



Uganda

Strategic plan 2021-2025



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 strategic framework for the period 2021 to 2025.

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Abbreviations

AfWA	African Water Association
AAID	African Agency for Integrated Development
A4C	Agenda for Change
CapEx	Capital Expenditure
CapManEx	Capital Maintenance Expenditure
CMBS	Community Based Management Systems
CMC	Catchment Management Committee
CMP	Catchment Management Plan
COVID 19	Corona Virus Disease
CPSP	Country Programme Strategic Plan
CSBAG	Civil Society Budget Advocacy Group
CSO	Civil Society Organisation
D30	Destination 2030
DANIDA	Danish International Development Aid
DLG	District Local Government
DWO	District Water Officer
DWRM	Directorate of Water Resources Management
DWSCC	District Water and Sanitation Coordination Committee
ENR	Environment and Natural Resources
EU	European Union
GDP	Gross Domestic Product
GoU	Government of Uganda
HEWASA	Caritas Fort Portal HEWASA (Health through Water and Sanitation)
HOFOKAM	Hoima, Fort Portal, Kasese Microfinance
HPM	Hand Pump Mechanic
HPMA	Hand Pump Mechanics Association
IDI	International Development Institute
IRC	IRC International Water and Sanitation Centre
IWRM	Integrated Water Resources Management
JESE	Joint Effort to Save the Environment
JMP	Joint Monitoring Programme
LCCA	Life-Cycle Costs Approach
MEAL	Monitoring, Evaluation, Accountability and Learning
MHM	Menstrual Hygiene Management
MIS	Management Information System
MoES	Ministry of Education and Sports
MSD	Market System Development
MWE	Ministry of Water and Environment
NDP II & III	Second and Third National Development Plan

NHWI	National Hand Washing Initiative
NPA	National Planning Authority
NRECCLWM	Natural Resources, Environment, Climate Change, Lands and Water Management
NWSC	National Water and Sewerage Corporation
O&M	Operations and Maintenance
OpEx	Operating Expenditure
PAYF	Pay As You Fetch
PHAST	Participatory Hygiene and Sanitation Transformation
RWSRC	Rural Water and Sanitation Regional Centre
SAAB	Sanitation As A Business
SDG	Sustainable Development Goal
SDM	Service Delivery Model
SPR	Sector Performance Report
SSIP	Sector Strategic Investment Plan
TSU	Technical Support Unit
UGX	Uganda Shillings
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Fund
UWASNET	Uganda Water and Sanitation NGO Network
UWEWK	Uganda Water and Environment Week
WASH	Water, Sanitation, Hygiene
WFP	Water For People
WRM	Water Resources Management
WSDF	Water and Sanitation Development Facility
WSSB	Water Supply and Sanitation Board



Foreword

Working together to accelerate progress towards 2030.

Uganda's progress towards achieving the national Vision 2040 and global commitments to Sustainable Development Goals by 2030 is reliant on the Third National Development Plan (NDP III) 2020/21-2024/25, a shift from the previous sectoral approach, to one that prescribes a wholistic programmatic approach with a mission to increase household incomes and improve the quality of life of Ugandans.

The focus of the Water and Environment sector is therefore on reducing environmental degradation and the adverse effects of climate change, improving utilization of natural resources for sustainable economic growth and livelihood security, increasing access to safe water supply from 70 to 85 percent in rural areas and from 74 percent to 100 percent in urban areas and increasing access to basic sanitation from (improved toilet) 19 to 40 percent and hand washing from 34 to 50 percent.

Yet, despite the lessons from the COVID-19 pandemic, the Ebola epidemic and climate change impacts experienced all over the country in recent years, water and sanitation issues remain perpetually underprioritised on the political and financial fronts.

In the next five years (2021-2025), IRC Uganda will consolidate the systems thinking approach and collective action to respond to the challenges and trends in the sector, all aimed at supporting the government to deliver on the NDP III targets and achieve the global commitments of SDG6 on WASH for all Ugandans.

IRC Uganda will continue to ally with other like-minded WASH Systems partners to advocate and influence the policy space, generating evidence of what works and what does not work in WASH systems strengthening, and promoting improved planning and monitoring, especially at the decentralised levels. IRC Uganda will therefore continue to support local, regional and national government structures to establish and maintain WASH systems that are built to last. We will also continue to collaborate with state and non-state actors to make the case for the political and financial prioritisation of WASH, the environment, and climate change as vehicles that can drive Uganda to sustainable economic development.

Strong relationships built over the years with our district partners, Kabarole and Bunyangabu local governments, and our intentional expansion to newer districts with Water For People under the One For All alliance, will be the foundation of our work to support capacity strengthening in WASH governance, and to pilot and scale up service delivery models such as WASH in Healthcare Facilities, WASH in Schools, WASH in Communities and Water Resources Management that meet national and global standards.

At the national level, IRC Uganda will remain a strong partner with the government Ministries of Water and Environment, Health, Education, and Sports; and will proactively pave inroads to partner with the Ministry of Finance Planning and Economic Development to support policy research and action, promote sector coordination and financing, and facilitate dialogue spaces for learning, resource mobilisation and communication to profile and harness WASH for national socio-economic development.

We remain deliberate in initiating and maintaining collaborative initiatives with Parliament, civil society networks, the media, academic institutions, cultural institutions, and advocacy groups to expand debate and amplify the voice for WASH human in national decision-making spaces.

IRC Uganda presents this strategic plan, aligned to the priorities of the Government of Uganda, to contribute to the attainment of Uganda's Vision 2040, to accelerate progress toward SDG 6, and to promote the prioritisation of water, sanitation, and hygiene as a foundation for the required human capital to support Uganda's ambitions.



Jane Nabunnya Mulumba,
Country Director

1. Introduction

This Country Programme Strategic Plan (CPSP) has been prepared by IRC Uganda in consultation with key partners to guide the delivery of IRC programming in Uganda from 2021 to 2025. This 5-year strategic plan is overarchingly aligned to and draws from the Destination 2030 long-term global vision and strategic framework, IRC and Water For People's joint vision.

This strategic plan therefore sets out IRC Uganda's agenda in relation to IRC's [global] overall mission and goals in contributing to achieving the Sustainable Development Goals (SDGs). The IRC strategic framework and Theory of Change (2017-2030) are primarily dedicated to achieving SDG 6 on access to water and sanitation for all. IRC Uganda aligns to these broad goals with the vision and priorities of the Government of Uganda. This CPSP is also aligned to Uganda's Third National Development Plan (NDP III 2020/21-2024/25), which is the national framework for delivering on the SDGs (including target 6), and Uganda's Vision 2040. For SDG 6, the NDP III focuses on extending piped and safe water supply to the unserved and constructing modern sanitation systems as well as promoting sustainability of existing services to all parts of the country. It builds on progress made and lessons learned from the planning and implementation experiences of NDPI and NDPII and strives to overcome previous challenges encountered in both plans.

At the end of its implementation, the country will be halfway through its Vision 2040 which spans over a 30-year timeframe and focuses on strengthening the fundamentals of the economy with an aim of transforming Uganda from a peasant society into a modern and prosperous country. Investing in water, sanitation, and hygiene as well as basic education and tackling vulnerabilities are expected to provide a foundation for the required human capital to support Uganda's ambitions.

The CPSP has considered recommendations from IRC Uganda's 2017-2021 end-of-programme evaluation, builds on IRC Uganda's work and experiences from the various projects, and draws on consultations from the global, national, regional, and district WASH sector actors.

External consultations with IRC global and local staff and the Ministry of Water and Environment (MWE) were also conducted to inform the process. At MWE, the following departments were involved; Directorate of Water Resources Management (DWRM), Departments of Rural Water Supply and Sanitation (RWSS) and Urban Water Supply Systems (UWSS), MWE decongested structures including Rural Water and Sanitation Regional Centre 5, Water and Sanitation Development Facility South-Western (WSDF-SW), the mid-Western Umbrella for Water and Sanitation and the Albert Water Management Zone (AWMZ). Further, consultations were done with other state institutions including the National Planning Authority (NPA), Ministry of Education and Sports (MOES), Ministry of Health (MOH), Ministry of Gender, Labour and Social Development (MGLSD), and the Kabarole and Bunyangabu District Local Governments (District Water Officer, and Extension staff).

Discussions were also held with civil society actors including WASH Agenda for Change partners (WaterAid Uganda and Water For People), the Uganda Water and Sanitation NGO Network (UWASNET), Uganda Sanitation for Health Activity (USHA), as well as two local NGOs, CARITAS Fort Portal - HEWASA and Joint Effort to Save the Environment (JESE) based in Kabarole.

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 (2021-2025), IRC Uganda will respond to the challenges and trends in the sector to promote and implement a systems thinking approach, to support the NDP III to consolidate and strengthen its partnership with Kabarole and Bunyangabu districts. With guidance from MWE, IRC plans to expand her work and collaboration to Lira district, and in partnership with Water For People jointly engage and work in Kyenjojo district. IRC Uganda is committed to supporting her national and district partners to establish the necessary strategies and mobilise the required resources for achieving SDG 6.

Photo: Chair of IRC supervisory board, Ms. Wambui Gichuri (2nd from the left, front row) on a visit with IRC and Water for People Uganda teams.



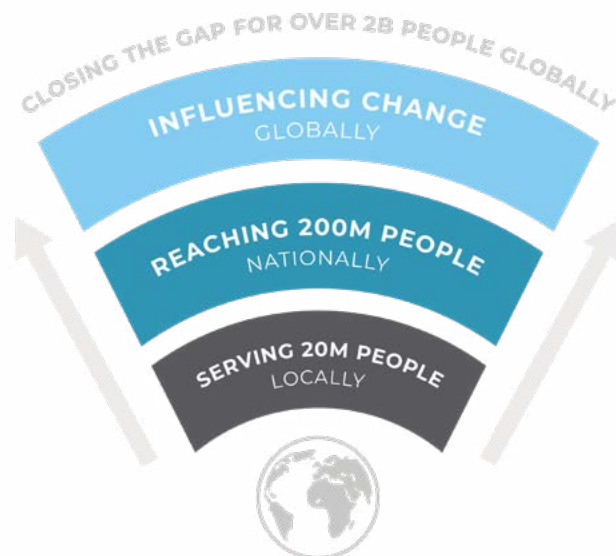
1.1. Destination 2030 and the global challenge

The IRC Strategic Plan will advance the IRC collective stakeholder vision that every person will have access to sustainable safe water, sanitation and hygiene services in a conducive environment where water resources are sustainably managed by 2030. This Strategic Plan provides a framework for the IRC Country Programme interventions between 2021 and 2025. Additionally, the plan will enable IRC to better participate and contribute to coordination efforts and processes of the Government of Uganda (GoU) and development partners as aligned to the Destination 2030 (D30) goal and targets.

This CPSP follows the D30 Strategy, enshrined in the purpose to inspire radical and transformational change through impact at local, national, and global levels. Due to their interlinked and mutually supportive nature, these three levels require appropriate understanding, strengthening, and changing of water and sanitation systems. The D30 Strategy recognises that there are less than 10 years to ensure that everyone in the world has access to lasting and safe water, sanitation, and hygiene services, and thereby, meet SDG 6.

According to the World Bank global water security and sanitation partnership report, 2021¹, about 2 billion people lack safely managed drinking and 3.6 billion lack safely managed sanitation. The COVID-19 pandemic has further disrupted momentum and threats of climate change, armed conflicts, and racial inequality aggravate the challenge. While there has been progress, it is not fast enough to attend to the growing needs.

The D30 global mission is to reach the over two billion people who do not have quality lasting water, sanitation, and hygiene services and we need political leadership to work with us so that we can achieve this and move more families out of poverty, improve women’s safety and societal status, reduce child mortality, get more children, especially girls in school, and increase job opportunities and income generation.



¹ <https://www.worldbank.org/en/news/feature/2021/11/15/global-water-security-sanitation-partnership-working-with-country-partners-for-a-resilient-water-future>

1.2. The challenge in Uganda

1.2.1. Socio-economic and political situation

Uganda is a multiparty democracy and has been a relatively stable country for over thirty years. The global historical data indicates that agriculture is the main source of income for the population, contributing 24% of the Gross Domestic Product (GDP) in 2020². The agriculture sector is, however, challenged by climate uncertainties which compromise food insecurity. Under health, the population continues to face several endemic diseases as well as those borne from poor hygiene and sanitation such as malaria, meningitis, cholera, typhoid, and gastroenteric outbreaks. Uganda has a legal and institutional framework to ensure the effective implementation of water policies and programmes. Development initiatives are built on a full decentralisation policy, which has administratively divided the country into 136 District Local Governments (DLGs) as of 30 November, 2022. However, most DLGs such as Kabarole and Bunyangabu have insufficient financial and human resources to meet their communities' needs. The programme approach of NDPIII is expected to garner more efforts from the government and its agencies to ensure greater effectiveness in public spending and the reduction of inequalities.

1.2.2. Finance

By the financial year FY2019/2020³, the water and environment sector was receiving a share of less than 3% of the national budget allocation despite bearing a pertinent potential to contribute to socio-economic development and realisation of the envisaged middle-income status (MWE, 2020). The sector, however, demonstrated a steady increase of approximately 40% in annual funding between FY2016/2017 (UGX 1,098.66 bn, approx. 294,847,384 Euros)⁴ and FY2019/2020 (UGX 1,820.97 bn, approx. 488,693,718 Euros).⁵

In the new NDPIII approach to programme-based planning and implementation, the water and sanitation sector falls under the human capital development programme whose medium-term expenditure projections for FY2022/23, FY2023/24, and FY 2024/25 indicate a total of UGX 402.16 bn, UGX 464.70 bn and UGX 551.93 bn respectively for the rural water supply and sanitation sub-programme. On the other hand, projections⁶ for the urban water supply and sewerage sub-programme indicate UGX 1,115.56 bn, UGX 1289.05 bn and UGX 1531.03 bn respectively. The water utilities regulation sub-programme anticipates UGX 11.78 bn, UGX 13.61 bn, and UGX 16.17 bn for each of the three years.

The critical unfunded and underfunded areas in the water thematic area are the construction of water supply and sanitation systems. The national coverage for water and sanitation in Uganda is still relatively low (see water subsection below). To meet the policy objective and targets, Government will need to make substantial increases in funding to implement a long-term Sector Strategic Investment Plan (SSIP) to guide the investment in the sector. Financing the provision of water and sanitation services is in general the responsibility of the gazetted service authority. Without financial self-sustainability through cost recovery tariffs considerate of the affordability to pay ("pro-poor"), governmental subsidies shall continue to be granted. The efficiency of a service provider is considered in the provision and allocation of subsidies. Financing arrangements for the water sector should aim at having a sustainable source of financial resources to meet the costs of water resources development and management.⁷

2 Distribution of gross domestic product (GDP) across economic sectors in Uganda 2020

<https://www.statista.com/statistics/447716/uganda-gdp-distribution-across-economic-sectors/>

3 Last year before programme-based budgeting and implementation

4 <https://www.mwe.go.ug/sites/default/files/library/SPR%202016.pdf>

5 <https://mwe.go.ug/sites/default/files/library/Water%20and%20Environment%20Sector%20Performance%20Report%202020.pdf>

6 <https://budget.go.ug/sites/default/files/12%20Human%20Capital%20Development.pdf>

7 MWE, National Water Policy (2018) Amended

1.2.3. Security


According to the NDP III, the threats to security and peace in Uganda range from low level civil disorder, large-scale violence, subversion, and sometimes organised and armed insurgency. The government has progressively and successfully dealt with internal and external threats to the security and peace of the country through various interventions and institutional mechanisms. However, it is apparent that emerging and potential threats to peace and security are periodically encountered, and thus the need for adequate preparation for timely detection, prevention, and effective management of these new complexities.

IRC UGANDA AT A GLANCE

11 staff, **12** projects, **6** donors,
7 partners, collaborations or working groups
€ 697 thousand total invested

Gross Domestic Product per capita in PPP: **\$ 2,294**
 Human Development Index: **rank 159, score 0.544**
 Renewable water resource per capita: **1,407m³**

Percentage of population with at least basic services (JMP):
 Water: **56%** • Sanitation: **20%** • Hygiene: **23%**



Partner districts
 Kabarole and
 Bunyangabu

1.2.4. Water and sanitation

In line with the Uganda Local Governments Act Cap 243, the responsibilities of water and sanitation service delivery have been devolved to DLGs in liaison with MWE, although efficiency is curtailed by low budget allocations.

MWE together with other line agencies is expected to strengthen the human resource and financial capacity to address water and sanitation challenges to respond to constantly increasing demands, hence ensuring effective development of sustainable water and sanitation services locally.

In the Human Capital Development Programme budget framework paper⁸ for the FY 2021/2022, the NDP III Programme indicates an ambition to increase service delivery. For instance, access to safe water supply from 70 to 85% (rural) and 74 to 100% (urban within 200m), basic sanitation (improved toilet) from 19 to 40%, and handwashing from 34 to 50%, the proportion of the population accessing universal health care from 44 to 65% with the FY 2019/2020 taken as the baseline. Up to 95% performance is expected for functionality of water sources at spot check, while for urban water supply, sanitation, and hygiene, 31% of the population should gain access to sewerage services through the National Water and Sewerage Corporation of Uganda.

In the face of COVID-19, Ebola, and climate change impacts across the country, water and sanitation issues remain of critical importance, especially for the resilience of communities in the lead up to achieving SDG 6. Several issues are at stake, for instance, the regulation, support, and management of water utilities such as the regional umbrellas of water and

⁸ <https://budget.go.ug/sites/default/files/12%20Human%20Capital%20Development.pdf>

sanitation, tariff setting with pro-poor considerations, affordability and inclusivity, issues of operation and maintenance, humanitarian-development nexus, and climate change adaptation and resilience, among others.

The subsector also seeks to strengthen the legal and regulatory framework that will support the effective enforcement and compliance with relevant laws, regulations, standards, and procedures for water resource management and use.

1.2.5. Environment and climate

Climate change extremes such as prolonged dry seasons, flooding, and droughts subsequently threaten existing water and sanitation systems. Over the past few decades, these impacts have increased in prevalence and will make the attainment of SDG 6 more difficult if appropriate attention and resources are not made available for adequate response, mitigation, and adaptation.

As communities are increasingly affected, climate change risk assessments, and building the resilience of communities, water and sanitation systems, and institutions, are becoming key to programme design, planning, resource allocation, implementation, and monitoring and evaluation. Climate change and the pressure on natural resources pose crucial challenges for Uganda. Approximately 80% of the population depends on natural resources for their livelihood. With 20% still living in absolute poverty and 40% on subsistence means the economy's capacity to adapt to changes in the climate is very low.

According to the World Bank, the rising human population growth, a dramatic increase in small-scale farmland, and continued deforestation due to the demand for biomass for energy have left more than 40% of the land degraded.

The catchment-based approach to water supply and hygiene is being promoted in the sector. This approach seeks to provide a long-term strategy for sustainable development and utilisation of water and related resources, which ensures that land, water, and affiliated resources are developed and managed in a coordinated manner without compromising the sustainability of vital ecosystems. IRC Uganda has been supporting this and intends to scale this up in the new strategy. There is a need to secure and provide water of adequate quantity and quality for all social and economic needs of the present and future generations with the full participation of all stakeholders.

The Natural Resources, Environment, Climate Change, Lands and Water Management (NRECLWM) Programme emphasises mobilisation and significant increase of financial resources from all sources to conserve and sustainably use natural resources and mitigate disasters. Focus on mainstreaming the environment and natural resources management in policies, programmes, and budgets with clear budget lines and performance indicators is critical. Improved coordination, regulation, and monitoring of environment management at both central and local government levels must be prioritised. Building capacity for climate change adaptation and mitigation including hazard/disaster risk reduction should be done with urgency. Promoting continuous integration of climate change and disaster risk reduction in planning, budgeting and reporting must be strengthened at all levels.

The draft National Water Policy (2018) (which will replace the National Water Policy (1999)) as amended will also promote coordinated planning and prioritisation in the management and use of water resources through catchment/basin-based approaches to establish and sustain a monitoring, assessment, data, and information system for water resources to support effective decision making.

1.2.6. Life cycle costing

In life-cycle costing analyses for water supply facilities, it is assumed that low-cost CapEx (capital expenditure) water supply infrastructure provides reduced life cycle costs, lower Capital Maintenance Expenditures (CapManEx), and lower Operating Expenditures (OpEx) when compared with higher cost CapEx investments. However, in times of breakdown and non-functionality of the water facility, there may arise the need to supplement the water supply demand with emergency water trucking and treatment which are also costly. Concerning the per capital cost of piped water supplies visa-a-vis per capital cost of point water sources, it can be concluded that piped water supplies are less expensive than point source supplies when CapEx, CapManEx, OpEx and Emergency Expenditure (EmEx investments) for emergency water supply provision are considered under a life-cycle cost analysis.

1.2.7. Service delivery models

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 Centres (RGCs) 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 numbers of population. 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, the underserved and the left-behind areas.

1.2.8 Key findings in reference to building blocks at national and district levels

Table 1: Challenges per building block at national and district level

Building Block	Challenge
Policy and legislation	<ul style="list-style-type: none"> Limited knowledge of sector policies, guidelines, and regulations as well as programmes, for instance the practicability of contextualising the NDPIII relevant programmes to local contexts by district local governments
Institution	<ul style="list-style-type: none"> Delayed review processes of policies such as the Water Policy and Water Act Majority of the policy instruments such as the Strategic Sector Investment Plan (SSIP, 2018), and the Environment Sector Support Programme II (2018-2023) are not well disseminated to the sub-national levels. Also, with the shift to programme planning and development, it is not clear how these policies will evolve Limited sensitisation of communities on policies leading to non-adherence Inadequate staffing and equipment in the District Water Office (DWO) Inadequate funds for supervision of service providers and water management structures Inadequate knowledge and skills especially among young WASH professionals at all levels i.e., national, regional, district, and communities to collect electronic data for integration into designated national level systems

Building Block	Challenge
Planning and budgeting	<ul style="list-style-type: none"> Inadequate capacity in the DWO for long-term planning and budgeting Most DWO plans are not well aligned to national plans and targets such as the NDP III, Vision 2040, and the SDGs DWO plans are not well integrated to include wastewater, sanitation, garbage management, water resources management, and environmental protection
Financing	<ul style="list-style-type: none"> Downscaling in global aid and reduced financing for the WASH sector and its adverse effects on meeting the WASH sector goals and targets Inadequate funds to implement the District WASH Master Plans Inadequate capacity for resource mobilisation at MWE and DLG level Tariffs that target only recovery of maintenance cost and not a full life-cycle cost recovery
Infrastructure development and management	<ul style="list-style-type: none"> Poor operation and maintenance of existing facilities Inadequate capacity of the NRECCLWM programme to mainstream climate action across relevant sectors Inequity in allocation of funds for rural and urban water development High population growth outgrowing the planned water and sanitation facilities Limited innovation of technologies and approaches, especially to serve water-stressed areas and vulnerable groups as well promote climate resilience High influx of refugees that is increasing competition for limited water resources
Monitoring	<ul style="list-style-type: none"> Inaccurate data collection, conflicting data sets with the Management Information System (MIS) at national level-MWE Weak monitoring and supervision of service providers, ongoing work in the field, and limited support to water facility management structures Inadequate reporting on performance indicators by the DWOs and DLGs Major discrepancies between national and globally accepted data on the national WASH key performance indicators Inconsistent use of the data collected during the planning process Limited staff and financial resources to collect data, monitor, and evaluate projects and initiatives at the sub-county level. Inadequate technical knowledge skills and equipment to collect valid and reliable data, weak coordination, and collaboration mechanisms between the key line ministries of Health, Water and Environment, as well as Education and Sports
Regulation	<ul style="list-style-type: none"> Regulation department of the MWE and its roles are not well known to the sector stakeholders Limited awareness and appreciation of the "Pay as you fetch" model among the communities and WASH service providers Non-adherence to existing regulations by communities The regulation department in the MWE has limited capacity to carry out its function e.g., setting and harmonising water tariff, which leads to conflicting approaches across utilities
Learning and adaptation	<ul style="list-style-type: none"> The regulation department of the MWE and its roles are not well known to the sector stakeholders and the strength of this regulatory arm is not felt at the DLG Poor coordination amongst the different learning platforms, such as the Rwenzori Regional Forum Outputs from learning are not effectively utilised to advocate and influence policy Inadequate funding to support sector follow-ups
Water Resources Management	<ul style="list-style-type: none"> Inadequate knowledge of water resources management policies and guidelines among communities Encroachment on riverbanks and water catchment areas by communities for livelihoods Low appreciation of the catchment-based approach to service delivery Weak data systems with many gaps

1.3. Emerging trends and key changes 2021-2025

This section depicts emerging national trends, key changes and issues that affect the general WASH programme as drawn from document review and stakeholders' consultations for consideration by IRC while planning for the next five years (2021-2025).

1.3.1. Improving human capital development for economic growth

Human Capital Development is one of the 18 programmes under the NDP III which has a goal of increasing the productivity of the population through strategic investment in people to ensure productive and competitive work for an improved quality of life and achievement of Vision 2040. This is one of the flagship programmes where water and environment issues are anchored for increasing productivity, inclusiveness, and wellbeing.⁹ Objective 4 of the NDP III emphasises the critical role of water and anticipates increased access to safe and clean water and sanitation as a critical outcome for human capital development besides other relevant sectors such as health, education and sports, and gender.

However, with the new programme-based planning and implementation approach, there is a threat of the WASH sector getting lost within the NDP III. Until now the WASH sector has been a full sector with prominent working groups, but with the NDP III and inclusion under the Human Capital Development programme, it is not clear how the sector will evolve.

⁹ Enhance the productivity and social wellbeing of the population



Photo: Market day at Kihondo on the Kabarole-Kasese highway.

1.3.2. Economic growth

The economic growth strategy that underpins the NDP III is built on the need for rapid industrialisation of the Ugandan economy linked to high productivity and production in agriculture; while nurturing the potential of the ICT, minerals, oil, and gas sectors. Sustained and diversified economic growth is essential for creating the foundation for development. In this regard, the NRECC LWM should aim to reduce and reverse environmental degradation and the adverse effects of climate change as well as improve the utilisation of natural resources for sustainable economic growth and livelihood security. Through the NDP III and its subsequent growth prospects across critical sectors such as agriculture, forestry, fishing, industry, and services, there is a projected improvement in per capital income from USD 878 in FY 2018/19 to USD 1,301 in FY 2024/25.¹⁰

¹⁰ <https://www.health.go.ug/download-attachment/APqh0Dh6ajZel8FFxli2xD-mNMAq8cOh10fnRVZszBvE>

1.3.3. Rapid growth in migration and urbanisation

The Water and Sanitation sector faces several challenges arising from migration and urbanisation. Rural urban migration, the refugee influx and subsequent build-up of refugee communities and affiliated amenities increase pressure on service delivery for both households and institutions. There has been an overall peaceful existence of refugees and their host communities although in some cases, conflict ensued from water access challenges.

New towns, cities, and municipalities must be planned for and served with appropriate standards of quality and quantity. Additionally, key WASH challenges in informal settlements present another dimension of needs that require attention. On the other hand, migration and urbanisation also mean a shift in service delivery, for instance a specific emphasis on piped water supply/ bulk water transfer against point water supply. This presents new opportunities and markets for water and sanitation service delivery, for example the increased involvement of the private sector in sanitation management and WASH inspired community businesses, among others. However, much more than ever, these challenges and opportunities stress the urgent need for a sector regulator.

IRC proposes prioritisation and enhanced investment in appropriate technologies with higher investment in CapEx for bulk water transfers and water treatment, enhanced climate change adaptation and resilience, and adoption of integrated water resources management measures, including catchment-based water resources management.

1.3.4. Complex governance trends

In the peer reflection session on IRC's completed 5-year strategic plan (2017-2021), complex governance trends were noted as an emerging issue characterised by low prioritisation of water and sanitation in budgeting and outdated water policies, and legislation that make regulation and enforcement difficult. The regulatory and policy framework is also complex with water issues in so many areas such as land, environment, health, education, and local government. The implications of this are injustice, low participation, exclusion, corruption and lack of equality and equity for people who are in dire need of water services.

1.3.5. Change in global/local aid landscape

Donors such as Danish International Development Agency (DANIDA) and the European Union (EU) have curtailed funding to the sector, while the Joint Partnership Fund (JPF) no longer exists. With limited improvement in the WASH sector, there is probably donor fatigue hence the shift to funding of other critical areas such as natural resources. Bi-lateral relations and funding arrangements dominate, and the Sector-Wide Approach (SWAp) is not functioning. The WASH sector is also facing changed priorities in the Dutch Development Cooperation policy, and this may affect IRC operations in Uganda.

1.3.6. Persistent gaps in WASH services despite improved overall access

IRC also noted that despite the increased investments in the water and sanitation sector, there are still gaps in WASH service delivery due to poor management of facilities, unreliable water services, unequitable services, and quality concerns. Other issues are the affordability of the services provided since most communities find water service delivery expensive and cannot afford services due to high poverty levels. Sometimes, even the quantity of water produced by the facilities is inadequate.

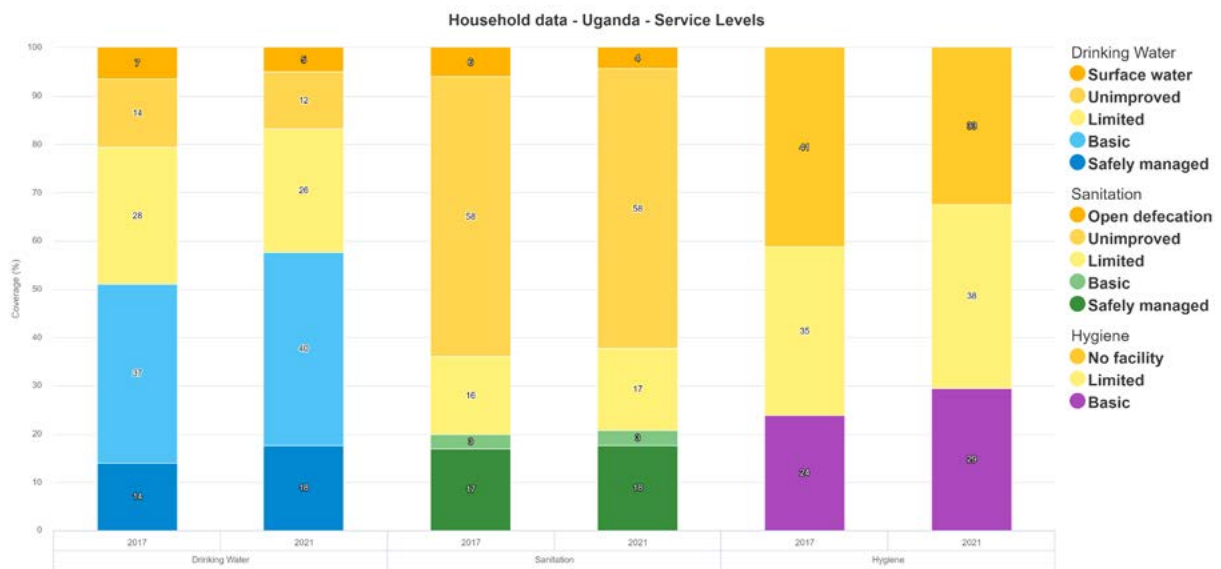


Figure 1: National WASH service levels for households in Uganda (JMP, 2020)

1.3.7. Continued inadequacy and unsustainability of WASH financing

There is an inconsistent financing framework for the WASH sector and inadequate commitment of funds. Also, limited knowledge of the cost of WASH services hinders advocacy for financing. The population increase outstrips the investments and finances available.

1.3.8. Evolving approaches to WASH service provision

Improved WASH service delivery demands critical investment in access to piped water and reinforcement of the utility service providers including the promotion of market-based approaches. Additionally, improved profiling of challenges and opportunities in WASH service delivery as well as exploring sustainable financing mechanisms are all critical.

1.3.9. Institutional WASH

Institutional WASH is another challenge in the sector, especially in health care facilities, in schools, primary schools, secondary schools, and sometimes at tertiary level since most of these institutions don't have sufficient budgets for WASH programmes. Other places such as prisons, police, public markets, etc., are also faced with serious WASH challenges due to poor management and insufficient funding.

1.3.10. Regional Water Authorities

In Uganda, umbrella organisations are a common mechanism implemented to support O&M for water points. In the past, umbrella organisations for water supply and sanitation were voluntary associations of water supply and sanitation boards, and they offered training, advice, support, and services to members. In July 2017, six umbrella organisations were elevated to regional water authorities and mandated to operate and manage small-piped water systems in small towns and rural growth centres. However, the regional water authorities will be challenged to deliver on their mandate without financial and business models, as well as human and institutional development support.¹¹

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, asset and investment management, tariff setting and adjustments, and dispute resolution.

1.4. Emerging trends and key changes (stakeholder consultations)

1.4.1. Coordination of WASH services

Consultations with key IRC partners established that, due to alteration of planning guidelines by the government, there is a need to train DLGs/DWOs to develop and align their plans to the national plans and targets such as the NDP III, Vision 2040, and SDGs; an initiative seen as only partially functioning (rated at 50%).

Rated at 25% to indicate how low coordination of key sector stakeholders is, a holistic and systems thinking engagement was recommended, with sector line ministries such as the Ministry of Health (MOH), Ministry of Education and Sports (MOES), and other agencies such as UNICEF, UNHCR, WaterAid Uganda, USHA, Red Cross, who have a stake in WASH implementation for various aspects and at different levels.

1.4.2. Develop and formalise partnerships between IRC and other WASH partners

Rated at only 10%, indicating urgency for consideration, findings noted that there is a need to develop and formalise partnerships through a Memoranda of Understanding (MoU) with other WASH partners such as line ministries like MOH, MOES, WASH NGOs, sector ministries, DLGs, and agencies and (focus) District Local Governments with whom IRC works.

It should also be noted that IRC developed and formalised some partnerships. IRC renewed its MoU with MWE and has two running MoUs with Kabarole and Bunyangabu District Local Governments.

¹¹ IRC Uganda: 2017-2021 Strategy. Building WASH Systems to deliver the Sustainable Development Goals

1.4.3. Registration and regulation of WASH activities by all NGOs

It was noted that the sector service providers for water facilities and sanitary products manufacturing have increased in number but are not adequately registered and regulated.

Below is a graphical representation of the key issues.

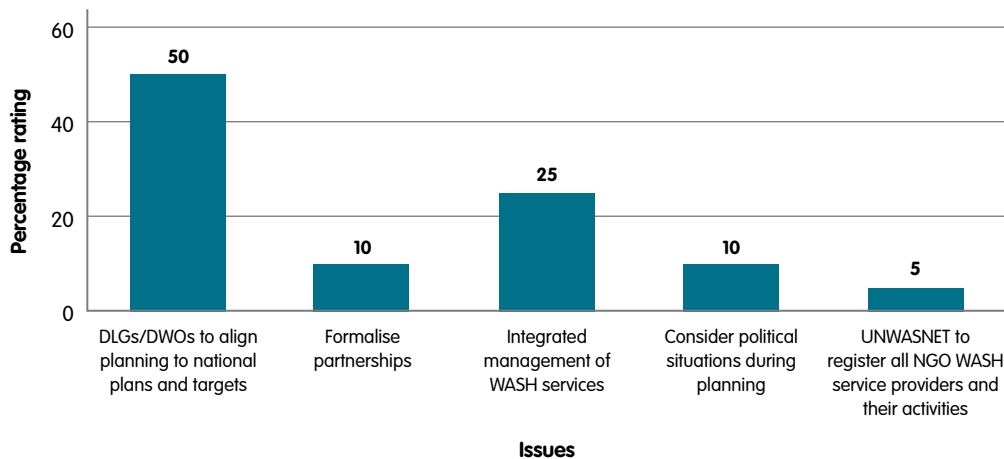


Figure 2: Emerging issues in the WASH sector

1.5. Key internal reflections 2017-2021

1.5.1. Lessons learned from the 2017-2021 analysis

Uganda is endowed with water and natural resources, which support community livelihoods. However, these resources are currently threatened by overexploitation resulting in catchment degradation, and water pollution with effluents from poor sanitation, mining, industrial discharges, and oil spills, among others wetland encroachment, deforestation, poor urban planning, and habitat degradation remain major challenges in the face of climate change. Effects of climate change make Uganda susceptible to weather extremes such as droughts, landslides and floods in districts such as Soroti, Katakwi, Amuria, Karamoja, Buduuda and Kasese¹², not only affecting livelihoods but also WASH services delivery. For sustainable water resources management to be attained in the country, concerted efforts are required to address the challenges.

The impact of the COVID-19 pandemic rolled back recent gains in health and Human Capital Development, especially in the WASH sector. There is an opportunity for IRC Uganda to support coordination, planning, regulation, and monitoring of water resources at catchment level and facilitate the development and implementation of integrated catchment management plans for water resources catchment areas.¹³

The World Bank report indicates that the high population size (42 million people) and its rapid growth estimated at 3.2% over the last three decades (among the highest in the world), present increasing needs and demands on natural resources. Moreover, Uganda’s refugee population has almost tripled since July 2016, making it the largest refugee-hosting country in Africa, and the third largest in the world with an estimated 1.4 million refugees. The refugee populations

¹² Common outbursts of the river Nyamambwa causing displacement and losses

¹³ <https://www.worldbank.org/en/news/feature/2021/11/15/global-water-security-sanitation-partnership-working-with-country-partners-for-a-resilient-water-future>

flee economic and political instability in neighbouring countries such as South Sudan, DRC, and Burundi. As such, Uganda is prone to chronic instability in the Great Lakes Region.

1.5.2. Staff reflections from 2017-2021

Consultations with IRC and key partners established the following lessons learned from the IRC Uganda WASH programme for the period 2017-2021. As highlighted below, the most critical lesson was that documentation of evidence and utilisation of the WASH master plans is a powerful tool for resource mobilization. Also, the systems thinking and strengthening approach has proven to be effective in improving WASH service delivery and prove that small funds can play a catalytic role in strengthening the building blocks.

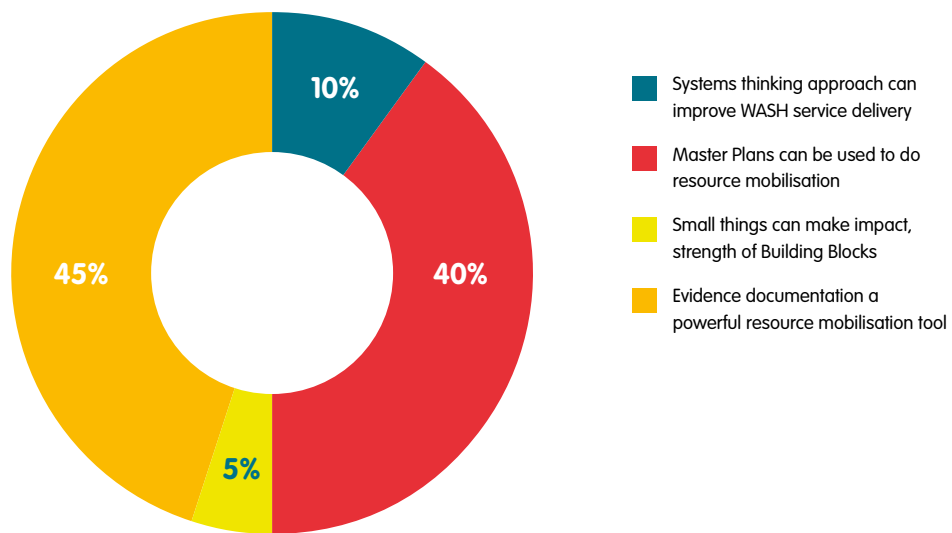


Figure 3: Lessons learnt from IRC WASH program implementation 2017-2021

2. Destination 2030

Destination 2030 (D30) is IRC and Water For People’s joint vision and 10-year strategy to accelerate the pursuit of Sustainable Development Goal 6. Our voices are strongest in partnership, and we wholeheartedly believe in collaborating to achieve the SDGs. D30 describes our impact model, intended outcomes, and approach to a shared governance, and summarises the revenue and impact targets for 2025 and 2030.

The D30 strategy believes in government-led systems and strong private sector support as the key solutions to addressing WASH service delivery issues and ultimately achieving the SDG 6 targets. This strategy is reinforced by an expansive mindset and 10X thinking to move beyond incremental progress and drive exponential advances in service delivery globally.

D30 expounds more on the building blocks (listed in section 1.3 above) whose functioning determines the achievement of universal and lasting services, ensuring their functionality is not a ‘quick fix’. It takes time to change the way people think about the problem and act to solve it. Similarly, it takes time for politicians and governments to believe and buy in. We also need to change ourselves to better meet the challenge of Destination 2030.

The MWE will continue to guide on selection of areas of operation for the Alliance. The Alliance hopes to leverage on areas with positive attitudes from the politicians, community leaders, and communities. This is helpful in obtaining the needed support towards WASH activity implementation.

For MWE to effectively monitor the alliance with WFP, there is need to highlight the following for each partner:

- Roles of each partner
- Areas of operation
- Work plans for each partner in the Alliance

2.1. D30 ambition and Theory of Change

Our approach to leading change is audacious. While we are striving to have a greater impact by building on what we have accomplished to date, we aim to do things differently. We will inspire radical and transformational change instead of just replicating what we have done. The D30 strategy describes our intended impact, our outcomes along the way, and the types of activities that will deliver these outcomes while the Theory of Change shows how we strive for impact at local, national, and global levels.

These three levels are interlinked and mutually supportive. They are rooted in a foundation of understanding, strengthening, and changing water and sanitation systems. Success in one will underpin success in all. We will drive change through all three and call on others to do the same.

THEORY OF CHANGE

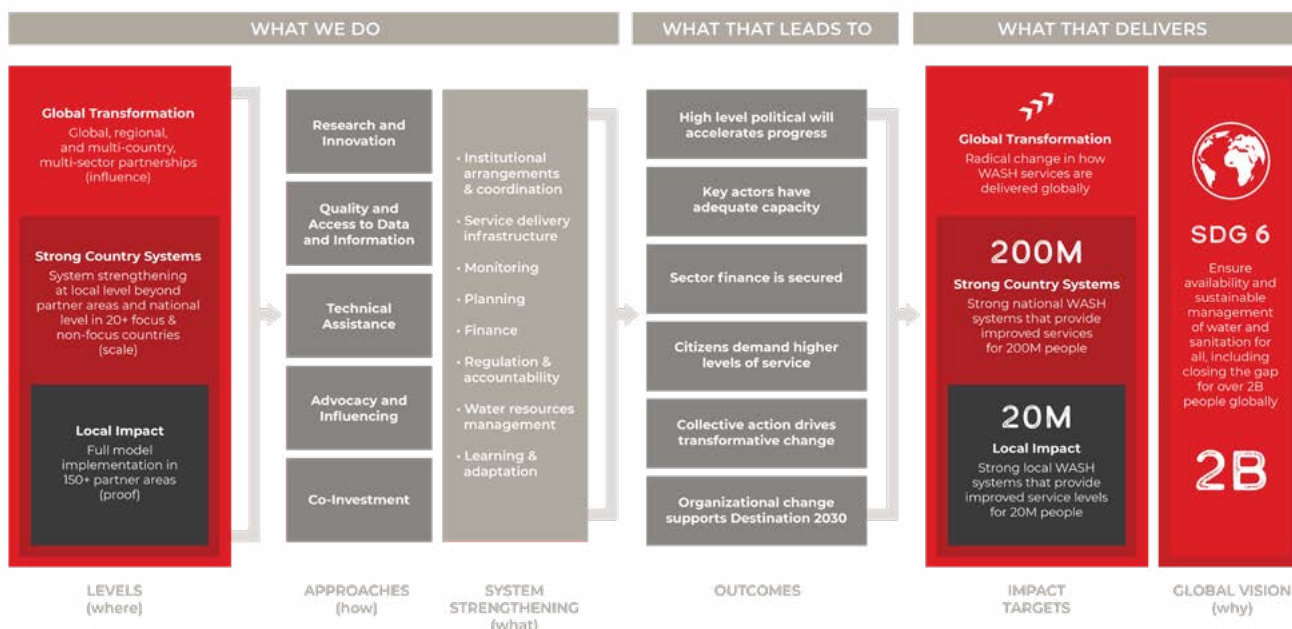


Figure 4. D30 theory of change

2.2. What D30 means for the IRC Uganda programme

We formed a formal alliance with Water For People to leverage our complementary strengths, experience, and joint resources. This alliance envisions far greater impacts by 2030 with joint efforts from their strong and global presence and experience. To ensure effective and efficient operations, the alliance will be operationalised through a shared vision and strategy. We will work towards delivering safe water and sanitation services with a mission to significantly improve the quality of life of more people globally in the next decade.

From 2017-2021, we focused on promoting and implementing a systems thinking approach as well as consolidating and strengthening partnerships in our various areas of work. Under this new CPSP strategy (2021–2025), we will follow the D30 strategy; enshrined in the purpose to inspire radical and transformational change through impact at local, national, and global levels.

Due to their interlinked and mutually supportive nature, these three levels require appropriate understanding, strengthening, and changing of water and sanitation systems. As such, we will leverage our past experiences and scale up efforts to contribute to the impact targets and pathways of the D30 strategy, especially given the added layer of illuminating impact at the global level.

Nationally, our new strategic period will remain aligned to Vision 2040 and integrate learnings from the NDP I (2010/11-2014/15) and NDP II (2015/16 – 2019/20) to leverage contributions to the NDP III (2020/21 - 2024/25).

2.3. IRC's intentions based on the current theory of change

While acknowledging the country's efforts and progress to universal access to WASH in Uganda by 2030, we intend to fast track our support towards quality and lasting water, sanitation, and hygiene services through the bottom-up approach (district-national level). Programmes, projects and activities will be inspired by the 10X thinking whereby we will move beyond incremental progress and drive exponential advances in service delivery through new strategic support and partnership at local and national levels. This service delivery thinking will ensure a radical and transformational change in Uganda's water sector and globally for SDG 6.

Building on previous achievements and lessons learned from the 2017-2021 strategy implementation, we will strive to reinforce our support and partner with selected district local governments ensuring a government led trajectory. We will also explore partnerships with the private sector and civil society as well as development partners for the realisation of SDG 6 through strengthened water and sanitation systems. As always, we will strive to utilise and strengthen the capacity of decentralised structures in support of the partner district local governments. Our work will be enshrined in the D30 strategy to serve the three major impact pathways.



Photo: Michael Tumubwine NWSC's branch manager with Martin Watsisi IRC Uganda

2.4. Local impact (in districts and communities)

We plan increased investment and strengthening of local WASH systems for universal services through capacity building and strengthening of DLG staff (for planning, budgeting and implementation, including operation and maintenance), co-investment in domestic and institutional WASH service delivery, and collaboration with and support of the decentralised structures such the rural water and sanitation regional centres, water management zones and regional utilities. While most of the work has been focused on technical interventions, emphasis will be placed on steering political will to increase support for technical interventions and subsequent appropriate budget allocations. Emphasis will be placed on enabling professional, effective, and efficient service delivery and monitoring, evaluation, and learning.

2.5. National impact

We will take experiences and lessons at the local level to inform and influence national-level planning and implementation through advocacy for support and accountability, technical assistance to line ministries and respective departments will be our key focus in this strategic period. This will involve collaboration at different levels, for instance with the:

- a. **MWE** and respective Programme working groups for establishing a sub-programme regulator, and harmonisation of work;
- b. **Water utilities (NWSC and umbrella authorities)** for demonstrated success in establishing a national utility model with appropriate lessons and best practices from the regional level;
- c. **The National Planning Authority** for planning and budgeting as well profiling WASH as a key enabler for socio-economic development;
- d. **Affiliate line ministries** for systems thinking planning and management as well as the elaboration of WASH-nexus issues and crosscutting issues on human rights, social equity, and support to vulnerable groups, and gender;
- e. **UWASNET and other CSOs** for advocacy and accountability of government as well budget tracking;
- f. **Academia** for action research and knowledge and information management;
- g. The **media** for communication and campaigning, and
- h. The **private sector** for establishing and strengthening market systems.

Efforts will also be directed towards ensuring enhanced socio-political support for the national planning and budgeting process on WASH. Additionally, both technical and financial support will be re-thought and demonstrative co-investments towards upgrading water and sanitation infrastructure will be explored.

Emphasis will be placed on advocacy and expanding skills in financing and utility performance. Similarly, building partnerships with the private sector will be explored to ensure the development of strong and resilient market systems. To increase learning and adoption of best practices, efforts will be placed on scaling successful models and approaches to non-partner areas at the local level and eventually at the national level. We will improve our efforts on national systems strengthening to highlight evidence from DLGs and those achieved by other stakeholders. See detailed plan in Annex 3.

2.5.1. Global impact

We will use our local and national experiences to contribute to challenging the status quo, advocate and influence political prioritisation as well as behavioural change for equity and equality. We will explore, leverage and maintain partnerships with multi-national stakeholders and organisations for learning and funding opportunities. We also aim to participate in global WASH fora such as conferences and networks for increased visibility and advocacy.

This intended work is anticipated to create transformative change and will therefore depend on collective action through stronger and effective partnerships reinforced with increased and sustainable finance, adequate capacity building for key actors, adequate political will to meet the anticipated demand for higher levels of service, and universal access.

2.5.2. Organisational level

At the organisational level, necessary adjustments will be made to fit the new context and emphasis will be placed on accountability for monitoring, evaluation, and learning. With the new partnership framework that commands collaboration with WFP, we will leverage our strengths and comparative advantage to better work with WFP while also benchmarking WFP's experience in the sector. This collaboration will be important to inform our expansion to new envisaged partner areas and adaptation of our scope of work. A clear partnership framework will be established to guide joint activities such as fundraising, advocacy, action research, reporting, and communication. The partnership framework will also be regulated by an advisory board.

2.6. Destination 2030 vision and strategy for the country

Overall, our success should entail an environment with high-level political will, enhanced capacity for planning, service provision, and regulation, and secured finance from both private and public investments for resilient WASH systems and service delivery. Furthermore, citizens should be empowered to raise their voices, engage and strengthen collective action within and without the WASH sector at the local and national levels. At the global level, we will contribute to challenging the status-quo through being the epitome of enhanced prioritisation of WASH and strengthened systems. IRC Uganda should be a model country whose successes can be benchmarked by other countries.

2.6.1. Local level (in districts and communities)

At the local level, our success should culminate into the implementation of tighter by-laws and ordinances, and improved capacity of staff at the district local governments as well as MWE decentralised structures to plan and deliver resilient WASH services. Although implicit, our success should translate into the reduction of challenges to WASH access, quality and quantity as well as affordability. Healthier communities with less water-borne diseases and improved livelihoods are some of the tangible successes we will boast of. With the influence of our efforts alongside those of other stakeholders, local leaders should evidently prioritise funding and be willing to facilitate collaboration with the private sector for the support of WASH service delivery and management. Moreover, communities should be empowered to appreciate WASH services and even demand the quantity and quality they require and can afford to pay. Other related

sectors such as education and health should promote the benefits of improved WASH services and there should be a functional monitoring, evaluation accountability and learning framework in place to track the change and highlight best practices as well as lessons learned.

2.6.2. National level

At the national level, our involvement in various programmes and sub-programmes as well as A4C should influence political will at the highest level to foster the institution of a sector regulator, increased national budget allocations and prioritisation for WASH. Radical policy change enforced through programmes, initiatives and projects should enhance private sector involvement and ensure a bottom-up approach as a result of our advocacy and technical assistance. True success should entail increased and prioritised resource allocation to the DLGs with clear mandates on activities that contribute to the national priorities as highlighted in the NDP III, Vision 2040 and other policy documents. Further, our efforts through the CSO alliances and work on advocacy should result in an effective accountability mechanism that allows for regular reporting and monitoring both at the DLG and the central government level. Successful models and initiatives in our partner districts should be scaled up and supported with functional feedback loops to accommodate suggestions for adaptation and contextualisation.

To ensure success at the national level, we should leverage our experience in action research, participation in sub-programme and programme working groups as well as our position in the A4C. Moreover, the NDP III provides space for the MWE as the lead ministry responsible for the implementation of the Natural Resources, Environment, Climate Change, Land and Water Management (NRECCLWM) Programme through the Programme Working Group (PWG).¹⁴ We should utilise our collaboration with MWE to advocate for appropriate attention to IWRM and climate change issues affecting WASH systems delivery and management.

Photo: Jamie Kakunguru, a community development officer in Kabarole and champion of the national operation and maintenance framework



¹⁴ NRECCLWM Review Report (2021)

Sector events such as the Uganda Water and Environment Week (UWEWK), at the national level should be one of the many channels for engagement to review WASH implementations and forge an effective way forward with other stakeholders. Efforts should cumulatively benefit at least 5 million people nationally.

2.6.3. Regional level

At the regional level, success should mean sharing of experiences and lessons learned to contribute to the joint plan for influencing transformational change within the WASH sector. Best practices from partner countries should be benchmarked and the potential for replication explored. Regional fora such as the annual Africa Water Week, AfricaSan and the All Systems Go Africa, among others, should be utilised for coordination and review of the implementation of WASH interventions. Regional entities are also mandated to support their member countries politically (African Union, Communities of States, AMCOW (African Ministers Council on Water) and financially (African Development Bank and other regional public development banks) in prioritising WASH. Success at regional level should therefore lead to more effective support to member countries for systems strengthening and capital investment.

We should explore partnerships for regional advocacy to influence political will and decision making at the regional level. Moreover, our partnership with WFP may lead to enhanced ambitions to leverage funding opportunities from development partners and multilateral banks at the regional level.

2.6.4. Global level

At the global level, success could lead to enhanced efforts towards innovation and research, improved quality and access to relevant data and information for decision making and action planning, enhanced technical assistance, and promotion of systems strengthening as a global norm. We should utilise partnerships to form a unified voice for communicating evidence and influencing change. Institutionally, the ambition for success in this direction should require increased investment by 2025 and ultimately by 2030 as well as an urgent need to scale up and tailor the range of documentation to influence target audiences. This could also be enhanced through participation in international WASH fora such as the Stockholm Water Week, University of North Carolina (UNC) Water and Health Conference with clear protocols on how to share information to influence change, seek partnerships through highlighting lessons learned and best practices. With this ambition, IRC should ably contribute to the global target of 200 million having access to improved water and sanitation services, and thus to the achievement of SDG 6.

2.7. Organisational change and business development to support the D30 strategy

To achieve our goal, we too need to grow and change. We are adapting our governance and management structures as well as our business practices to appropriately reflect the world we work in and the change we want to see. Reflecting the core values, vision and overall strategy of the One IRC structure, we will embrace our new partnership with WFP and strive to evolve as we learn and adapt our various programmes, initiatives and projects.

We reflect on the ambitions in this strategy to adapt our organisational structure, work ethics and modes of delivery of impact to have the greatest impact and influence. The new opportunity to collaborate with WFP presents new challenges and opportunities that the IRC country office must navigate through adequate planning and strategic implementation. The three impact pathways local, national, and global will be an opportunity for the alliance to transfer decision-making power to the extent possible to those who implement actions and are affected by the decisions made following the D30 strategy.

In our evolution, we will consider the following levels for our joint engagement under the D30 alliance.

2.7.1. National impact

At national and central levels, the following will be considered:

- a. Strengthening country systems through technical assistance and influence
- b. Supporting the Ministry of Water and Environment, national programme working groups and platforms
- c. Engaging with the Uganda Water and Sanitation Network (UWASNET) and other civil society organisations
- d. Strengthening the water, sanitation, and hygiene (WASH) media network
- e. Partnering with and engaging the National Water and Sewerage Corporation
- f. Building broader constituency for systems strengthening (through Agenda for Change and Sanitation and Water for All)
- g. Engaging with the National Planning Authority
- h. Engaging with research and academic institutions to generate evidence for policy, advocacy, and influence.

We will also engage in strengthening market systems and scaling selected products and services at sub-national and national levels. Engaging with WASH private sector, including manufacturers and promoters, and supporting sanitation businesses as well as researching and innovating sanitation and hygiene products and services will be some of our joint priorities.

2.7.2. Sub-national levels

Our effort at the sub-national level will entail scaling up area-wide approaches through replication, technical assistance, and influence such as supporting regional utilities, engaging with Rural Water and Sanitation Regional Centres (formerly Technical Support Units) and partnering with Water Resource Management Zones.

2.7.3. Local impact

At the local level, strengthening capacities, comprehensive planning, and co-investment in area wide inclusive services for households, schools, and health centres in partner areas will be prioritised. Beyond the technical operations and support that we have been offering, efforts will be put on crosscutting issues such as justice, equity, equality, and inclusion among beneficiaries, staff, and partners. Additionally, issues of climate change, both mitigation and adaptation, as well as disaster risk management that affect WASH systems delivery will be addressed in this strategic implementation phase. We will not deviate much from its current structure but will strive to be adaptive to emerging needs to deliver effectively as we accommodate innovation from WFP.

2.8. Overall investments

To achieve national level WASH impact, we present the WASH sector investment budget as indicated in Table N8 showing the planned budget up to 2030. The activities at the national level are district WASH replication support to other districts, upscaling of sanitation activities, and WASH sector strengthening activities.

Table 2 - Investments in national impact

	Investment USD (*000,000 USD)								
	2022	2023	2024	2025	2026	2027	2028	2029	2030
	0.05	0.25	0.5	0.55	0.6	0.65	0.75	0.8	0.85
District WASH replication to other Districts	0.125	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Sanitation MSD at National scale	0.1	0.25	0.3	0.35	0.4	0.4	0.4	0.4	0.4
WASH Sector strengthening activities at a national scale	0.4	0.75	1.05	1.15	1.25	1.3	1.4	1.45	1.5
TOTAL	0.675	1.5	2.1	2.3	2.5	2.55	2.8	2.9	3

We envisage considerable work to be done in the strengthening of lagging building blocks including funding of advocacy activities, establishing monitoring systems, etc.

At the local level, Table L7 indicates the investments and local impact in the focus areas, districts, towns and cities for the period 2022-2030.

Table 3 - Investments in local impact

Focus Areas (District, Towns, Cities)	Investment USD (*000,000 USD)								
	2022	2023	2024	2025	2026	2027	2028	2029	2030
Kabarole	1	1.1	2.0	2.0	2.4	1.1	0.5	0.5	0.5
Bunyangabu	0.5	1.0	2.0	3.0	3.0	3.0	3.0	2.0	1.0
Kyenjojo		0.1	0.25	1.25	1.5	2.25	3.0	1.75	0.5
Lira				TBD	TBD	TBD	TBD	TBD	TBD
Fort Portal city	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
TOTAL	1.5	2.2	4.25	6.25	6.9	6.35	6.5	4.25	2

The D30 strategy presents an ambition to strengthen systems to ensure that relevant stakeholders (governments, private sector, and civil society) have appropriate skills, funding, and human resources to deliver water and sanitation to everyone, forever.

The scale and scope of ambitions require commensurate investments to meet impact targets at local, national, and global levels. Our funding ambition in the previous period was 6 million Euro. Based on experience from the previous strategic period, we are aiming to more than double our investment by 2025 to achieve our D30 ambitions.

At the local level, we aim to collectively reach 1 million people in our partner districts and those that we will expand to. Below is a table with our envisioned investment at the local level in the lead-up to 2025.

Table 4: Envisioned investment at the local level in the lead-up to 2025

Focus Areas (District, Towns, Cities)	Investment USD (*000,000 USD)			
	2022	2023	2024	2025
Kabarole	1	1.1	2.0	2.0
Bunyangabu	0.5	1.0	2.0	3.0
Kyenjojo		0.1	0.25	1.25
Lira		TBD	TBD	TBD
Fort Portal city		TBD	TBD	TBD
TOTAL	1.5	2.2	4.25	6.25

Following our indicative budget of EUR 500,000 (approx. 0.53 USD) per year according to the signed MoU with MWE, our annual investment plan has been set out in the table below.

Table 5: Annual investment plan

Programme Areas	Investment USD (*000,000 USD)			
	2022	2023	2024	2025
District WASH replication support to other districts	0.05	0.25	0.5	0.55
Sanitation MSD at national scale	0.125	0.25	0.25	0.25
WASH sector strengthening Activities at a national Scale	0.1	0.25	0.3	0.35
TOTAL	0.4	0.75	1.05	1.15

Rationale:

In the previous strategic period, the average annual ambition was \$1,333,575.00 for the Uganda programme and now in line with the Destination 30’s ambitious 10x impact, IRC Uganda projects to increase our annual ambition to around \$ 2,000,000 in 2022. From 2023 the annual ambition for Uganda programme is projected to increase exponentially by an average of \$ 1,500,000 per year up to 2025. This will enable IRC Uganda to achieve the ambitious scale up and scale out plan necessary to achieve the 10x ambition.

The new national projected funding envelope takes care of the increase from 2 million people benefiting as presented in the MoU with MWE to 5 million people as per the new Destination 2030 joint targets contribution from Uganda.

2.9. Financial model and growth strategy

With the support of skilled personnel in our office, we will explore new partnerships and funding opportunities and uphold the values of integrated planning and strategic investments at the sub-national level. Our funding growth plan will revolve around our current donors as well as new donors from foundations such as the Bill and Melinda Gates Foundation and the Robert Bosch Stiftung, philanthropists, corporations as well as bilateral and multilateral government agencies. We will strive for flexible and adaptive funding frameworks to allow us to innovate and respond to demand-driven needs.

For an enhanced funding strategy, we will leverage funding opportunities towards climate change as the donor funding trends are in this direction. We will strive to understand Uganda’s priority needs as highlighted in the Nationally Determined Contributions (NDCs) and the National Adaptation Plans (NAPs) to inform our proposal development. Opportunities from funding mechanisms such as the Green Climate Fund will also be explored with support from the MWE.

We will also focus on developing proposals on WASH nexus themes especially food, health, and education, given the shift to programme-based planning and implementation as well as the systems thinking approach that is central to our operations. Further, we will leverage our extensive experience in delivering and supporting software and hardware elements of WASH for collaboration to deliver specific components for development cooperation projects and programmes.

Our alliance with WFP also presents a new dimension and opportunity to garner support and acquire funding to realise our D30 ambitions. We may consider support to refugee hosting districts based on the relevance of our current work in that regard.

2.10. Our staff and office

To deliver this new country strategy, we will maintain the 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 11 core staff will be maintained. The core team will include one management-level staff (Country Director), one WASH programme coordinator, four content experts (Monitoring Evaluation Accountability and Learning Manager, Communication and Advocacy Manager, Regional WASH Advisor, and Regional WASH Officer), and five support staff (Finance and Operations Manager, Finance and Administration Officer, Office Assistant and two Drivers). Regional staff will be based in Kabarole district. Additional staff will be required to support the new focus districts. These include a Water and Sanitation Expert, an Office Administrator, and a driver. A new vehicle, office space, equipment and supplies should be considered.

A new dedicated role of Country Fundraising and Partnership Manager will be considered to deliver on new finance ambitions under the D30 Strategy.¹⁵ This way, an innovative in-country resource mobilisation plan will be developed and implemented through a strategic resource mobilisation framework. In addition to the Communication and Advocacy Manager, we will consider more human resources towards knowledge and information management as well as stakeholder engagement given our ambitious strategy detailed in the sections above.

We will also continue to promote the use of associates in the country to complement the core team whenever necessary. Project-specific staff and task-based experts will be brought on board, as and when the need arises. Strong synergies between the IRC Uganda and WFP Uganda teams will be worked out to ensure greater momentum towards the realisation of the D30 aspirations. Further to this, collaboration and complimentary efforts between the IRC Uganda team, the IRC Global Team, and other WFP/IRC Teams from the sister countries will continue to be prominent in the implementation of this strategic plan.

Given the Theory of Change to support the implementation and contextualisation of the D30 strategy, regular training will be considered to ensure that existing staff are up to date with the new ambitions and that innovative approaches can be designed and implemented. Other regular training on communication with impact will also be undertaken by the IRC country team led by the Communication and Advocacy Manager to ensure effective communication.

¹⁵ Note, this could be an evolutionary role assumed by the WASH Programme Coordinator depending on the workload anticipated.

Also, more capacity building through competent graduate interns will be sought to support dynamic work areas on communication, especially for enhanced social media engagement, and MEAL, and knowledge and information management. Similarly, more learning and training on systematic planning and implementation will be explored, benchmarking global staff expertise on life cycle costing and allowing for cross-fertilisation on best practices from international staff, and competent national and international staff.

For more effective and context specific technical support to the DLGs, especially the DWO, IRC will second staff for part-time assignments on capacity building, joint implementation, knowledge, and information management as well grant proposal writing.



Photo: The new national O&M framework is expected to regularise operations of service providers including handpumps mechanics through contract agreements. IRC is supporting with the dissemination and implementation processes of the framework.

3. Implementation of this plan

3.1. Communication and feedback

Communicating the strategic plan is critical in gaining stakeholder engagement. The objective of the communication and dissemination strategy is to establish a framework for continuous engagement through the improvement of internal, external, and crisis communication. IRC will improve stakeholder engagement and strengthen the trust and involvement of the public in improving WASH service access. Communication will be aimed at raising awareness, deepening understanding, and helping stakeholders internalise the strategic plan. As such, existing data and information will be collated and updated, and a learning and coordination framework will be developed for effective communication.

MWE needs more support on communication and advocacy for increased funding and support. It is important that all work carried out by IRC is communicated and used to advocate for improvement of the WASH situation. That is, CSOs should identify districts/places with poor coverage, such as Kyenjojo District with only 28% water coverage, and provide these with at least basic facilities to create more impact.

3.1.1. Objectives and activities

The objective is to create an IRC strategic plan that is stakeholder-focused using both existing and new platforms and allied actions, advocacy, and engagement to influence policy and attitudinal change. The key activities that will be undertaken to achieve the communication objective include:

1. Raising awareness on the IRC strategic plan rationale to create the needed critical mass for support, build rapport and synergies with key stakeholders
2. Garner partner support during the implementation of the plan
3. Facilitate stakeholder participation in all activities.

3.1.2. Internal communication

Internal communication will ensure the transfer and exchange of internal information via various information channels. Internal communication is an integral part of all activities. All communication activities ought to be planned, monitored, and evaluated against the achievement of the internal communication objective. The information transferred and/or exchanged via internal communication is related to the work of IRC, and its status as well as the activities of the staff. All internal communication channels are to be used verbally, in printed form, and electronically as the case may be for awareness creation and staff participation.

3.1.3. External communication

External communication is realised between IRC, the Government, other partners, and the public via different communication and information channels. The information should be accurate and timely. External communication shall seek to actively promote improved knowledge and understanding of the activities and procedures of IRC. Information in relation to IRC and Water For People where joint activities are implemented shall be easily accessible, timely and accurate. IRC will strive to produce actionable knowledge and information through the following channels:

- Face-to-face discussions, interviews, and interactions.
- Web and social media pages and platforms for IRC and her key partners.
- Radio for wider communication, national and locally based FM radio stations shall be used to air WASH information to the public.
- Television (TV) and videos clips on WASH project implementation, progress, innovations locally, nationally, and internationally and for purposes of learning shall be shared with the public.
- Newspapers to publicise the WASH programme activities and progress in both national and local newspapers for English and local languages.
- Opportunities in key WASH working fora such as the sub-programme working groups, A4C as well as leveraging the platform UWASNET offers as a coordinating body will be key strategies for communication and soliciting feedback at the national level. At the district level, existing local fora will be leveraged for coordination and subsequent communication.
- Similarly, the use of digital media to communicate and interact with regional partners will be explored.
- Community awareness platforms.
- District meetings shall be held with beneficiary communities to discuss WASH programme implementation and progress in their areas for the next 5 years of implementation.
- Regional, international platforms, and global partners.

3.2. Partnerships

3.2.1. National government actors

In Uganda, IRC aims to work with and support the Government of Uganda through the Ministry of Water and Environment to achieve sustainable WASH services by 2030, which is within the same implementation period as the third National Development Plan (NDP III), the Uganda Vision 2040, and the SDGs.

The key national institutions that are relevant to the implementation include:

- Ministry of Water and Environment - formulates WASH policies and strategies
- Ministry of Local Government - sets decentralisation and policy guidelines
- Ministry of Finance Planning and Economic Development - provides development finance
- Ministry of Health - facilitates health linkage with WASH
- Ministry of Education and Sports- is responsible for the School WASH Programme
- National Planning Authority - sets development priorities, planning guidelines, and reports on the progress of the National Development Plans

3.2.2. District Local Governments and other actors

IRC has been collaborating with District Local Governments (Kabarole and Bunyangabu), WASH utilities (National Water and Sewerage Corporation and Mid-Western Umbrella of Water and Sanitation) to extend safe water to communities and Health Care Facilities (HCFs). IRC has over the years also worked with several stakeholders such as Civil Society Organisations (CSOs), the media, and academic institutions to enhance knowledge generation and management, advocate and influence, generate and use evidence from research, improve access to safely managed WASH services, enhance the capacities of partners including local governments in the delivery of WASH services and enable them to become centres of excellence in WASH.

At the local government level, the District Local Council is the planning and development authority responsible for WASH implementation. It has the lead responsibility for coordinating and guiding the process. It will provide leadership for the implementation, coordination, and collaboration with other departments relevant to the project and will obtain necessary approvals from the District Local Council. It will also ensure that the strategic plan is aligned with the district's development plan and associated budget. It will provide financing and promote the plan to mobilise additional resources and partnerships for implementation. Additionally, the District Local Council will ensure that appropriate governance and accountability mechanisms are in place.

Civil Society Organisations (CSOs): With support and guidance from UWASNET, these groups will form a stakeholder-focused network using existing platforms to find optimal ways to serve people and build popular support for the implementation of the strategic plan. Using the platform, they will build shared resources, communication products, and support WASH through allied action, advocacy, and engagement in a transparent way. IRC as an active member of the network shall participate, support, and contribute to the CSOs activities in the WASH sector.

Photo: Bunyangabu District Chairman Honourable James Ategeka with Clinical Officer In-Charge Wilfred Natukunda at the commissioning of the new sanitation facility constructed by IRC at Rwimi Health Centre III.



Private sector: These include local, small-scale enterprises such as the Hand Pump Mechanics Associations (HPMA), the mason groups, individual private operators, cesspool emptiers who will be involved in the operational management of water and sanitation services including water producers, and sanitation service providers. It also includes private finance institutions that will provide innovative mechanisms to get more funding streams for water supply, sanitation, and hygiene initiatives.

Development Partners and NGOs: IRC Uganda shall work directly and indirectly with locally based, national, and international NGOs, CSOs, and Development Partners to ensure achievements of the intended strategic objectives for the period 2021-2025. It will coordinate with other stakeholders to mobilise resources and partnerships for the implementation of the strategic plan and expand the network of development partners and private sector entities.



Photo: Kabarole Hand pump mechanics at work.

Photo: Journalists during a field excursion by WASH SDG consortium in Agago, Northern Uganda



3.3. Monitoring, Evaluation, Accountability, and Learning (MEAL)

Effective implementation of the strategy requires careful and continuous monitoring to ensure the milestones are met and taking corrective action when the need arises. Throughout the duration of this strategic plan, IRC will monitor the progress of programme activities based on standard indicators and strive to achieve the stated results. An outline of what needs to be monitored, when the monitoring shall take place, and the tools that will be used during monitoring can be found in this section.

3.3.1. Reporting

It is expected that the baseline and annual regular monitoring findings will feed into the quarterly and annual joint review meetings of stakeholders and partners to take stock of progress and to help in re-planning for maximum results. This will also serve as input for the national progress reports and specific progress reports on the implementation of IRC's strategic plan which will be shared with the Ministry of Water and Environment, development partners, NGOs, and other stakeholders.

3.3.2. Evaluation

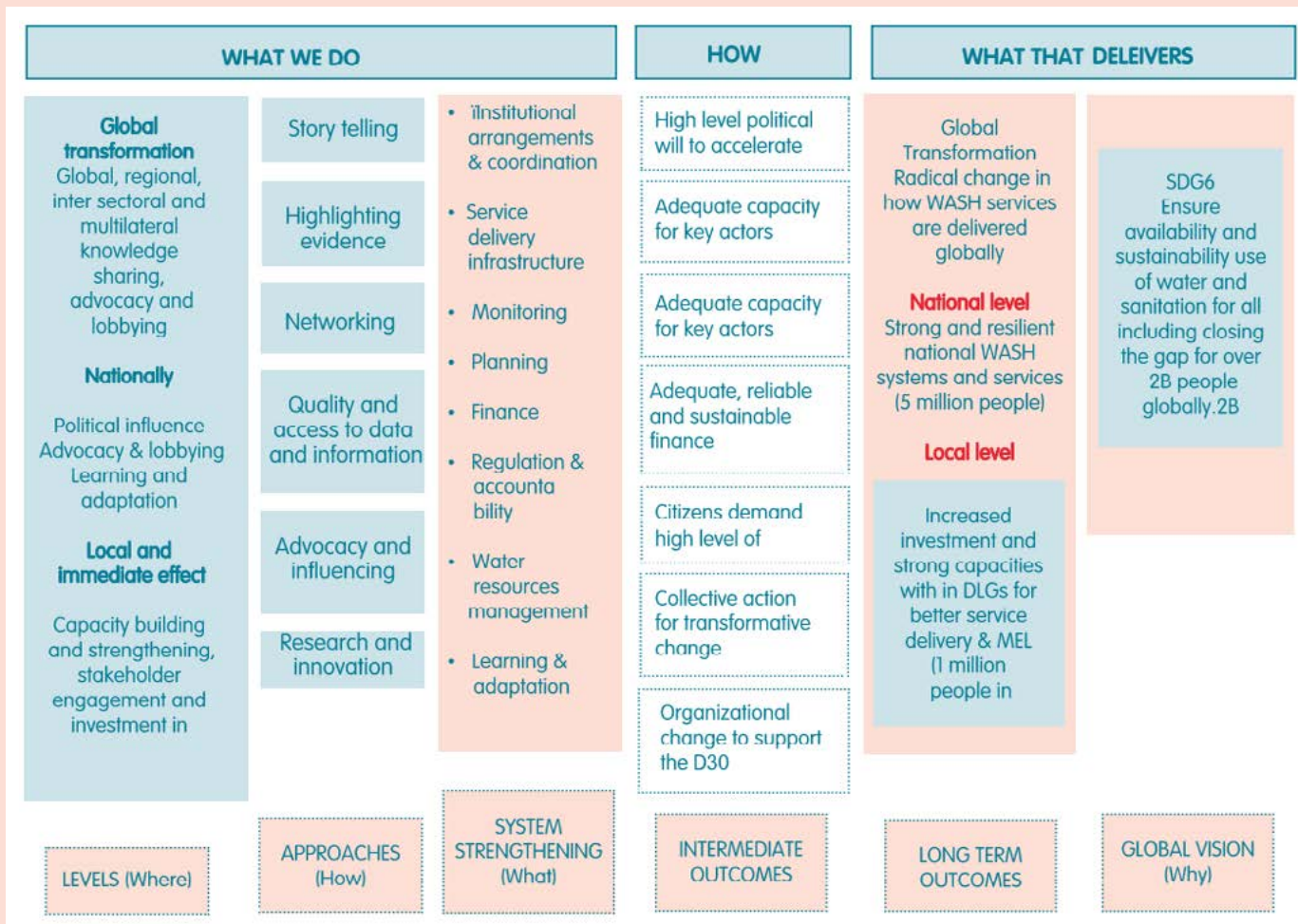
Scheduled mid-term evaluations will be carried out in the middle of the second year of the strategic plan period. The feedback will be used to inform planning for the remaining years. End-line evaluations will examine the overall impact of the strategic plan interventions in contributing to the strategy goals.

3.3.3. Learning, sharing, and adaptive capacity

Learning will be part of the implementation phase of this strategic plan. This will involve various learning channels and platforms which will include:

- Documentation and sharing of lessons and best practices in the WASH sector, and new insights to feed into the next planning phase of review and preparation of the medium-term development plan and to improve performance. The sharing will be done at the local and national levels using existing platforms such as:
 - Town Hall/Community meetings to discuss and generate feedback on WASH performance as well as to assess and manage expectations of the public concerning WASH services.
 - Annual stakeholder meetings, conferences, symposia at national, regional, and global levels such as the Africa Water Week, AfricaSan, Stockholm World Water Week, UNC Water and Health Conference, All Systems Go Africa, All Systems Connect among other fora to coordinate and review the implementation of WASH interventions.
- Sector events at the national level such as the UWEWK, Sanitation Week at all levels (regional, national, and districts), NHWI events among others.
- Print and electronic media: district website, and social media such as WhatsApp, Facebook, Twitter.
- There shall also be internships and mentorships, especially for young WASH professionals to enable them to effectively implement WASH sector activities/programmes.

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



Annex 2: Intermediate outcomes, strategic objectives, outcome indicators/progress by 2025 and proposed activities at the district level

The following intermediate outcomes, strategic objectives, outcome indicators, and activities have been formulated based on IRC Uganda's theory of change and recommendations by IRC key partners. Each outcome or higher-level goal will be reached via intermediate outcomes or defined milestones supported by a set of activities. The focus districts are Kabarole, Bunyangabu, Kyenjojo and Lira.

Goal: SDG 6 in focus districts

Intermediate Outcome 1: High-level political will for universal and sustainable access to water and sanitation services drives accelerated progress towards SDG 6.

Strategic Objective 1: To increase political will for WASH

*Build political will at the district level to proactively lead the agenda for change towards universal and sustainable access to WASH, including increased budget allocation for institutional WASH service delivery and O&M

Building block	Outcomes Indicators/Progress by 2025	Main activities
Policy and Legislation	<ul style="list-style-type: none"> Increased political leadership in designing and realising district WASH investment plans. More resources are mobilised through new funding sources for cross-sector support to improved and inclusive WASH and IWRM services planning and delivery. 	<ul style="list-style-type: none"> Increased evidence creation and sharing to highlight the critical role of WASH in sustainable development, including the affiliations to health, education, environment & agriculture, and economic development. Collaborate with UWASNET, its regional partners as well as A4C partners for: <ol style="list-style-type: none"> Championing campaigns and citizen empowerment programmes to stimulate understanding and keen interest in WASH issues to hold political leaders accountable. Evidence-based advocacy to inform and influence political leaders at the DLGs to prioritise WASH planning and budgeting. Facilitate the development of by-laws and ordinances for use at the DLGs. MWE to intervene and support the achievement of the Outcome Objective. CSOs should use unlimited advocacy strategies to solicit political will in WASH programmes. There is need to build more partnerships with politicians to get them on board such as via CSBAG.

Intermediate outcome 2: Key actors have capacity to improve planning, service provision and regulation.

Strategic Objective 2: Improve actor (RWSRC, DLG), capacity to plan, provide and regulate service delivery.

Building block	Outcomes Indicators/Progress by 2025	Main activities
<p>Institutions, Monitoring, Planning and budgeting, Learning and adaptation</p>	<ul style="list-style-type: none"> Enhanced capacity of staff at the DLG and the MWE decentralised structures to plan, implement, monitor and regulate climate sensitive WASH service delivery. Enhanced engagement and cross-fertilisation of knowledge between the DLG and private sector actors in realising climate sensitive WASH services delivery and adaptation. 	<ul style="list-style-type: none"> Support and collaborate with MWE decentralised structures to build and strengthen the technical capacity of relevant staff at the DLGs, especially in planning, implementation, monitoring and regulation of service delivery and O&M. Promote the utilisation (where existing) and creation (in new partner districts) of WASH master plans in planning and budgeting processes ensuring that plans are forward looking, inclusive and are based on systems thinking as well as reflective of national development plans/ priorities. *The plans will inform investment plans to guide service provision and regulation. Promote training programmes for DLG & MWE staff on climate sensitive WASH planning and service delivery as well as national standards and guidelines for domestic and institutional WASH. Promote and support participation of DLG staff in regional and national learning fora to facilitate knowledge exchange and adoption of best practices, including refresher trainings for application of specific models, collection and utilisation of geospatial data and SDG 6 monitoring, adaptation of master plans. Explore ways to engage the private sector, especially in development and adoption of appropriate sanitation technologies. The strategy should provide for comprehensive M&E for all facilities/works new and old, at all levels. Greater collaboration between MWE and WASH partners to strengthen and operationalise the M&E framework.

Intermediate Outcome 3: Secure finance for the sector achieves SDG 6 and increases the value of public and private investments in resilient water, sanitation, and hygiene.

Strategic Objective 3: Finance and increasing value of investments.

***Lobby partners (local and international) to contribute towards financing for WASH master plan implementation.**

***Diversify WASH financing including access to private financing institutions, leveraging on government programmes.**

Building block	Outcomes Indicators/Progress by 2025	Main activities
	<ul style="list-style-type: none"> Improved efficiency in DLG WASH service delivery due to increased financing from various sources (government, private sector and public-private partnerships as well as development partners). 	<ul style="list-style-type: none"> The new strategy should promote close sector collaboration, support annual programme reviews, scenario programme review, etc. Support and collaborate with MWE decentralised structures to: <ol style="list-style-type: none"> Build and strengthen the technical capacity of relevant staff at the DLGs, especially in adaptive life cycle costing and development or implementation of forward-looking investment plans. Carry out stakeholder mapping of potential new funding of investment plans. Document and update achievements, challenges, lessons learned and best practices as evidence rationale for investment, including co-investment. Carry out feasibility cost-benefit assessments for new models and technologies especially on sanitation and satisfactory water supply. Continuous advocacy and lobbying by DWOs to administrative units at DLG and the central government for appropriate allocation of financing to domestic and institutional WASH.

Intermediate Outcome 4: Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.

Strategic Objective 4: Demand for higher levels of service / Civil society voice:

***Engage CSOs at district and grassroots levels to profile WASH services received and demand for higher levels of WASH services.**

Building block	Outcomes Indicators/Progress by 2025	Main activities
Service delivery Infrastructure and Infrastructure development	<ul style="list-style-type: none"> Improved quality of WASH services provided and increased appreciation of the value of water by citizens. 	<ul style="list-style-type: none"> Support and collaborate with DLG and MWE decentralised structures to: <ol style="list-style-type: none"> offer quality WASH services and establish a feedback mechanism to facilitate adaptation to clients' needs. promote awareness raising about the appreciation of water as an economic good, that should be well managed and paid for, promote awareness raising about citizens' rights to water and sanitation. promote awareness raising about community WASH stewardship and its role in achieving SDG 6.

Intermediate Outcome 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.

Strategic Objective 5: Collective action and multi-sector partnerships.

***Increase partnerships beyond WASH CSOs for learning, advocacy and increased voice.**

Building block	Outcomes Indicators/Progress by 2025	Main activities
Service delivery Infrastructure and Infrastructure development	<ul style="list-style-type: none"> Improved quality of WASH services provided and increased appreciation of the value of water by citizens. 	<ul style="list-style-type: none"> Support and collaborate with DLG and MWE decentralised structures to: <ol style="list-style-type: none"> Understand the key WASH nexus elements to health, education, environment & agriculture and economic development. Map relevant and critical stakeholders for partnership on WASH nexus systems development and improvement. Explore both short-term and sustainable long-term financing for WASH nexus systems development with a view of enhanced sustainable development. Establish MoUs with identified partners to stipulate expectations, roles and responsibilities. Establish regional WASH nexus systems dialogues and learning exchanges to foster collaboration among key players such as UWASNET, national planning authority, private sector foundation and various thematic NGO consortia (on health, education, environment & agriculture and economic development). Establish and strengthen district and regional WASH nexus systems working groups to ensure coordinated action. Emphasize issues of WRM, develop and implement appropriate WRM plans.

Annex 3: Intermediate outcomes, strategic objectives, outcome indicators/progress by 2025 and proposed activities at national level

The following intermediate outcomes, strategic objectives, outcome indicators/progress 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. Note: activities aim to build on efforts from the DLGs.

Goal: SDG 6 at National level

Intermediate Outcome 1: High level political will for universal and sustainable access to water and sanitation services drives accelerated progress towards SDG6.		
Strategic Objective 1: Political will and WASH financing.		
Building block	Outcomes Indicators/Progress by 2025	Main activities
	<ul style="list-style-type: none"> Enhanced socio-political support for the national planning and budgeting processes on WASH and WASH-nexus systems. 	<ul style="list-style-type: none"> Influence high-level decision making on prioritisation of development sectors or budget allocation by MWE, Ministry of Finance, Planning and Economic Development (MoFPED), WASH line Ministries and Parliament as political and financial authorities. Support reforms for the Public Administration of the sector with guidance from government and Parliament. Increased evidence creation and sharing to highlight the critical role of WASH in sustainable development, including for its nexus affiliations. Taking learnings from district level to the national level to facilitate advocacy and learning for prioritised financing and political support. Collaborate with UWASNET, its regional partners as well as A4C partners to strengthen the CSOs’ voice and ensure increased political engagement and financing from advocacy efforts at the national level as well as review and update relevant policies. Championing collaborative national level campaigns for citizen empowerment to stimulate understanding and keen interest in WASH issues in order to hold political leaders account able. Support the new programmatic framework of the NDPIII by addressing the challenges of stakeholder coordination. Advocacy for harmonisation of policies under the various NDPIII programmes and crosscutting themes such as gender and human rights to facilitate WASH systems thinking and ensure better political engagement in mainstream activities. Champion efforts on advocating for institutionalisation of an independent regulatory authority for the sector/ sub-programme. Support MWE to establish policies to address WASH challenges such as equity and equality (e.g. WASH access issues and water tariff reforms, including pro-poor tariffs).

Intermediate outcome 2: Key actors have capacity to improve planning, service provision and regulation.

Strategic Objective 2: Actor capacity to plan, provide, and regulate service delivery - Strategic delivery.

Building block	Outcomes Indicators/Progress by 2025	Main activities
Institutions, Monitoring, Planning and budgeting, Learning and adaptation	<ul style="list-style-type: none"> Enhanced capacities for WASH service delivery and O&M among all actors, including the private sector for climate sensitive WASH service delivery and adaptation. 	<ul style="list-style-type: none"> Promote enhanced collaboration and support to the WRI, especially for capacity building and mentorship of young professionals. Support and deliver training programmes in critical areas of climate sensitive WASH planning and budgeting, monitoring, evaluation, learning and adaptation as well as reporting. Support MWE in integrating DLG and regional reporting mechanisms into the national reporting system. Support MWE in formulating and disseminating standards and guidelines for use at the district level. Support and champion efforts towards enhanced public-private sector engagement and collaboration, especially for the development and adoption of sanitation technologies. Utilise partnerships (UWASNET, A4C and new ones) to scale up the lessons learned and best practices in the focus districts to other areas to allow for benchmarking, adaptation and capacity strengthening. Collaborate with MWE for international engagements under the IRC WASH Systems Academy to ensure crossfertilisation of knowledge and skills transfer among relevant actors.

Intermediate Outcome 3: Secure finance for the sector to achieve SDG 6 and increase the value of public and private investments in resilient water, sanitation, and hygiene services.

Strategic Objective 3: Finance and increase value of investments.

Building block	Outcomes Indicators/Progress by 2025	Main activities
Financing	<ul style="list-style-type: none"> Improved efficiency in WASH service delivery due to increased financing from various sources (government, private sector and public-private partnerships as well as development partners). 	<ul style="list-style-type: none"> Collaborate with UWASNET, A4C and several thematic working fora/NGO consortia to: <ul style="list-style-type: none"> lobby for increased and prioritised financing of WASH-nexus systems highlight successful stories from implementation of models and technologies that can be benchmarked and scaled up through appropriate financing and localisation of funds Note: This will include development of joint proposals with separate components for each thematic area, co-investment by partners as well as realising an increased government share for the sector or sub-programme. Lead and develop impact research towards cost-benefit analyses of new models and technologies to inform allocation of national funds as well as development cooperation. Support and collaborate with MWE in implementing its investment plan(s). Support MWE to undertake mapping and update the database of potential funders and mechanisms. Support MWE to prepare and submit timely proposals to main financing mechanisms such as the Adaptation Fund (AF), Least Developed Countries Fund (LCDF) and the Green Climate Fund (GCF), especially for climate sensitive WASH implementation.

Intermediate Outcome 4: Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.

Strategic Objective 4: Demand for higher levels of service/ Civil society voice.

Building block	Outcomes Indicators/Progress by 2025	Main activities
	<ul style="list-style-type: none"> Improved quality of WASH services provided and increased national appreciation of the value of water by citizens. 	<p>Support and collaborate with MWE to:</p> <ul style="list-style-type: none"> strengthen the water utilities, especially the umbrella authorities through improved software and hardware capacities to offer quality and climate sensitive WASH services and establish a feedback mechanism to facilitate adaptation to client’s needs; promote awareness raising about the appreciation of water as an economic good, that should be well managed and paid for as well a system thinking approach to highlight the bearing of WASH on affiliated sectors and national development; promote awareness raising about citizens’ rights to water and sanitation and promote equity and equality through appropriate incentives and policy enactment as well as sector regulation; promote awareness raising about private sector and community WASH stewardship and its role in achieving the SDG 6.

Intermediate Outcome 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.

Strategic Objective 5: Collective action and multi-sector partnerships

Building block	Outcomes Indicators/Progress by 2025	Main activities
	<ul style="list-style-type: none"> Strong partnerships for WASH-nexus systems development are established and are sensitive to just and equitable national WASH service delivery. 	<ul style="list-style-type: none"> Support the new programmatic framework of the NDPIII by addressing the challenges of stakeholder coordination and engagement. Participate actively in sub-programme working fora to allow for cross- fertilisation of knowledge as well as advocacy and collaboration. Promote knowledge sharing platforms to facilitate enhanced understanding of key WASH-nexus issues, including water resources management. Promoting nationwide learning by supporting the WRI and the Uganda Water and Environment Week where various stakeholders meet and dialogue on different WASH achievements and challenges. Emphasise issues of WRM, develop and implement appropriate WRM plans.

Annex 4: Intermediate outcomes, strategic objectives, outcome indicators/progress by 2025 and proposed activities at the global level

The following specific targets, performance indicators and proposed activities have been formulated based on IRC Uganda's Theory of Change whereby each specific target will be reached via defined/proposed set of activities.

Goal: Global transformation - radical change on how WASH services are delivered globally

Specific target	Performance indicators	Main activities
Innovation and Research	<ul style="list-style-type: none"> Research outputs are published and reach targeted decision makers. At least one joint research publication and one annual policy paper. 	<ul style="list-style-type: none"> Adaptation and improvement in various approaches and technologies. We will learn from successes and failures and our learnings will feed our commitment to find contextualised solutions.
Quality & Access to Data & Information	<ul style="list-style-type: none"> 30,000 people accessing courses and learning materials. 	<ul style="list-style-type: none"> Data, accessible knowledge, and learning are at the core of building sustainable services Improving the quality of data collected and increasing access to training and learning will drive global transformation.
Technical Assistance	<ul style="list-style-type: none"> Our consultancy work supports systems strengthening in at least 30 countries. 	<ul style="list-style-type: none"> Increase adoption of a systems strengthening approach to water, sanitation, and hygiene. Link WASH systems strengthening courses to the Water Resources Institute. Domesticate the WASH systems courses to Uganda in such a way that they address the Uganda issues. Learning Alliance approach, IRC Global Talks platform, mentorships, curriculum development, internships, applied trainings.
Influence	<ul style="list-style-type: none"> We are involved in at least five multi-country stakeholder partnerships committed to implementing and funding systems change. 	<ul style="list-style-type: none"> Bring key actors in water, sanitation, and hygiene along on the journey to SDG 6 and make advocating for systems strengthening the global norm.
		<ul style="list-style-type: none"> Chairing SWA and influence country programmes. Work in closer partnership with Agenda for Change partners to influence policy and scale.
		<ul style="list-style-type: none"> Learning Alliance approach, IRC Global Talks platform, WASH Systems Academy, applied trainings, WASH systems symposium.

Annex 5: Links between existing projects and intermediate outcomes

Project number & name	Brief description	Main outcomes to which the project contributes
<p>Project Name:</p> <p>Improving Sustainable Sanitation and Hygiene Services in Kabarole and Bunyangabu districts, Uganda, funded by the James Percy Foundation</p>	<p>The overall objective of this project is to strengthen the planning and implementation of local systems supporting sanitation and hygiene, promote private sector support and create opportunities for the innovations and learning necessary to reach universal WASH coverage by 2030.</p> <p>This project will work in tandem with projects funded by the Conrad N. Hilton Foundation (focused on water service delivery and WASH in HCFs), the Waterloo Foundation (focused on capacity building of the Hand Pump Mechanics Associations and sanitation) and the Dutch Government (focused on advocacy at national level) among others, who all support systems strengthening activities in these districts and nationally and therefore complement this proposed project creating economies of effort and scale.</p> <p>The sanitation component of the delivery of universal WASH services in these districts is not adequately covered by the current programmes and so with this funding, IRC intends to extend our current experience of building institutional capacity in the two districts by leveraging our work in water to do the same for sanitation and hygiene.</p>	<p>OUTCOME 3: Secure finance for the sector to achieve SDG 6 and increase the value of public and private investments in resilient water, sanitation, and hygiene services.</p> <p>OUTCOME 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.</p> <p>OUTCOME 2: Key actors have the capacity to improve planning, service provision and regulation.</p> <p>OUTCOME 1: High level political will for universal and sustainable access to water and sanitation services drives accelerated progress towards SDG 6.</p> <p>OUTCOME 3: Secure finance for the sector to achieve SDG 6 and increase the value of public and private investments in resilient water, sanitation, and hygiene services.</p> <p>OUTCOME 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.</p>

Project number & name	Brief description	Main outcomes to which the project contributes
	<p>The three intervention areas of this project will be at both the district and sub county level and at the national level. The areas include:</p> <ul style="list-style-type: none"> • Improved sanitation and hygiene planning, coordination, learning and implementation. • Improved Sanitation Value Chain (containment, emptying, transporting, treatment, reuse and disposal of human excreta) and private sector involvement in the provision of sanitation and hygiene services. • Promotion of appropriate sanitation and hygiene technologies. <p>The intervention areas are described further in Section 5 under Evidence. All three interventions will be focused on and will directly contribute to the improvement of WASH in HCFs and WASH in schools.</p> <p>The proposed intervention targets are the people of Kabarole and Bunyangabu Districts in western Uganda. Specific implementation areas include:</p>	
<p>Project Name: Hilton Renewal grant to provide systems strengthening and hub support to Ethiopia, Ghana, Uganda and globally</p>	<p>Objective 1: Government-led alliance in focus districts leads in mobilising resources and stakeholders to deliver and sustain universal water services (household, schools, clinics).</p> <p>Objective 5: Robust research on cause-and-effect relationships influencing the achievement of safely managed delivery is available and accessible to key audiences.</p>	<p>OUTCOME 2: Key actors have the capacity to improve planning, service provision and regulation.</p> <p>OUTCOME 1: High level political will for universal and sustainable access to water and sanitation services drives accelerated progress towards SDG 6.</p> <p>OUTCOME 3: Secure finance for the sector to achieve SDG 6 and increase the value of public and private investments in resilient water, sanitation, and hygiene services.</p> <p>OUTCOME 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.</p>

Project number & name	Brief description	Main outcomes to which the project contributes
	Objective 2: National systems strengthened to replicate and scale out district-based approaches to universal WASH services informed by evidence.	Outcome 4: Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay.
	Objective 3: Influential actors at national and sub-national levels (state and non-state) are mobilised to prioritise and commit to funding to address WASH inequities and advance progress towards safely managed water services.	Outcome 4: Citizens demand higher levels of service, more can pay their rates, and there are subsidies for those who cannot pay. Outcome 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.
	Objective 4: A global movement towards achieving the SDGs is catalysed by evidence from the Safe Water Initiative.	Outcome 1: High level political will for universal and sustainable access to water and sanitation services drives accelerated progress towards SDG 6. Outcome 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector
	Text missing here???	Outcome 2: Key actors have capacity to improve planning, service provision and regulation. Outcome 5: Collective action drives transformative change through stronger and more effective partnerships within and beyond the water, sanitation, and hygiene sector.

Annex 6: Key challenges in the national level WASH systems assessment report (A4C) and the new IRC CPSP 2021-202

Challenges identified	Relevant building blocks and recommendations
Some districts did not follow the provided guidelines	<p>Building blocks: Regulation & Accountability; Inclusive planning, Policy and Legislation.</p> <ul style="list-style-type: none"> • IRC should 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 into policies. • Generate political and financial buy-in to achieve SDG 6 and to take up and replicate the successes identified in our focus districts. • IRC should support DLGS/DWOs, MWE and the MWE decongested structures such as Rural Water and Sanitation Regional Centers (RWSRCs) to disseminate the new O&M framework. • IRC supports the MWE to speed up the review process of expired and obsolete policies and guidelines to align them with the NDP III, Vision 2040, SDGs and other national plans and targets. • Districts and all WASH stakeholders should access sector documents and other operational documents such as NDP III, Parish Development Model on the internet and use the limited financial resources to do other essential activities.
Additional funds from other sources/ inequity in allocation of funds	<p>Building block: Finance</p> <ul style="list-style-type: none"> • Collaborate with A4C partners to lobby for political prioritisation and increased financing for WASH. • Strengthening evidence documentation and research, digitalising the MIS, coupled with expanding partnerships with like-minded sectors and organisations, pooling funds. • Creation and strengthening of the sustainability mechanisms for existing facilities. • IRC should support MWE to develop concepts and bankable projects. • IRC can support the creation of a resource mobilisation unit at MWE with the mandate to prepare concept notes, map resources at national and global level to support the sub sectors. • There is need for protracted advocacy targeting the GoU to prioritise public WASH funding for emergency COVID-19 response but also long-term resilience to pandemics to strengthen preventive health care and WASH in schools. • Need for water tariff reforms to increase access by making access to piped water more affordable especially for public institutions.
Delayed release of funds The overwhelming political demand for water supply improvements in rural areas vis-à-vis the meagre resource envelope	<p>Building block: Regulation & Accountability</p> <ul style="list-style-type: none"> • 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. • IRC intensifies the support to MWE to conduct sector learning and capacity building of WASH staff at all levels from national to community level. • IRC can support functional accountability of bodies at the DLG, support M&E by citizens (local groups) to demand accountability to ensure things are working.

Challenges identified	Relevant building blocks and recommendations
<p>Staff lacks motivation</p>	<p>Building block: Institutional arrangements</p> <ul style="list-style-type: none"> • Offer technical assistance to national-level capacity building activities. • IRC intensifies the support to MWE to conduct sector learning and capacity building of WASH staff at all levels from national to community level. • IRC can support functional accountability of bodies at the DLG, support M&E by citizens (local groups) to demand accountability to ensure things are working. • The Ministry of Water and Environment should consider recruitment of staff to fill vacant positions; and/or recruitment of interns. • CSOs such as IRC and WFP should support decentralised structures such as Umbrellas in their transitional arrangements towards fully functional commercial entities.
<p>Lack of appropriate technology for flood-prone areas & areas with collapsing soils</p>	<p>Building block: Service delivery and infrastructure development</p> <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 learned from various service delivery models and asset management interventions. • IRC should focus on construction of model WASH facilities, evidence research and documentation of WASH challenges and appropriate technologies for various aspects i.e., poor water quality treatment, wastewater management etc. • WASH CSOs to focus and concentrate on what can be done. • Partner with government to improve WASH services to villages with poor ground potential who can only be served through piped water scheme extensions from the grant component by the MWE. <p>Building block: Learning & Adaptation</p> <ul style="list-style-type: none"> • Through the A4C, 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 of WASH. • Participate in international and regional sector events (Africa Water Week, Stockholm World Water Week, Consultations with AMCOW) and share IRC’s systems work. Strengthening sector learnings at all levels. • Intensify learning visits, documentation and research. • IRC will strengthen the capacity of MWE to monitor, document and disseminate sector experiences and knowledge. • Short-term training for younger professionals to own the process, have a mindset change towards delivery and performance of services. • IRC can collect, compile and digitise WASH information as a one stop centre for all actors.

Challenges identified	Relevant building blocks and recommendations
<p>Limited capacity, in various districts, to implement the CLTS approach</p> <p>Lack of in-service training</p> <p>Under-staffing of Environmental Health staff</p> <p>Institutional WASH is still a challenge that requires a multi-sectorial effort to address, especially as the world continues to battle with the COVID-19 pandemic</p>	<p>Building blocks: Institutional arrangements</p> <ul style="list-style-type: none"> • Document and disseminate lessons learned from various service delivery models and asset management interventions. • IRC should focus on construction of model WASH facilities, evidence research and documentation of WASH challenges and appropriate technologies for various aspects i.e. poor water quality treatment, wastewater management etc. • Contractual recruitment and collaborate with MWE to utilise retired but, known WASH specialists/experts such as former Directors, Commissioners, Consultants in both software and hardware and engage them in tasks such as documentation, and mentorship of young WASH professionals in MWE. <ul style="list-style-type: none"> • Scale up tested approaches by partners such as Market Based Sanitation Implementation Approach (MBSIA) and CLTS with quality to avoid reinventing the wheel. • The Ministry of Water and Environment should consider recruitment of staff to fill vacant positions; and/or recruit interns. • MWE advised and encouraged IRC and WFP to take on intern graduates and attach them to a project/programme to address the human resource gap. The CSOs like IRC and WFP could support the MWE in such areas of intern placements. • The strategy should support the training of fresh graduates i.e., at the Water Resources Institute and attach them to on-going programmes. • Trained interns should be deployed to support the Local Government in addition to IRC seconded staff. <p>Building block: Learning and adaptation</p> <ul style="list-style-type: none"> • Through the A4C, scale up lessons learned at the district level to the national level. • Organise learning journeys and meetings on WASH/IWRM. • Learning visit for PPPs on operation and maintenance. • Support UWASNET in organising the annual CSO WASH Forum. • Document systems strengthening tools and untold WASH stories. • Participate in international and regional sector events (Africa Water Week, Stockholm World Water Week, consultations with AMCOW) and share IRC's systems work. • Strengthening sector learnings at all levels. • Intensification of learning visits and more documentation and research. • IRC should strengthen the capacity of MWE to monitor, document and disseminate sector experiences and knowledge. • Short-term training of young professionals to own the process, have a mindset change towards delivery and performance of WASH services. • IRC can collect, compile and digitise WASH information as a one stop centre for all actors.

Challenges identified	Relevant building blocks and recommendations
<p>No follow up, regulation or monitoring. No knowledge of new indicators. The sector performance measurement framework is still alien to many stakeholders which makes it difficult to report on sanitation.</p>	<p>Building block: Regulation & Accountability</p> <ul style="list-style-type: none"> • MWE decongested structures such as the WSDFs, Umbrella Organisations, Rural Water Supply Departments and others should guide on rural tariff setting. • IRC should also support MWE to develop pro-poor tariffs, conduct more tariff studies which can address the challenge of self-regulated utilities and as well guide on tariff setting especially by NWSC and the water supply gazettement process. <p>Building block: Monitoring</p> <ul style="list-style-type: none"> • Collaborate with A4C partners to strengthen national monitoring systems and use them for effective monitoring. • Carry out evidence-based lobbying and advocacy activities with A4C 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. • Engage MWE-MIS in the data collection process and link the district data to the national MIS. • Promoting Track Financing for WASH model. • The strategy will provide comprehensive M&E for all facilities/works done – new and old – at all levels. • The Commissioner of Natural Resources, Environment, Climate Change, Lands and Water Management has called for more collaboration between MWE and WASH partners, and M&E should be strengthened and ensitized. • The new strategy will promote close sector collaboration on Monitoring and Evaluation, support to annual programme reviews, scenario programme reviews, etc. <p>Building Block: Learning and Adaptation</p> <ul style="list-style-type: none"> • Through the A4C, scale up the lessons learned at the district level to the national level. • Organise learning journeys and meetings on WASH/IWRM. • Learning visit for PPPs on operation and maintenance. • Support UWASNET in organising the annual CSO WASH Forum. • Document systems strengthening tools and untold WASH stories. • Participate in international and regional sector events (Africa Water Week, Stockholm World Water Week, consultations with AMCOW) and share IRC's systems work. • Strengthening sector learnings at all levels. • Intensification of learning visits and more documentation and research. • IRC should strengthen the capacity of MWE to monitor, document and disseminate sector experiences and knowledge. • Short-term training of young professionals to own the process, have mindset change towards delivery and performance of WASH services. • IRC can collect, compile and ensitize all WASH information as a one stop centre for all actors.

Challenges identified	Relevant building blocks and recommendations
Insufficient political support	<p>Building block: Political will</p> <ul style="list-style-type: none"> • Support 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 into policies. • Generate political and financial buy-in to achieve SDG 6 and to take up and replicate the successes identified in focus districts. • Conduct political economy analysis and advocacy to promote WASH systems. • IRC will support DLGs/DWOs, MWE and the MWE sensitized structures such as RWCs to disseminate the new O&M framework. • IRC supports the Ministry of Water and Environment to speed up the review process of expired and obsolete policies and guidelines and to align them with the NDP III, Vision 2040, SDGs and other national plans and targets. • Politically sensitizes and advocate for WASH in the Presidential Manifesto and in the Parliamentary Budget.
Natural calamities due to climate change Influx of refugees	<p>Building blocks: Inclusive planning; Water Resources & Environment</p> <ul style="list-style-type: none"> • Participate in national planning and budgeting processes. • IRC to sensitizes districts on their obligations to deliver on the National Development targets. • Support the Water Resources Institute to reach more people with WASH Systems Strengthening courses. • Support the annual Uganda Water Week. • Collaborate with UWASNET on organising 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 focus 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 on drinking water and other uses (agriculture/livestock).
No building block on sanitation	<p>There is no building block on sanitation and hygiene, yet this aspect is tagged on individuals, unlike water which is tagged to groups of people/ communities. Sanitation officers face a number of challenges i.e., limited equipment, transport logistics etc. which are barriers to implementation.</p> <p>Scaling up sanitation for universal access</p> <ul style="list-style-type: none"> • IRC and WFP should include a Building Block on Sanitation and Hygiene to address the challenges in the district such as open defecation, flying toilets, food hygiene etc. • MWE requested that IRC's new strategy and other CSOs support the MWE in addressing the sanitation barriers. • The new strategy should also aim at universal access and indicate how to achieve scale, sustainability and consolidation in one particular district before the CSO moves to another. • A road map for scaling up safely managed sanitation and WASH master planning to the national level should be developed and be used as resource mobilisation tool. • The sanitation challenge should be addressed through more capacity building, knowledge on the benefits of sanitation and change of mindset. • Intensify sanitation education and sensitisation for behaviour and attitude change. Enforce sanitation laws/ordinances.

It is worth noting that challenges and issues faced cover a wide spectrum and encompass all the WASH Building Blocks. This highlights the importance of sector-wide and holistic approaches in terms of WASH systems development and strengthening as well as problem analysis.

Annex 7: Risks and Mitigation measures

Risk refers to anything that may constrain the achievement of objectives. It is important to identify potential risks and establish mechanisms to mitigate them. During the development of this CPSP, certain assumptions were made. In addition, due to dynamics in the operation environment, events that were not identified might turn out to affect the realisation of this plan’s objectives. This CPSP has a matrix that identifies a potential risk and proposes a mitigation measure. IRC will continuously evaluate how these risks manifest themselves during the implementation period. Measures to ensure that the resultant opportunities are not missed and that the risks do not impair the achievement of the strategic objectives will be developed.

Key strategic risks identified below:

Risk	Strategy Impact
Inadequate financial resources	The possibility that IRC may fail to raise the resources to finance its CPSP due to funding constraints resulting from the COVID-19 pandemic will impair WASH infrastructure and WASH project interventions. This risk will be mitigated by enhanced lobbying, funding proposal development, prudent management of resources and development and implementation of a resource mobilisation strategy.
Inadequate human resource capacity	This risk relates to the limited number of staff available for the implementation of country programme activities due to the IRC organisational structure. This risk shall be mitigated through enhanced planning and management, and an effective training and performance management system.
Staff inability to embrace change	This relates to the inability of staff to embrace change and harness transformation initiatives. IRC will lay emphasis on training, effective communication, and provision of the necessary tools to support the work.
Deregistration risk	This risk relates to unfavourable changes in the national NGO regulation and licensing protocols. This risk will be mitigated by aligning IRC activities with national priorities and timely application and conformance with regulatory requirements.
Change in global priorities, global/ country programmes	This could result from poor alignment of the IRC strategic plan due to changes in the IRC global priorities or staff inability to embrace change and harness transformation initiatives of a think-and-do tank or inadequate resources to facilitate implementation. IRC will institute structures and undertake adequate staff sensitisation to facilitate implementation of the plan. IRC will also seek adequate resources for implementation and monitoring of the plan.

Annex 8: Achievements in the strategic period (2016-2021)

Outcome National Level	Achievement
Strong national partnerships N1	<ul style="list-style-type: none"> • Established partnership with MWE structures such as Umbrella of Water and Sanitation and NWSC to increase safely managed water service provision in rural areas. • Partnership with RWSRC6 for the improvement of inter-district sanitation coordination and learning. • Strengthened coordination of IWRM through Catchment Management Plans supported by AWMZ. • Improved dialogue with DLGs and private sector through convening of the regional UWEWK activities. • Strong partnership with UWASNET, national level advocacy, contribution to NDP III, improved CSO IWRM/ WASH programming under Watershed. • Stepped beyond the WASH sector to collaborate with CSBAG and media on policy influencing and advocacy. • National partnership under the A4C to carry out joint learning with shared tools and strategy. • Partnership with MOES to develop the National MHM Guidelines. • Partnership with the Water Resources Institute for the preparation and convening of the UWEWK and conducting applied learning. • Increased advocacy by CSOs with UWASNET. • Partnership with IDI to support improved WASH in HCFs especially in line with improved response to COVID-19. • Mass sensitisation in response to COVID-19 in partnership with Caritas Fort Portal HEWASA. • Elevation of WASH agenda through documentation of WASH by media and CSOs, increasing overall knowledge and participation. • Promoted universal access to WASH services for all by 2030 (Everyone Forever) approach by teaming up with organisations such as Water For People and WaterAid.
National political and financial comments N2	<ul style="list-style-type: none"> • Advocacy through UWASNET and CSBAG at national level. • Engagement with the Parliamentary group. • National WASH financing has not increased from 3% but budget allocations have been disaggregated for water, sanitation and hygiene. • National Water Policy and Act reviewed but not finalised and not yet passed. • National budget meetings process has been in place and annual plans and reports documented.
National service delivery models N3	<ul style="list-style-type: none"> • Promotion of the Catchment Management Model for IWRM in Mpanga and Semuliki. • Adoption of the new O&M framework that introduced the CMBS+ • Promotion of Catchment Management Plans through support to the AWMZ and DWRM, MWE. • National monitoring indicators revised with participation of IRC. • National sector monitoring framework (indicators) in place and aligned with SDG 6. • Professionalisation of CBMS in the new O&M framework as evidence of MWE endorsement of SDMs around PAYF and WSSB.

Outcome National Level	Achievement
National capacities N4	<ul style="list-style-type: none"> • Media training – journalists to report about WASH; WASH organisations to engage media. • Documentation to promote learning and sharing, videos and briefs. • Training of national stakeholders in integration of WASH and IWRM – Watershed. • Expansion of the regulation unit to a department in the MWE Water Resources Institute established with IRC’s support to DWRM in organising UWEWEK and learning programme. • Functionality of rural water sources exceeded the target, 79% to 85%. • Water safety targets for urban were achieved, but for rural remain low at 59% of the samples collected. • National financing decisions based on data through SPR. • Payment for water, WSSB, asset analysis and management have been adopted from district cases to national level.
Strong National WASH Systems N5	<ul style="list-style-type: none"> • Coordination and reflection meetings involving CSOs and Government, the NPA on unpacking WASH in NDP III. • Supported National Learning Platforms – Technical support and learning sessions during UWEWEK, CSO Forum and participation in Sector Working Groups in line with the NDP III etc. • Supported the revision, finalisation and dissemination of the National O&M framework. • Sector learning/working groups are functional especially the Sanitation and Good Governance Working Groups.
N6	<ul style="list-style-type: none"> • IRC and WFP should accelerate and replicate the achievements to other areas. • IRC should ensure sustainability of the achievements i.e., learning events, systems thinking, documentation, etc., which are key to WASH sector implementation.

SUB-NATIONAL AND DISTRICT LEVEL

Outcome Sub-national Level	Achievement
Strong District Partnerships-D1	<ul style="list-style-type: none"> • Established partnership with utilities NWSC and Umbrella of Water and Sanitation to increase safely managed water service provision in rural areas. • Partnership with AWMZ to strengthen coordination of IRWM partners, DLGs and private sector plus convening of the regional UWEWEK activities. • Partnership with RWSRC6 in the improvement of inter-district sanitation coordination and learning. • Partnership with IDI to support improved WASH in HCFs especially in line with improved response to COVID-19. • Partnership with HEWASA Caritas Fort Portal to carry out mass sensitisation in response to COVID-19. • Partnership with the media – Tooro FM for mass sensitisation in response to COVID-19. • Partnership with SIMAVI on going beyond Kabarole District to support COVID-19 response activities in Ntoroko and Bundibugyo Districts. • IRC, HEWASA, AAID among others have engaged the district in implementation of the WASH Master Plan. • HEWASA, AWMZ, Aquaya Institute have supported data collection on water quality testing. • Media and CSOs have been adequately engaged in documentation of WASH, increasing overall knowledge and participation.

Outcome Sub-national Level	Achievement
District Political and Financial Commitments-D2	<ul style="list-style-type: none"> • Organising WASH stakeholder meetings at district level to increase funding for WASH. • Council support to Sub Counties such as Mugusu who made annual WASH budgets for rehabilitation and sanitation improvement. Political leadership in the development and passing of the Kabarole District WASH Master Plan 2018-2030 • Political support to Kabarole District investment in water and sanitation infrastructure designs with improved outputs. • An ordinance and by-law on sanitation established in Kabarole.
District Service Delivery models-D3	<ul style="list-style-type: none"> • Promotion of PHAST for district environmental health staff. • Adoption of the Learning Alliance model (DWTT) in Kabarole and Bunyangabu, also being adopted in Kamwenge by WFP. • PPP model in safe water service improvement through partnership. • Promotion and adoption of District WASH Master Planning Model. • Promotion of SAAB through pit emptying and latrine improvements. • Promotion of SWSSB as a management structure at sub county level also adopted by the National O&M framework for WASH in HCFs using the WASH FIT tool. • Promoted payment for water using the Pay-as-you-fetch model. This has been adopted in the New O&M framework. • Pay-as-you-fetch, WSSBs have been tested and scaled up beyond Kabarole District. • Small percentage of communities adopted PAYF but the spread of utilities Umbrella and NWSC increased.
District Capacities-D4	<ul style="list-style-type: none"> • Enhanced capacity of HPMA's in delivering improved O&M services. • Enhanced capacity of CMCs to coordinate activities and monitor implementation of CMPs. • Building capacity of CSOs on advocacy and adoption of integrated WASH and IWRM programming. • Increased human resource at Kabarole DLG through district engagement–Kasenda TC, DWO and Mugusu TC support development of Town Sanitation Plans in 4 Town Councils, adoption of small-town sanitation planning approach. • Kabarole District WASH implementation by district and partners is aligned to the master plan. • Secretary for Works, district water officers in place with distinct roles. • Access to basic water increased in Kabarole. • Asset analysis carried out shared with the Sub Counties for their planning and corrective actions. • The Kabarole WASH Master Plan is under implementation guiding planning, lower local government implementation, and financing investments in low access areas. • Improved coordination of regional Biannual Sanitation Coordination events. • Support District Local Governments to improve on DWSCC meetings with increased time for deliberations, focused agenda, memberships. • Enhanced district capacity in monitoring: WASH Data, Analysis reports and WASH Portal. • Supporting DWTT on its own learning and reflection which has provided strategies for WASH improvements. • Enhanced capacity of the District Heads of Departments in Bunyangabu in data harmonisation and monitoring WASH. • Exposure and learning on WASH at global level for district political and technical staff for example AFWA, Africa Water week, Asutifi North exchange visit. • Enhanced capacity of health assistants in sanitation and hygiene promotion, infection prevention and control (IPC).

Outcome Sub-national Level	Achievement
Strong District WASH Systems-D5	<ul style="list-style-type: none"> • Supported Kabarole District Local Government to develop Sanitation Ordinance. • Supported District Learning Platforms Regional inter-district sanitation learning, regional UWEWK activities. • Improved district monitoring through WASH data monitoring and reporting in Kabarole and asset monitoring in Bunyangabu. • Two service level monitoring exercises comprehensively done in Kabarole District, Bunyangabu supported to disseminate asset analysis. • Learning platforms like DWTT and DWSCC have greatly improved action planning and implementation. • Strengthened system with introduction of key concepts into the WASH sector such as Master Plan, Building Blocks idea, LCCA (CapEx, OpEx, CapManEX). • Supported MWE to finalise and adopt professionalised CBMS in the new O&M Framework as evidence of MWE endorsement of SDMs around PAYF and WSSB. Evidence based documentation as a powerful resource mobilisation tool. • Adoption of the Learning Alliance Model (DWTT) in Kabarole and Buyangabu also being adopted in Kamwenge by WFP. • Promoted the District WASH Master Planning Model which was adopted in Kabarole and in Kamwenge by WFP. • Funded the construction and installation of the medical waste incinerator at Ruteete HCIII. • Rehabilitated ECOSAN toilet to water-borne toilet and extended piped water in DLGs such as Mugusu Health Centre III in Kabarole District. • Supported development and production of sector documents such as the new National Operations and Maintenance Framework for Rural Water Infrastructure. • Supported WASH in HCFs using the WASH FIT tool in Mugusu Health Centre III, Kabarole Sub-county. • Promoted payment for water using the Pay-as-you-fetch (PAYF). This has been adopted in the new O&M framework. • Improved district monitoring through provision of a desk computer for WASH data monitoring and reporting in Kabarole and assets monitoring in Bunyangabu. • Built capacity of DLGs/DWOs in planning and budgeting for WASH activity implementation, monitoring and evaluation, work supervision and report preparation while the private sector, for example, the Hand Pump Mechanics Associations of both Kabarole and Bunyaruguru districts were trained in borehole repairs, rehabilitation and maintenance. • Supported development of the Kabarole District WASH Master Plan. • Supported exposure tours and learning visits nationally and internationally. • Promoted evidence-based research & testing of service delivery models such as Sub County Boards and Hand Pump Mechanics Associations, which have been adopted by the sector.
Capacity development	<ul style="list-style-type: none"> • Building capacity on the WASH systems strengthening approach through the WASH Systems Academy.
Political and financial commitment	<ul style="list-style-type: none"> • Engaged in WASH financial advocacy work through UWASNET and CSBAG at national level with the Parliamentary WASH Forum. • Organised WASH stakeholder meetings at district level to lobby for increased funding for WASH. • Supported political leadership in the development and passing of the Kabarole District WASH Master Plan 2018-2030. • Advocated for improvement of staffing at the Health Centres and in the DWOs.

Annex 9: Critical SDG indicators for the water and sanitation sector

Box of indicators for 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 of these criteria, but a round trip to collect water takes 30 minutes or less, it will be classified as a **basic** drinking water service. If water collection from an improved source exceeds 30 minutes, it will be categorized as **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 offsite 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 hand washing facility with soap and water on premises has been identified as the priority indicator for global monitoring of hygiene. Households that have a hand washing 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 should 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 hand washing agents, but these are less effective than soap and are therefore counted as limited hand washing facilities.

Source: WHO/UNICEF Joint Monitoring Programme

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