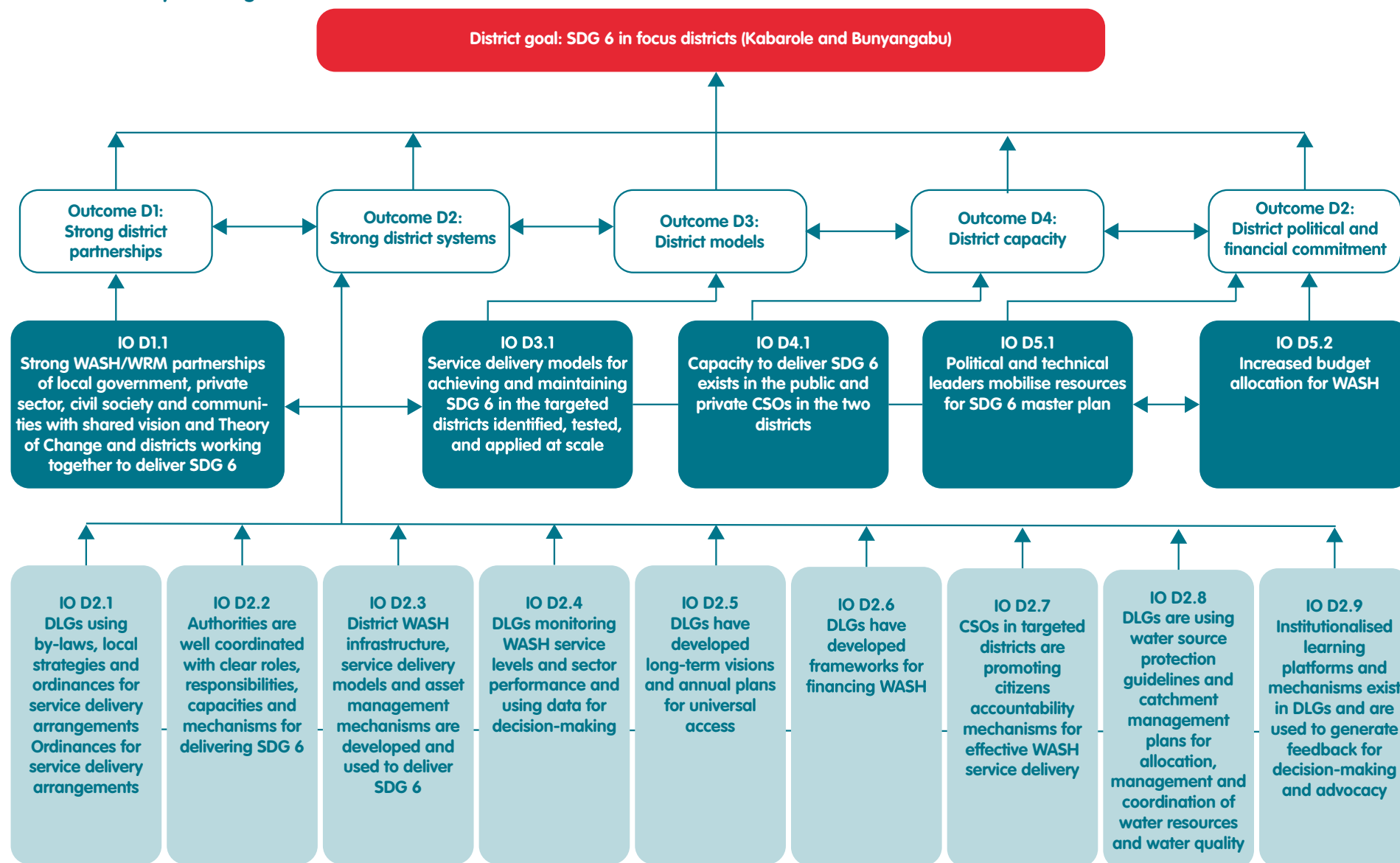
OUR GLOBAL THEORY OF CHANGE: DISTRICT ACTION FOR NATIONAL GLOBAL IMPACT



Our national Theory of Change



Our district Theory of Change



Annex 2: Intermediate outcomes, activities and resources for programmes

The following intermediate outcomes and activities have been formulated based on IRC Uganda’s theory of change whereby each outcome or higher-level goal will be reached via Intermediate Outcomes or defined milestones supported by a set of activities.

DISTRICT LEVEL

Goal: SDG 6 in focus districts

Outcome D5: district political and financial commitment	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome D5.1: Political and technical leaders mobilise resources for the SDG 6 master plan in Kabarole district and WASH roadmap in Bunyangabu district</p>	<ul style="list-style-type: none"> • Support the Bunyangabu District Water Officer (DWO) to establish Bunyangabu district WASH task team • Support the District Secretaries for Works in Kabarole and Bunyangabu districts to organise district and sub-country dialogues for WASH partners (Civil Society Groups, Politicians, technical staff, media, WASH users etc.) on improving WASH service delivery • Organise WASH visioning dialogues to establish and strengthen political buy-in and support in Kabarole and Bunyangabu districts • Support political leaders in Kabarole and Bunyangabu districts to participate in learning meetings and events on SDG 6 • Support political leaders in Kabarole and Bunyangabu districts to participate in media activities (Radio and TV programmes, video documentaries) • Support political leaders and identified WASH champions in Kabarole and Bunyangabu districts to promote the feasibility of achieving SDG 6 and the changes and practices thereof • Work with WASH partners in Kabarole and Bunyangabu districts to identify power and influence structures within the districts and develop strategies to engage with these over time • Support the Kabarole and Bunyangabu district DWOs and WASH champions to document and disseminate the evidence from their work in fora at different levels (sub-county, district, national, regional and international levels) that SDG 6 is achievable at district level. • Establish Bunyangabu district WASH Task Team and strengthen the Kabarole Task Team to coordinate implementation of SDG 6 in the districts • Organise district SDG 6 visioning meetings for political leaders convened • Identify power and influence structures within Kabarole and Bunyangabu districts and develop strategies to engage with the structures over time
<p>Intermediate outcome D5.2: increased budget allocation for WASH</p>	<ul style="list-style-type: none"> • Organise district and sub county advocacy campaigns • Participate in district budget conferences to influence increase in budget allocations for WASH • Organise district public dialogues on how to increase funding for WASH • Engage and influence elected representatives (councillors, MPs) to increase budget allocations for WASH

Outcome D4: district capacity	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome D4.1: capacity to deliver SDG 6 exists in the public, private and CSOs in Kabarole and Bunyangabu districts and is being used to achieve SDG 6</p>	<ul style="list-style-type: none"> • Conduct capacity mapping and needs assessment in Kabarole and Bunyangabu districts • Organise capacity building activities in O&M, WASH documentation, WASH service delivery, asset management, WASH advocacy and management of rural water services for service authorities and providers • Support capacity building of CSOs in water safety planning, advocacy and documentation at district and sub county level • Support mentoring and coaching for Kabarole and Bunyangabu district hand pump mechanics associations • Organise district capacity building activities on key WASH systems component
Outcome D3: district models	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome D3.1: Service delivery models for achieving and maintaining SDG 6 in Kabarole and Bunyangabu Districts identified, tested and applied at scale</p>	<ul style="list-style-type: none"> • Support Kabarole and Bunyangabu DWOs to identify potential models for rigorous testing and documenting of the lessons learned and the eventual changes • Support Kabarole and Bunyangabu DWOs to clearly define and document service-delivery models for achieving SDG 6 • Collaborate with Regional Water Authorities in planning, monitoring and asset management to improve operational efficiency of the rural water schemes • Improve organisational and operational efficiency of piped water systems in Kabarole and Bunyangabu • Develop Service Delivery Models policy briefs for use in advocacy • Promote alternative models including; self-supply, pay as you fetch, preventive maintenance etc. so that these become fully recognised and used
Outcome D2: strong district systems	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome D2.1: Building block – policy and legislation</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu District Local Governments (DLGs) using by-laws, local strategies and ordinances for WASH service delivery 	<ul style="list-style-type: none"> • Collaborate with the regional Ministry of Water and Environment structures (Technical Support Unit 6, Mid-Western Regional Water Authority) to disseminate national policies and strategies to stakeholders in the districts • Support Kabarole and Bunyangabu district local government councils to enact WASH/WRM ordinances on WASH services through Council • Support Kabarole and Bunyangabu districts to develop Memorandums of Understandings for sector coordination and collaboration.
<p>Intermediate outcome D2.2: Building block – institutions</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu service authorities and providers are well coordinated with clear roles, responsibilities, capacities and mechanisms for delivering SDG 6 	<ul style="list-style-type: none"> • Support Kabarole and Bunyangabu DWOs and key extension staff to provide regular direct and back up support to community-level service providers (Water Source Committees) • Advocate for increased human resource capacity for Kabarole and Bunyangabu DWOs • Support Kabarole and Bunyangabu DWOs to create awareness of the defined roles, responsibilities and functions of the different stakeholders • Support Bunyangabu district local government to establish functional service authorities and service providers fully endorsed by the district council • Collaborate with the DWOs of Kabarole and Bunyangabu to generate evidence on WASH in Health Care Facilities and use it for planning and policy implementation

<p>Intermediate outcome D2.3: Building block – infrastructure development</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu district WASH infrastructure, service delivery models and asset management mechanisms are developed and used to deliver SDG 6 	<ul style="list-style-type: none"> • Support the Kabarole and Bunyangabu DWOs to clearly define asset ownership and infrastructure management between service authority and provider • Support the Kabarole and Bunyangabu DWOs to develop and/or update the asset and water source inventories for the WASH infrastructures • Collaborate with selected stakeholders (district water officer, Secretary Works, TSU6, Albert Water Management Zone, Joint Efforts to Save the Environment (JESE), Health Water and Sanitation (HEWASA), Mugusu Town council) to evaluate and document the Pay As You Fetch model
<p>Intermediate outcome D2.4: Building block – monitoring</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu DLGs monitoring WASH service levels and sector performance and using the data for decision making 	<ul style="list-style-type: none"> • Support Kabarole and Bunyangabu DWOs to collect and update data on performance indicators annually • Support Kabarole and Bunyangabu DWOs to develop clear performance improvement plans for service providers • Support Kabarole and Bunyangabu DWOs to analyse and use the data from the monitoring system for local level planning and requests for technical assistance.
<p>Intermediate outcome D2.5: Building block – planning</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu DLGs have developed long term visions and annual plans for achieving universal access 	<ul style="list-style-type: none"> • Support Kabarole DLG to finalise and roll out the District WASH Masterplan • Support Kabarole and Bunyangabu DWOs to develop annual WASH plans that linked to national targets • Collaborate with TSU6 and AWMZ to increase the capacities of Kabarole and Bunyangabu DWOs to develop annual WASH/WRM plans that cover costs crucial for sustainability of services; that is; capital investment, capital maintenance and direct support • Support Bunyangabu DLG to establish a clear road map for strengthening district WASH systems for achieving SDG 6 • Develop and sign a Memorandum of Understanding with Bunyangabu district local government • Support the Bunyangabu DWO to profile and create awareness of SDG 6 in the district
<p>Intermediate outcome D2.6: Building block – finance</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu DLGs have developed frameworks for financing WASH 	<ul style="list-style-type: none"> • Organise capacity building in life-cycle costs and source identification for Kabarole and Bunyangabu DWOs and key WASH actors • Collaborate with Kabarole DWO and political leaders to finalise the District WASH Investment Plan and use it for fundraising
<p>Intermediate outcome D2.7: Building block – regulation</p> <ul style="list-style-type: none"> • CSOs in Kabarole and Bunyangabu DLGs are promoting citizens accountability mechanisms for effective WASH service delivery 	<ul style="list-style-type: none"> • Organise district political leadership dialogues on the district WASH master plan • Use various media to enable CSOs, water users and service authorities to engage
<p>Intermediate outcome D2.8: Building block – water resources management</p> <ul style="list-style-type: none"> • Kabarole and Bunyangabu DLGs are using Water Source Protection guidelines and catchment management plans for allocation, management and coordination of water resources and water quality 	<ul style="list-style-type: none"> • Collaborate with UWASNET to organise capacity building for CSOs in WASH/WRM advocacy and lobbying • Collaborate with Albert Water Management Zone to support service providers and service authorities to engage with water resource management decision-making at catchment or basin level • Support service providers in for Kabarole and Bunyangabu districts to plan for and carry out source protection and preservation activities, such as water and sanitation safety/water security plans • Collaborate with Albert Water Management Zone and DWO to establish mechanisms for managing any conflicts between water users for drinking and other uses (agriculture/livestock)

<p>Intermediate outcome D2.9: Building block - learning and adaptation</p> <ul style="list-style-type: none"> • Institutionalised learning platforms and mechanisms exist in Kabarole and Bunyangabu district local government and are used to generate feedback for decision making and advocacy 	<ul style="list-style-type: none"> • Organise district and sub county learning meetings and dialogues on SDG 6 • Support the different learning platforms (District Water and Sanitation Coordination Committees (DWSCCs), Rwenzori Regional Learning Forum, District WASH Task teams) in the Rwenzori region for improved information sharing, networking and advocacy • Support the WASH stakeholders to document and disseminate the reflections and actions from the learning platforms in various local, regional, national and global fora • Create and share knowledge that can be reused by the WASH actors in Kabarole and Bunyangabu districts • Support the Kabarole and Bunyangabu DWOs to organise DWSCC events and SDG 6 advocacy meetings and activities • Produce and share video documentaries on progress of SDG 6 implementation in Kabarole district
<p>Outcome D1: strong district partnership</p>	
<p>Intermediate outcomes (2021)</p>	<p>Main activities</p>
<p>Intermediate outcome D1.1: Strong WASH partnerships of local governments, private sector, civil society and communities with shared vision and Theory of Change for SDG 6 exist in Kabarole and Bunyangabu DLGs</p>	<ul style="list-style-type: none"> • Maintain long term partnerships with Kabarole and Bunyangabu district local governments • Identify and assess the capacity of partners in the districts in managing effective partnerships for WASH/WRM • Organise capacity building interventions for Kabarole and Bunyangabu WASH stakeholders in partnership development and management • Organise joint partners' consultative meetings on how to ensure WASH/IWRM service delivery in Kabarole and Bunyangabu districts • Support the Kabarole DWO to develop partnerships for SDG 6 • Identify and support district WASH champions to promote and advocate for SDG 6 in Kabarole and Bunyangabu districts

Key results by 2021: A minimum 10% reduction in those unserved; a 10% improvement in the quality of service delivery; significant progress on indicators of building blocks [policy and legislation, institutions, planning, financing, infrastructure, monitoring, learning and adaptation and water resources management] and behaviour [name behaviours] of key actors; realistic strategies to rapidly scale and achieve universal access to basic national standards for safe drinking water and sanitation within partner districts by 2030

NATIONAL LEVEL

National goal: national achievement of SDG 6

Outcome N5: strong national systems	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome N5.1: Building block – policy and legislation</p> <ul style="list-style-type: none"> National sector policies and legislation for SDG 6 exist and clearly define priorities and processes for providing WASH services 	<ul style="list-style-type: none"> Support the review processes and implementation of the National Water Policy and the National Water Act Support systematic process documentation, packaging, communication and use of information to influence sector policy and practice at scale Organise sector dialogue meetings on WASH systems issues and how they can be integrated in policy Generate political and financial buy-in to achieve SDG 6 and to take up and replicate the successes identified in Kabarole and Bunyangabu districts Conduct political economy analysis and advocacy to promote WASH systems
<p>Intermediate outcome N5.2: Building block – institutions</p> <ul style="list-style-type: none"> Roles, responsibilities and functions of national WASH actors are clearly defined and used 	<ul style="list-style-type: none"> Support the strengthening of the Water Resources Institute Offer technical assistance to national-level capacity building activities Support the establishment and/or strengthening of strong WASH institutions that are accountable, responsive and well-coordinated
<p>Intermediate outcome N5.3: Building block – infrastructure development</p> <ul style="list-style-type: none"> National WASH infrastructure, O&M, service delivery models and asset management mechanisms are developed and used to deliver SDG 6 	<ul style="list-style-type: none"> Collaborate with Ministry of Water and Environment’s Infrastructure, Operations and Maintenance division to promote O&M and sustainability of water supply systems Document and disseminate lessons learnt from various service delivery models and asset management interventions
<p>Intermediate outcome N5.4: Building block – monitoring</p> <ul style="list-style-type: none"> The sector performance monitoring framework with agreed service delivery indicators exists and is used to monitor progress in implementation of SDG 6 	<ul style="list-style-type: none"> Collaborate with WA4C partners to strengthen national monitoring systems and use them for effective monitoring Carry out evidence-based lobbying and advocacy activities with WA4C partners Participate in various activities of the sector performance monitoring working groups including the Joint Technical Review, Join Sector Review, CSO annual forum and other monitoring events
<p>Intermediate outcome N5.5: Building block – planning</p> <ul style="list-style-type: none"> National planning and budgeting mechanisms and frameworks for SDG 6 exist and are used for decision making 	<ul style="list-style-type: none"> Participate in national planning and budgeting processes Collaborate with UWASNET to organise contribute to sector Medium Term Expenditure Frameworks
<p>Intermediate outcome N5.6: Building block – finance</p> <ul style="list-style-type: none"> Funding mechanisms and flows have been identified with clear responsibilities for WASH life cycle costs 	<ul style="list-style-type: none"> Collaborate with WA4C partners to lobby for political prioritisation and increased financing for WASH

<p>Intermediate outcome N5.7: Building block – regulation</p> <ul style="list-style-type: none"> National regulatory frameworks and standards exist and used to measure compliance, accountability and participation 	<ul style="list-style-type: none"> Through WA4C advocate for a regulatory framework for WASH utilities
<p>Intermediate outcome N5.8: Building block – water resources management</p> <ul style="list-style-type: none"> IWRM principles used to promote national coordination efforts and standards for WRM 	<ul style="list-style-type: none"> Support the establishment of the Water Resources Institute Support the annual Uganda Water Week
<p>Intermediate outcome N5.9: Building block - learning and knowledge sharing system</p> <ul style="list-style-type: none"> National learning platforms exist and are providing opportunities for sector coordination, policy engagement, documentation and sharing of WASH issues 	<ul style="list-style-type: none"> Through the WA4C scale up the lessons learned at the district level to the national level Organise learning journeys and meetings on WASH/IWRM Learning visit on PPPs for operation and maintenance Support UWASNET to organise the annual CSO WASH Forum Document systems strengthening tools and untold stories for WASH Participate in international and regional sector events (7th Africa Water Week, Stockholm Water Week, Consultations with AMCOW) and share IRC's systems work
<p>Outcome N4: national models</p>	
<p>Intermediate outcomes (2021)</p>	<p>Main activities</p>
<p>Intermediate outcome N4.1: Appropriate national models exist and are used by national sector actors to improve delivery of WASH services</p>	<ul style="list-style-type: none"> Service delivery models are identified and successfully tested to improve sanitation and hygiene services
<p>Outcome N3: national capacity</p>	
<p>Intermediate outcomes (2021)</p>	<p>Main activities</p>
<p>Intermediate outcome N3.1: National public, private and civil society stakeholders have the capacity to deliver SDG 6</p>	<ul style="list-style-type: none"> Organise training for CSOs in lobbying and advocacy
<p>Outcome N2: national political and financial commitment</p>	
<p>Intermediate outcomes (2021)</p>	<p>Main activities</p>
<p>Intermediate outcome N2.1: Sector and other key political leaders advocate and lobby for increased and adequate financing for SDG 6</p>	<ul style="list-style-type: none"> Support a learning visit to the Kenya Water Sector Trust Fund Support Ministry of Water and Environment to track the financing and expenditure modalities for WASH using the TrackFin methodology Profile WASH in key sectors to reflect its cross-cutting nature and how it compliments other sectors Organise meetings with sector Ministers and senior Ministry of Water and Environment leadership to prepare pitch for increase and alternative financing Coordinate WA4C hub advocacy for increased public and alternative financing for WASH services

Outcome N1: strong national partnerships	
Intermediate outcomes (2021)	Main activities
<p>Intermediate outcome N1.1: Strong WA4C partnership and collaboration with key WASH networks used to drive political buy-in, replication and adoption of SDG 6</p>	<ul style="list-style-type: none"> • Collaborate with the Ministry of Water and Environment to revise the Water Policy and Water Act • Support Ministry of Water and Environment to organise the annual Uganda Water Week • Participate and support the Water Resources Institute • Collaborate with Ministry of Water and Environment to organise annual SDG 6 national dialogues • Support the annual WASH Media Awards • Participate and support the key annual sector events including: Joint Technical Reviews, Joint Sector Reviews, WASH CSOs Fora, Menstrual Hygiene Management day, World Toilet Day and Handwashing with soap day

Key results by 2021: That strong, government-led partnerships will have a clear vision, and strategies and plans for achieving universal access by 2030; that Ngor³ and other commitments for public finance to the WASH sector are being respected; and that there has been significant progress on developing national level building blocks (such as priority finance and monitoring).

⁴ <http://sanitationandwaterforall.org/the-ngor-declaration-on-sanitation-and-hygiene/>

Annex 3: Links between existing projects and intermediate outcomes

Project number and name	Brief description	Main outcomes to which project contributes
E16.01: Watershed Uganda (DGIS)	Aims to attain universal access to sustainable WASH service, by building capacity of CSO and government to enable them lobby and advocate especially for WASH/IWRM Integration	National outcomes N1,N2,N3 and district outcomes D1,D3,D5
E16.26: TrackFin Uganda (WHO)	IRC is supporting Ministry of Water and Environment) to implement the UN- Global Analysis and Assessment of Sanitation and Water (GLAAS) TrackFin Initiative in Uganda. TrackFin is a globally accepted methodology led by the World Health Organization (WHO). It aims to track financing for drinking-water, sanitation and hygiene at the national level, which in turn helps to facilitate better resource allocation and evidence-based decision-making.	National outcomes N5
U15.02: Sustainable WASH Services for All (Waterloo)	Enhancing Institutional capacity for Operation and Maintenance of rural water services in Kabarole	District outcomes D3,D4,D5
E16.49: Sustainable WASH System – Uganda (USAID)	IRC is collaborating with Tetra Tech and LINC to improve service delivery outcomes for rural water and small- town sanitation services by strengthening local systems responsible for these services to operate more effectively and efficiently. This part of the USAID funded SWS initiative whose goal is to develop, test and demonstrate new ideas, approaches, and tools that seek to meet the WASH sector’s ambitious SDGs.	National outcomes N1, N5 and district outcomes D1,D5,D6
E16.48: Support to develop Municipal Master plans for Burkina Faso and Uganda (Hilton)	Strengthening Capacity of National and district systems to deliver universal access to Water by 2030	National outcomes N1, N2,N3 and district outcomes D1,D3,D4,D5,D6
E17.86: Uganda Country Programme (DGIS)	This is programmatic funding that contributes towards activities and outputs aimed to establish strong national systems and partnerships, increase national political and financial commitment, enhance capacities in WASH management and test and document WASH models	National outcomes N1,N2,N4,N5 and district outcomes D1
E15.20: WSSCC UNOPS SEP	The project contributes towards efforts by the National Sanitation Working Group to improve sanitation and hygiene service delivery in Uganda through coordination, learning and knowledge management and advocacy	National outcomes N4, and district outcomes D3
E17.86: SDG WASH programme (DGIS)	A 5 year programme implemented by a consortium of WASH Alliance International (WASH Alliance International including IRC, Simavi, Akvo, Amref Health), SNV and Plan Netherlands, and funded by DGIS aimed to sustainably improve access to and use of sanitation and improving hygiene behaviours for at least 2 million people, and access to and use of safe drinking water for at least 450,000 people in seven countries: Bangladesh, Ethiopia, Indonesia, Nepal, Tanzania, Uganda and Zambia	National outcomes N1,N3,N5
WASH Agenda for Change	A set of guiding principles and actions for achieving universal WASH services in Uganda by 2030. What needs to be done and how we need to act so that everyone, everywhere in Uganda can enjoy WASH services that last forever	National outcomes N1,N2 and district outcomes D1,D3,D4,D5,D6

Annex 4: Monitoring framework

NATIONAL MONITORING, EVALUATION AND LEARNING FRAMEWORK

Outcome/ intermediate outcome	Indicator statement	Baseline	Target - indicative
Outcome N5: strong national system			
N5.1: national sector policies and legislation for SDG 6 exist and clearly define priorities and processes for providing WASH services	Evidence of the National Water Policy and the National Water Act Review process.	N/A	01
	National water policy and National Water Act reviewed and operational	0	
N5.2b building institutions - roles, responsibilities and functions of national WASH actors are clearly defined and used	Evidence of established technical capacity of the Water Resources Institute for accountability and coordination WASH services.	10%	50%
Intermediate outcome N5.3: building block –infrastructure development National mechanisms for post construction support and maintenance used to ensure sustainable WASH services	Documented evidence of national level collaboration with Ministry of Water and Environment or O&M	N/A	
	% funding of total development WASH budget towards O&M	15%	20%
	% of national water supply systems functional.	70.5%	79%
	% of national water supply sources with clean water.	88.5%	95%
N5.4: the sector performance monitoring framework with agreed service delivery indicators exists and is used to monitor progress in implementation of SDG 6	National sector performance monitoring framework in place	TBD (To be determined)	
	% of sector performance monitoring framework indicators used in SDG 6 performance monitoring.	0	60%
	Evidence of the monitoring data used in making national WASH decisions.	TBD	
N5.5: National planning and budgeting mechanisms and frameworks for SDG 6 exist and are used for decision making	Evidence of national planning and budgeting meetings for achievement of SDG 6.	0	5 Annual meetings
	Documented outcomes of the planning and budget meetings	0	Annual outcomes documentation

Outcome/ intermediate outcome	Indicator statement	Baseline	Target - indicative
N5.6: funding mechanisms and flows have been identified with clear responsibilities for WASH life cycle costs	Existence of a national WASH financing and Investment plan.	N/A	
	National WASH financing and investment plan operational % of National budget allocated to WASH sector (Disaggregated by water, Sanitation, and hygiene)	3%	6%
N5.7: national regulatory frameworks and standards exist and used to measure compliance, accountability and participation	Existence of the National WASH regulatory framework		
	Evidence of operationalisation of the WASH standards through strengthening compliance, accountability and participation.	TBD	
N5.8: IWRM principles used to promote national coordination efforts and standards for WRM	Water Resources Institute established and functional	0	1
	Operationalise IWRM principles for national standardisation and coordination of WRM.	N/A	
N5.9: national learning platforms exist and are providing opportunities for sector coordination, policy engagement, documentation and sharing of WASH issues	% of WASH learning platforms disaggregated by sector coordination, policy engagement, documentation and sharing	10%	50%
	Documented evidence of national WASH strategic decisions resulting from District lessons.	N/A	Annual documentation.
Outcome N4: national models			
IO N 4: appropriate national models exist and are used by national sector actors to improve delivery of WASH services	Evidence of MINISTRY OF WATER AND ENVIRONMENT endorsement/ acceptance of WASH service delivery models.		
	Evidence of WASH models replication at national level.	TBD	
Outcome N3: national models			
IO N3: national public, private and civil society stakeholders have the capacity to deliver SDG 6.	% of CSOs participating in National WASH activities with required skills and expertise in lobby & advocacy.	6%	40%
	% of CSOs actively engaged in national lobby and advocacy for WASH services for all.	6%	40%
	Documented evidence of the CSO lobby and advocacy for WASH services	TBD	
Outcome N2: national political and financial commitment			
IO N2.1: sector and other key political leaders advocate and lobby for increased and adequate financing for SDG 6	% of National budget allocated to WASH service delivery	3%	6%
	National WASH financing and expenditure plan in place.	TBD	

DISTRICT MONITORING, EVALUATION AND LEARNING FRAMEWORK - KABAROLE & BUYANGABU DISTRICTS

Outcome/ intermediate outcome	Indicator statement	Baseline	Target - indicative
Outcome D1: strong district partnerships			
IO D1.1 strong WASH/WRM partnerships of local government, private sector, civil society and communities with shared vision and Theory of change and districts working together to deliver SDG 6	Kabarole district master plan operational Evidence of joint WASH implementation/ in partnerships aligned to the WASH master plan.	0	1
Outcome D2: strong district systems			
IO D2.1 DLGs using by-laws, local strategies and ordinances for WASH services	% of by-laws / ordinances operational	0	70%
IO D2.2 authorities are well coordinated with clear roles, responsibilities, capacities and mechanisms for delivering SDG 6	% of DLG officials with documented SOW (roles & responsibilities) disaggregated by district	40%	60%
IO D2.3 district WASH infrastructure, service delivery models and asset management mechanisms are developed and used to deliver SDG 6	% of WASH development budget allocation to O&M % of functional water sources % of communities actively contributing through the pay as you fetch model Access to safe water	15% 84.5% 45% 68%	25% 95% 80% 78%
IO D2.4 DLGs monitoring WASH service levels and sector performance and using data for decision making	% of communities/ sub counties with updated records on water points. Disaggregated by O&M, Inventory, Water payment system. % of sub counties using available data to make decisions (documented evidence	15% 15%	45% 60%
IO D2.5 DLGs have developed long-term visions and annual plans for universal WASH	Evidence of WASH master plan implementation		
IO D2.6 DLGs have developed frameworks for financing WASH	WASH financing/ investment plan in place and operational % of district budget allocated to WASH sector (Disaggregated by water, Sanitation, and hygiene)	3%	6%
IO D2.7 CSOs in targeted districts are promoting citizens accountability mechanisms for effective WASH service delivery	Documented evidence of CSO engagement with the district political leadership on implementation of WASH master plans for both districts.		
IO D2.8 DLGs are using water source protection guidelines and catchment management plans for allocation, management and coordination of water	District WASH asset inventory report in place and informing asset management plans. Comprehensive WASH implementation plans in place. % of WASH plans funded		

Outcome/ intermediate outcome	Indicator statement	Baseline	Target - indicative
IO D2.9 institutionalised learning platforms and mechanisms exist in DLGs and are used to generate feedback for decision making and advocacy	% of learning events with evidence of adaptation from learning platforms.	15%	50%
Outcome D3: district models			
IO D3.1 service delivery models for achieving and maintaining SDG 6 in the targeted districts identified, tested, and applied at scale	% of service delivery models tested, accepted and scaled-up. Evidence of tested and accepted district models	TBD	
Outcome D4: district capacity			
IO D4.1 capacity to deliver SDG 6 exists in the public and private CSOs in the two districts	% of CSOs participating in district WASH activities with required skills and expertise, disaggregated by data management, M&E, Water quality testing and WASH costing. % of district local government authorities and private WASH providers with improved knowledge in O&M, WASH documentation, WASH asset management, WASH advocacy and management of rural water services.	30%	60%
Outcome D5: district political and financial commitment			
IO D5.1 political and technical leaders mobilise resources for SDG 6 master plan	Evidence of increased funding allocated to achievement of SDG 6/WASH master plan	0	
IO D5.2 increased budget allocation for WASH	% of district budget allocated to WASH service delivery	3%	15%

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