



**ASSESSMENT OF THE  
WASH DISTRICT MASTER**

**PROCESS OF DEVELOPING THE KABAROLE  
PLAN 2018-2030**

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## Executive Summary

This report presents the findings of the study on assessment of the process of development of the Kabarole District WASH Master Plan 2018-2030. The purpose of the study was to assess and document the collective actions of the master planning process and to draw lessons for use in strengthening the multi stakeholder learning alliance processes. The methodology used to conduct the assessment was mainly qualitative through key informant interviews with the members of the learning alliance and review of literature that influenced and informed the Master Plan.

The process of developing the master plan started in 2017 but benefited from previous lessons of Kabarole district WASH stakeholders. These among others included; the need for deliberate efforts to secure political and financial commitments from the district leadership to ensure that adequate resources were allocated for WASH.

Several strengths were identified during the process of developing the plan such as; overall coordination of the process by the political leadership and working through a learning alliance that was representative of key stakeholders made the process legitimate. Working groups formed within the learning alliance provided opportunity for deep analysis of sub sector issues, development of strategies and sub sector targets. The emergence of political champions catalyzed the process of approval of the plan by the district council.

Despite the strengths, the process had a few weaknesses. There was no dialogue at community level to have shared understanding on implications of current status on services on the ultimate goal of reaching everyone with sustainable WASH services. The Master plan in its current form also does not provide clear guidance on how the lower local governments can be involved.

The following recommendations were identified to strengthen the learning alliance process;

- The process of dissemination of the plan should have targeted sessions for politicians and technocrats that focus on their strategic position and mandate in relation to strategies and actions enlisted in the plan.
- The District Water and Sanitation Coordination Committee (DWSCC) should be expanded to include representation from the Sub county level to ensure that they are part of and are aligned to the coordination, review and learning process.
- The office of district planner and water office to lead development of 3-5 year operational plans to breakdown the strategies and provide annual targets that the district stakeholders can track.
- There is need for the Learning alliance to review the plan, map actions that require byelaws and district council resolutions and take advantage of political buy-in to have them enacted.

## 1.0 Introduction

IRC Uganda supported Kabarole District to develop a WASH Master Plan 2018-2030. The Master Plan was adopted by Kabarole District Local government and was launched on 28 February 2019. The District WASH Task Team was instrumental in the processes that led to the approval and adoption of the WASH Master Plan. The Task Team is a Learning Alliance that was created in March 2016 after a series of district Stakeholder forums. Its major purpose is to provide strategic direction to the District towards achieving universal access to sustainable WASH by 2030 (SDG6). For the purpose of this report the DWTT has been referred to as the learning alliance to ensure consistency in communication within the USAID SWS partnership.

The learning alliance meets regularly to analyze the WASH situation and suggest interventions to improve delivery of WASH services for all. In their reflection and learning meetings, they validated baseline data, and analyzed the WASH system in the district, and developed strategies for universal access to WASH services in the district.

### **Rationale for Master Plan Development**

The Master plan provides a framework for planning, coordinating investments and guiding the implementation of the vision, and policy objectives for water and sanitation delivery. The plan articulates the long term (2018-2030) WASH priorities of the District, reflecting national and international priorities, as contained in Uganda's National Development Plan II and in the United Nations Sustainable Development Goals (SDGs).

The plan was developed to illustrate the funding scenarios in the short medium and long-term required to for delivering WASH services to the entire district population. The plan is fully costed and provides a roadmap of what is required to achieve SDG 6 target 6.1 and 6.2. The key highlights include;

- Targets for Service levels for urban and rural populations based on their unique characteristics
- The financing requirements for reaching the entire population of Kabarole with Sustainable WASH services. This takes into account the annual population growth.
- Capacity requirements, networks and partnerships to deliver the plan.

### 1.1 Purpose of the Assessment

As a follow-up to the launch of the Master Plan, IRC through the USAID SWS Partnership sought to work with the learning alliance to assess and document the collective actions of the master planning and to draw lessons for use in strengthening the multi stakeholder learning alliance processes.

## Objectives

- To understand the process that was followed in the development of the Kabarole WASH Master Plan
- To Identify good practices for use in improving political engagement, community involvement and local government capacity enhancement
- To Identify the gaps in the multi stakeholder process and make recommendations to improve collective impact
- To support the learning alliance to develop learning areas of focus and actions for follow-up

### 1.2 Scope of Assessment

The assessment involved key informant interviews with the Kabarole District WASH Task Team members and key stakeholders in the process that led to the development of the WASH Master Plan. Key areas of discussion include;

- The political engagement that drove the process of Development of Kabarole WASH Master Plan
- The community and multi stakeholder engagement processes used to develop the Master plan
- What worked well in the process and methods used in developing the Master Plan
- What did not work well
- The methods used in developing the Master Plan including; financing methods, communication and information sharing, consultation and feedback methods.
- What the DWTT should have done differently
- Monitoring and learning interventions for the District WASH Task Team

## 2.0 Methodology

The methodology used to conduct the assessment was mainly qualitative data collection methods, review of literature on the Master Plan process, and publications that influenced or informed the process.

Key informant interviews were conducted with 10 representatives of the learning alliance including; District Water Officer, District Planner, and Technical Support Unit, Secretary Works and Technical Services committee, Sub county representatives to get their opinions on the process especially on the level of satisfaction in engagement with different stakeholders in the district.

The specific areas of investigation for the assessment and methods for data collection are presented in annex 1.

### 3.0 Developing the Kabarole District Master Plan

The process of developing the master plan benefited from an ongoing learning and adaptation journey of IRC and Kabarole district stakeholders. This section highlights the journey, shows the background work that triggered the process of development of the Master Plan and the different steps that were followed.

#### 3.1 Background to the Master Plan process

IRC started implementation in Kabarole district in 2010 after a selection process that was guided by the Ministry of Water and Environment. The selection criteria included a number of parameters such as; population size, coverage, functionality rates, income status and mix of water supply technologies among others. IRC's intervention was a research and learning initiative that sought to pilot and test new ways of working for the delivery of sustainable rural water services. It involved generating evidence on key challenges and bottlenecks confronting the sector and testing solutions to change the situation. Based on this background, the selection process favoured districts with coverage and functionality rates above 60%. Kabarole and Lira districts were selected from a short list of 6 districts. This report focuses on the experiences in Kabarole district.

Between 2010 and 2016, IRCs focus was promoting a Service delivery approach for WASH. This entailed triggering a paradigm shift from delivering infrastructure to sustainable services. The interventions involved a series of system strengthening initiatives such as;

- Facilitating learning and coordination among WASH stakeholders in the district to generate robust solutions for WASH services
- Strengthening institutional frameworks for operation and maintenance; piloting district based local private sector Associations (Hand pump mechanics) and Sub county Water Supply and Sanitation Boards
- Strengthening district capacity in Planning and monitoring of WASH services.

IRC's End of Programme Evaluation in 2016 showed that the adoption of a service delivery approach was at its greatest at policy and dialogue levels, but still needed more time to lead to concrete activities on the ground. It also found that interventions needed to be for the long-term and across the entire service delivery chain – from national level to community and household level. A broad range of national and local systems (or building blocks) needed to be in place, and working in order for services to be delivered. This informed IRC's philosophy of long-term commitment in focus districts to allow direct intervention (and measurement) along the entire service delivery chain from national policy level to improved services on the ground.

In 2017, IRC's approach in Kabarole changed from short term project based support to a long term programme to support the District stakeholders develop and implement a road map for universal access to Water Sanitation and Hygiene services by 2030. The change was influenced by lessons from IRC's Evaluation and its commitment to the Agenda for Change initiative<sup>1</sup>.

The aim of the Agenda for Change initiative was to ensure that Everyone in focus districts is covered with adequate WASH services and that local systems are in place to ensure that services are sustainable.

Another fundamental change in IRC's implementation approach post 2016 was in making deliberate effort to engage Political leadership at the District and National level. Lessons from implementation of IRC business plan 2012 – 2016 showed that political leadership and public finance are linked, and both are essential to providing universal access to WASH services.

The change in approach targets political and financial commitment from the district leadership to ensure adequate resources are allocated for WASH. However, a prerequisite for the commitment was to have the District political leadership share the vision and understand the consequences of the SDG6 targets for their district. This led to a series of dialogues with the Local government and Agenda for Change partners that culminated into the development of the Kabarole District WASH Master Plan 2018–2030.

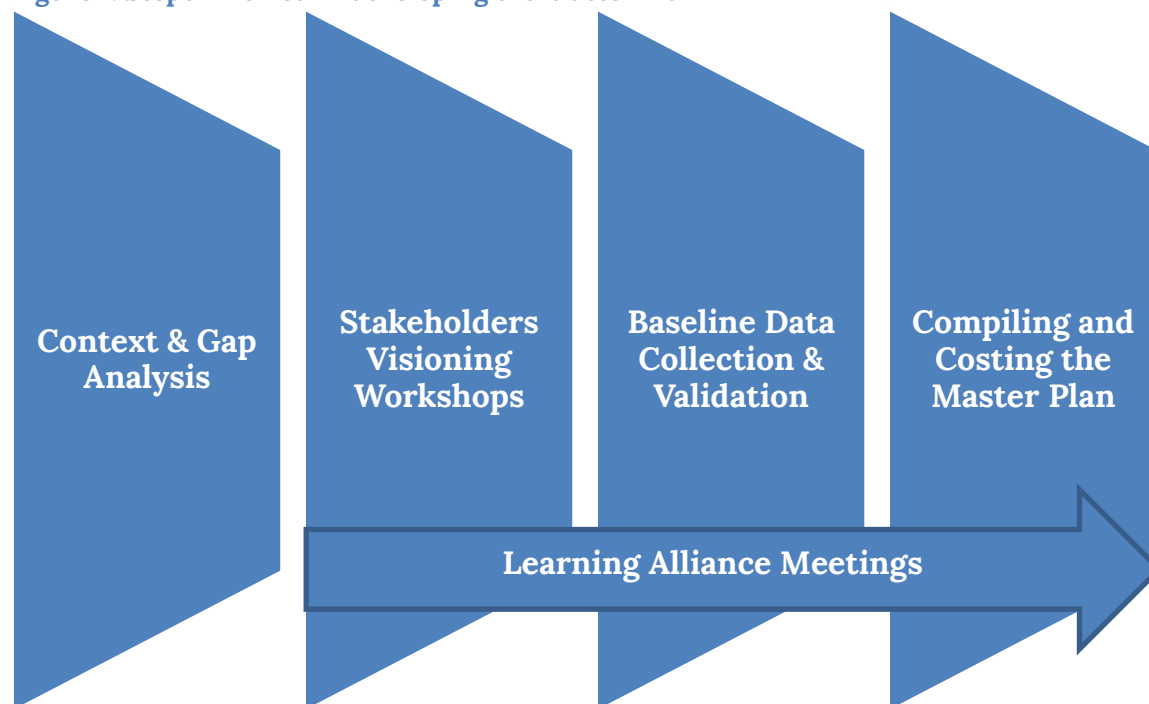
### **3.2 Steps followed in Developing the Master Plan**

The process of developing the master plan was participatory and involved relevant stakeholders at district, Sub county and regional level. These Included; District Water Office, Planning unit, Heads of department for Health and Education, Civil Society Organizations, representatives of religious institutions, politicians, and Technical Support Unit 6 of the Ministry of Water and Environment. The process started in 2017 with a series of multi stakeholder meetings that were used to articulate the medium, and long-term interventions for ensuring universal access to WASH services by 2030. The process was participatory and gave space to all key stakeholders and ensured alignment with national planning policies and processes. The different steps involved are presented in figure 1.

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<sup>1</sup> Agenda for Change is an initiative that was launched by Aguaconsult, IRC, WaterAid, Water For People and Osprey Foundation in May 2015.

Figure 1: Steps involved in developing the Master Plan



### Context and Gap analysis

The Context analysis was conducted to understand the environment in which WASH services are delivered, managed and supported at district level. The analysis started with a synopsis of the WASH sector in Uganda looking at the sustainability of the WASH service delivery system at National and Decentralized level highlighting the gaps and the enabling environment, political, social economic financial institutional and environmental issues. Further analysis was done at district level that took stock of the capacity for WASH delivery, operational and service delivery issues and key opportunities, success factors and challenges.

### Stakeholders Visioning Workshops

A WASH stakeholders Visioning workshop was organized in March 2017, which drew stakeholders from the district local government, private sector, Civil Society, Religious Institutions, Technical Support Unit (TSU) 6 among others. The aim of the workshop was to inspire stakeholders and secure their commitment towards Universal access to sustainable WASH services by 2030.

#### Objectives of Visioning Workshop

- Build consensus on key concerns, strategies and planned interventions towards meeting universal access to WASH
- To identify partnerships and a hub in Kabarole district to drive the WASH vision of achieving universal access to WASH.



The workshop was used to validate findings from the context analysis and build consensus on strategies for meeting universal access to WASH services. It was also a key milestone in the process of developing the Master Plan as it led to the selection of a 15 member (District WASH Task) team that would be tasked with the process of developing the Master Plan for WASH in the district. The team included; representatives of NGOs, Political leaders, District Local Government, Religious leaders, MWE/TSU representative, Private sector representative and from the media.

A follow-up workshop was organized for District Political leaders to share the road map for universal access and get their full commitment and buy-in towards development of the Master plan. During the workshop, the LCV chairperson emphasized that the road map should be explicit on addressing how to reach the unserved.

*“I urge everyone not to focus on the 72% of the district population that have access to safe water but the 28% without access. What we are doing to the 28% without access, are we condemning them to death; because Water is life, Sanitation is health.” Richard Rwabuhinga LCV Chairperson Kabarole<sup>2</sup>*

### **Baseline Data Collection and Validation**

The baseline assessment on the status of WASH services was done in April 2017. The assessment involved a survey that covered all hand pumps, a sample of piped water networks and sanitation facilities, Health Centers and Schools. Service management entities such as the Water and Sanitation Committees were also covered. The process of data collection was coordinated by the District Water Office. The survey was backed up with data from the district Education, and Health management information systems. Consultations were also conducted with district heads of departments for education, health, works and technical services to validate the data and get a complete picture status of services and alignment to national norms and standards.

The data collected was used as a basis for setting targets for WASH service levels. The overall goal was to reduce on the population with limited services and completely eliminate the segment with unimproved or without WASH services. The medium and long term targets for water and for sanitation are demonstrated in table 1 and 2 respectively.

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<sup>2</sup> The remarks were made during the first district stakeholders Visioning Workshop in March 2017

**Table 1: Water service targets**

	2017			2021			2030		
	Rural	Urban	District	Rural	Urban	District	Rural	Urban	District
Safely Managed	3%	10%	5.21%	5%	25%	11.30%	12%	40%	20.80%
Basic	45%	70%	53%	75%	75%	75%	88%	60%	79.20%
Limited	10%	20%	13.15%	10%		6.80%			
Un improved	42%		28.80%	10%		6.80%			

**Table 2: Sanitation Service Targets**

	2017			2021			2030		
	Rural	Urban	District	Rural	Urban	District	Rural	Urban	District
Safely Managed	0	7%	2.3%	4%	10%	5.90%	4%	80%	28%
Basic	15.30%	56%	28.0%	45%	55%	48.10%	96%	20%	72%
Limited	9%	20%	12.0%	31%	25%	29.10%			
Un improved	71.40%	12%	52.7%	20%	10%	16.90%			
Open defecation	4.30%	8%	5.0%						

### **District WASH Task Team planning meetings**

Kabarole District WASH Task Team started as a team of 15 members that included representatives of; politicians, religious institutions, private sector, CSOs and Technical staff at district. It later grew to 25 members after realizing the need to include representatives the Lower Local government (Sub county level).

A series of District WASH Task Team planning meetings established the priority needs, defined outcomes, strategies, implementation arrangements and funding mechanisms towards achieving Universal access to WASH services. The WASH task team meetings were useful in articulating; what universal access means in the context of Kabarole district, priority actions required. The findings from the context analysis and service monitoring were used to guide the discussions. The meetings were facilitated by the District Water Office with support from the Political leadership (Secretary Technical services), and IRC Uganda. Following the deliberations from of the Task team, Baseline assessment and context analysis, IRC supported the process of compiling the draft WASH Master Plan 2018 – 2030.

### **Learning Alliance Working Groups**

The learning alliance was divided into sub working groups on; Sanitation, Rural Water, WASH in Schools and Health Facilities. In total the learning alliance members participated in 4 meetings and 2 Sub working group meetings. The key outputs from the sub working groups were the specific strategies for; Water, Sanitation and Hygiene, and IWRM. The sub groups reviewed the coverage of WASH services based on baseline data, estimated costs of

reaching the unserved and provided input on development of medium and long term targets.

### **Compiling and Costing the Master plan**

IRC supported the process of compiling and costing the Master plan. It involved developing a costing framework that considered the existing and projected population, technologies needed for WASH service delivery and the costs for providing sustainable WASH services related to the technologies. The per capita life cycle costs for different technologies<sup>3</sup> and projected district population for 2018 to 2030 were used as a basis for estimating the costs. The process also involved developing a communication and advocacy, monitoring evaluation and learning plans.

### **Legislative Process for Adopting the Master Plan**

The Chairperson of the learning alliance, Mr. Aaron Byakutaga presented the draft Master Plan to the District Executive Committee (DEC) in July 2018. The DEC is the highest decision making institution at the district level responsible for shaping the political agenda of the district council. The DEC adopted the plan and recommended for it to be laid in the District Council.

The WASH Master Plan was laid in the District Council and committed to the Works and Technical Service Committee for review and presentation in the next council seating. The Works and Technical services committee convened a meeting in December 2018 with the learning alliance that reviewed the plan and provided input on proposed strategies and targets. The final draft of the Plan was then developed and a motion was then tabled by the Secretary Works and Technical Services to have the final draft of the Plan was laid before the District Council for approval. The Master Plan was then approved in a council seating in January 2019 and was formally launched in February 2019.

### **3.3 Financing the Master Plan**

The different activities in development of the Master Plan were financed by the Conrad Hilton Foundation and USAID SWS Initiative. The preliminary activities; Stakeholder Visioning meetings, baseline data collection, publication and costs of launching the plan were financed by the Conrad Hilton Foundation. The SWS initiative funded the validation meetings with the learning alliance, assessment and documentation of the master plan process and stakeholder consultation on alignment of their plans to the Master Plan. The consultation on alignment of stakeholders' plans was still ongoing at the time of this study.

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<sup>3</sup> The per capita costs were based on: Strzepek, K., Boehlert, B., Willwerth, J., (2018), Strategic Investment Plan for Water and Environment Sector, Uganda (2018 -2030), and Smits, S., Verhoeven, J. Moriarty, P, Fonseca, C. Lockwood, H. 2011. Arrangements and cost of providing support to rural water service providers. WASHCost paper 5. IRC, The Hague.

## 4.0 Strengths and Weakness of the Process

This section provides an overview of the strengths and weakness of the process of developing the Master Plan based on the views of stakeholders interviewed.

### 4.1 Strengths

#### **Representation of key stakeholders on the Task team**

Based on the Key informant interviews conducted with members of the District WASH task team; representatives of technocrats and Political leadership, the process used to develop the Master Plan met their expectations. The process was participatory and had good representation of the technical staff (45%), political leadership (25%), civil society (20%) and private sector (10%). These participated in a series of meetings that reflected on the baseline studies, discussed and reached consensus on strategies and targets for improving WASH services and ensuring that everyone is reached by 2030.

#### **Working in Sub groups**

The creation of sub working groups within the learning alliance; Sanitation, Rural water, WASH in Institutions (Schools and Health centres) provided opportunity for deep analysis of sub sector issues, development of strategies to overcome the gaps identified and sub sector targets.

The sub working group on WASH in Institutions challenged targets on provision of basic water services for Institutions (schools and health centres). The initial target set for institutions was to ensure 55% have access to basic services by 2021 and 100% by 2030. However, the sub group influenced the DWTT members to raise the level of service from basic to safely managed services for all institutions in urban areas by 2030. The group felt that the rapid urbanization in the district warranted all institutions in urban areas to have access to piped water. This recommendation was adopted in the final version of the master plan.

#### **Political engagement**

There was consensus that the political leadership was adequately engaged and they had taken full ownership of the plan. The secretary for works and technical services ranked the level of political engagement at 3 while technocrats ranked it at 4 on a scale of 1-5 (where 1 was very low and 5 very high). The rationale for the ranking was based on the involvement of the politicians in the learning alliance that was central in the process of developing the plan and was responsible for prioritizing the strategic actions.

The process of approval of the Master plan was legitimate. It followed the district council procedures for legislation and was fully endorsed by the district council. The political engagement process also produced champions within the district council; Chairperson LCV, and Secretary Works and Technical services. These have continued to work with the technical team to promote the Master plan within the district and beyond.

### **Invocacy<sup>4</sup>: Influencing the District Council from within**

The chairperson of the DWTT, Mr. Aaron Byakutaga who also doubles as the secretary of works and technical services committee of the District Council was tasked to drive the process of getting the Master Plan approved by the council. Given his position on the technical services committee, he was able to play a catalytic role, working within the system to secure buy-in from the politicians that were not part of the DWTT.

Mr. Byakutaga continues to be one of the political champions for the Master Plan at district and regional level. As a local champion, he has been exposed to National and International WASH convening's that have debated on opportunities and challenges for achieving SDG 6. He was facilitated to present a paper on the Kabarole District Journey on development of the Master Plan at the Africa Water week Gabon in June 2018.

“ ... We seem to be grappling with the same issues but I'm proud to note that Uganda and Kabarole in particular have taken great strides to understand what universal access means and what it will take to achieve.” Mr. Aaron Byakutaga.

Mr. Byakutaga reported that participation in these forums has enabled him get a better understanding on how issues at International, National and district level are connected and it makes him proud to see that his actions in Kabarole are part of a bigger global agenda.

### **Ownership of the Master Plan**

The district council is the highest decision making structure of the district local government. All stakeholders interviewed felt that the adoption of a council resolution to pass and officially launch the plan was evidence of Local Government ownership of the Plan. The ownership is critical to drive the next steps from launch to actual implementation. Early commitments have already been made by the LCV Chairperson, District Water Officer and District planner in different fora to adopt the master plan as the overall framework for planning, guiding implementation and coordinating WASH investments.

### **Coordination**

The stakeholders felt that the process of developing the Master plan was well coordinated between; IRC, Secretary for Works and Technical Services and District Water Office. The secretary works and technical services provided overall leadership and communication on the process while the district water office in liaison with TSU provided technical oversight and IRC played a facilitation role. The coordination and positioning of actors in these roles made the local government leadership visible and made the process legitimate. This made it easy to mobilize actors to participate in the process.

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<sup>4</sup> Invocacy refers to working with an actor as an advocate for change within a specific institution

*“In the first place the process of developing the WASH Master Plan brought a close coordination and collaboration of stakeholders more so the political, technical teams of the district and civil society. In addition the Master Plan itself is a fulfilment of the Local government mandate in service delivery under our legal framework – the decentralization Policy. I am happy that the Our District Local government was able to fulfil its role of planning and regulating the WASH sector through this Master Plan.”*  
Hon. Richard Rwabuhiga, LC V Chairperson Kabarole District remarks at All Systems go Symposium in the Hague: March 2019

## **Weaknesses**

The process of developing the Master Plan had a few weaknesses. Despite the use of monitoring data collected at community level in developing the plan, there was no dialogue to have shared understanding with community representatives on implications of current status on services on the ultimate goal of reaching everyone with sustainable WASH services.

The Master plan in its current form does not provide clear guidance on how the lower local governments can be involved. Lower local governments are not able to identify specific targets and priorities for them to integrate in their plans. The lower local government representatives on the DWTT felt that a 3-5 year operational plan should be developed to provide clear guidance on priorities and targets. They anticipate that these will provide direction on how they can be involved in implementing and financing the plan. Lessons can be picked on how the District Development Plan provides opportunity for Sub counties to develop their specific WASH plans.

## 4.0 Recommendations on Implementation of the Master Plan

Following the analysis of the strength and weaknesses of Master Plan development process, the following recommendations have been proposed to strengthen the learning alliance process and the next steps on implementation of the plan.

### **Dissemination of the Plan**

There is need to have specific dissemination sessions for politicians and technocrats. For politicians the proposed session should focus on the Vision, overall strategy, and their legislative and catalytic role in realizing the plan. The session for technocrats should include sub county representatives, and DWTT. This session is expected to provide a comprehensive overview of strategies targets, coordination across different departments. For dissemination at Sub county and community level, stakeholders proposed that sub county extension staff should be supported to facilitate the process to enhance local ownership of the process.

### **Expanding the District Water and Sanitation Coordination Committee (DWSCC)**

The DWSCC will be responsible for coordinating actors during the process of implementing the Master plan. Stakeholders recommended the DWSCC is expanded to include representative from the Sub county level to ensure that they are part of and are aligned to the coordination, review and learning process. Coordination at Sub county level could also be strengthened by reviving Sub county Water and Sanitation Coordination Committees.

### **Cross Sub county learning**

There should also be deliberate effort from the District water office and DWTT to support documentation and learning across different sub counties and ensure flow of information on what works.

### **Developing 3-5 year operational plans**

The master plan in its current form does not provide clear annual targets that stakeholders can work towards and monitor their progress. Stakeholders proposed that 3-5 year operational plans are developed to breakdown the strategies and provide annual targets that the district stakeholders can track. The ongoing process of developing the next 5 year Kabarole district development plan 2020 - 2024 could be used an opportunity to developing the 5 year operational plan for WASH. The Chairperson DWTT pledged to liaise with the District Planner and District Water Officer to work out the process of developing the plan.

### **Momentum of the Political Leadership**

There is need to sustain the momentum and buy-in of the district political leadership. Stakeholders propose to have clear roles for politicians at different levels. For district

councilors, the stakeholders proposed to task them with developing a resolution on Sub-county WASH Budget Allocations. Stakeholders proposed that the district council should pass a resolution for all sub counties to develop annual WASH work plans and allocate at least 4-6 million shillings. The allocations would be financed through the Discretionary Development Equalization Grant that each sub county receives from central government every year. An annual forum would then be conducted to review performance of each sub county.

### **Projections**

There is need to review the water and sanitation targets for service levels projections after the July 2019 District WASH service monitoring assessment conducted by IRC. The district water office also proposed to build scenarios to simplify, visualize and make meaning of what the targets mean, current and required funding.



## References

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## Annex

### Annex 1: Assessment Framework

Areas of Investigation	Questions	Sources of Information
Perspective of the political leaders on the relevance of the Master Plan	<ul style="list-style-type: none"> <li>• What is the perspective of the political leadership on the relevance of the Master Plan</li> <li>• What issues will it address?</li> </ul>	<ul style="list-style-type: none"> <li>• KII Political representatives on DWTT</li> </ul>
Key steps involved in developing the Master Plan	<ul style="list-style-type: none"> <li>• What were the key steps involved in developing the Master Plan?</li> <li>• Who were the different stakeholders involved?</li> <li>• Which stakeholders were left out and how can they be brought on board?</li> <li>• What worked well in the process of developing the Master Plan</li> <li>• What challenges were encountered?</li> <li>• What would you have done differently?</li> </ul>	<ul style="list-style-type: none"> <li>• Documentary review</li> <li>• KII with IRC</li> <li>• KII with District Water Officer</li> <li>•</li> </ul>
Political engagement that drove the process of Development of Kabarole WASH Master Plan	<ul style="list-style-type: none"> <li>• How was the district political leadership involved in the process of development of the Master Plan</li> <li>• Score the level of satisfaction with the level of involvement of political leadership on a scale of 1-5 (where 1 is very low and 5 is very high)</li> <li>• What were the strength and weaknesses of the political engagement process</li> <li>• What are emerging opportunities from the political engagement process</li> </ul>	<ul style="list-style-type: none"> <li>• KII with Political representatives on DWTT</li> </ul>
<b>Monitoring and Learning</b>	<ul style="list-style-type: none"> <li>• What steps have been taken to align the Master Plan to the previously existing planning and resource allocation processes</li> </ul>	<ul style="list-style-type: none"> <li>• Reflection session with the DWTT</li> </ul>

## Annex 2: List of stakeholders interviewed

	<b>Name</b>	<b>Designation</b>
1	Hon. Aaron Byakutaga	Secretary Works and Technical Services
2	Hon. Augustine Kisembo	Secretary Finance
3	Mr. Pius Mugabi	Senior District Engineer
4	Mr. Daniel Musinguzi	District Planner
5	Mr. Martin Watsisi	Regional WASH Advisor IRC
6	Miss Stella Kahunde	Sub County Chief Karambi
7	Miss Brenda Ayebale	Health Assistant Karambi
8	Stella Kanyunyuzi	CDO Karambi
9	Olive Tumuhairwe	Sanitation Officer