



# Country Strategy

2011-2016





*Sun set at the source of River Nile - the river is a life stream and source of fresh water to many people in the countries of Uganda, Sudan and Egypt*

Photo: WaterAid/James Kiyimba

#### **Cover pictures:**

##### **Front**

*Over 35% of Ugandans lack easy access to safe water. Many like these women in Amuria District north eastern Uganda have no choice but to walk long distances in search for water*

##### **Back**

*Water and sanitation for all: A wise investment for health, dignity, and development.*

*Photo: WaterAid/James Kiyimba*

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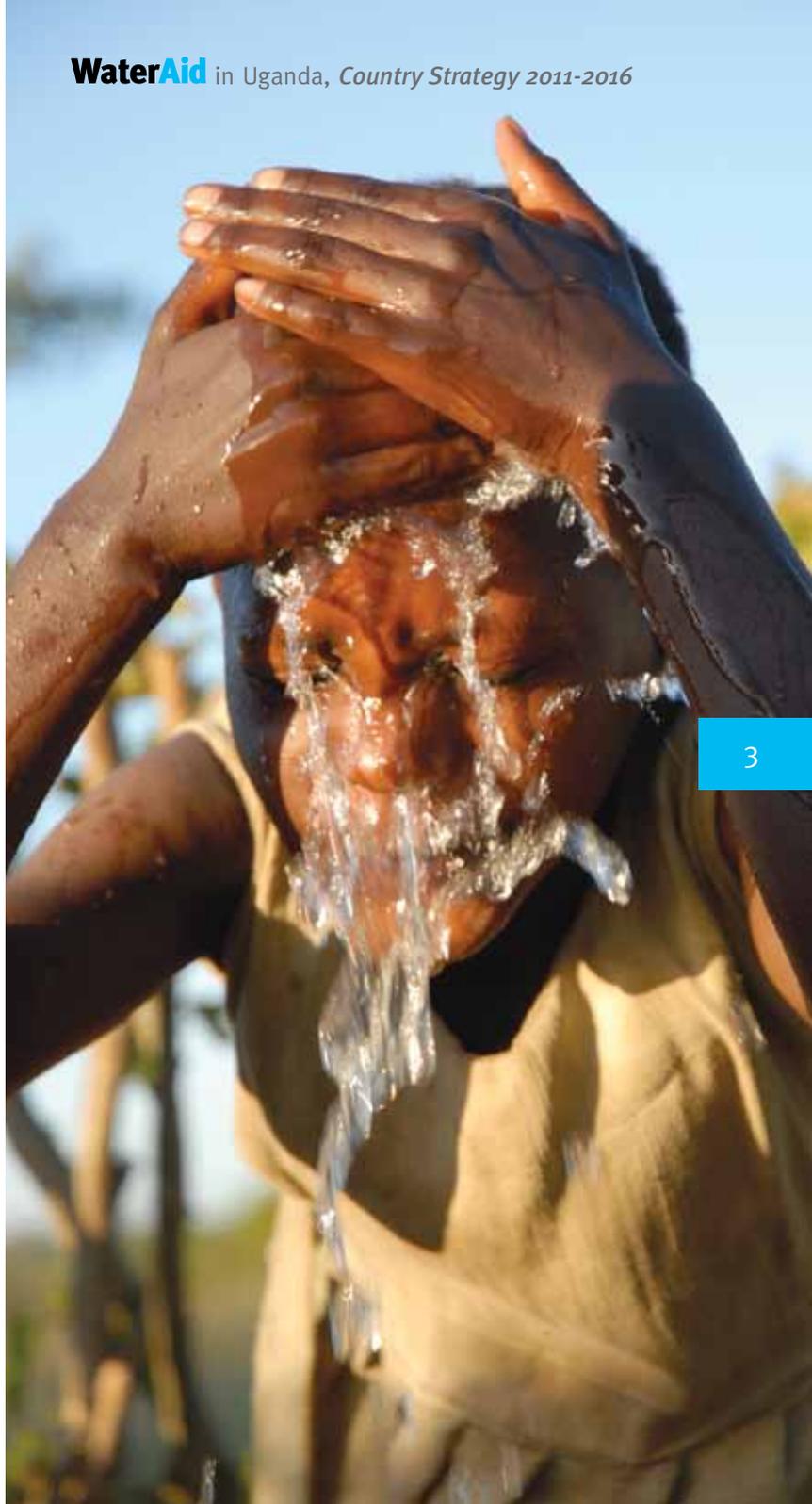
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Photo: WaterAid/Caroline Irby



## Acronyms

<b>APWO:</b> Association of Private Water Operators	<b>MoU:</b> Memorandum of Understanding
<b>CBO:</b> Community Based Organisation	<b>MWE:</b> Ministry of Water and Environment
<b>CP:</b> Country Programme	<b>NDP:</b> National Development Plan
<b>CS:</b> Country Strategy	<b>NGO:</b> Non-Government Organisation
<b>CSO:</b> Civil Society Organisations	<b>NWSC:</b> National Water and Sewerage Corporation
<b>DDPs:</b> District Development Plans	<b>PLWHAs:</b> People Living With HIV/AIDS
<b>DWA:</b> District Wide Approach	<b>PWDs:</b> People With Disabilities
<b>DWD:</b> Directorate of Water Development	<b>TSU:</b> Technical Support Unit
<b>DWO:</b> District Water Officer	<b>UWASNET:</b> Uganda Water and Sanitation NGO Network
<b>EU:</b> European Union	<b>WASH:</b> Water Sanitation and Hygiene
<b>GTF:</b> Governance and Transparency Fund	<b>WAU:</b> WaterAid in Uganda
<b>I/WRM:</b> Integrated/Water Resources Management	<b>WMP:</b> Water Source Mapping
<b>KCCA:</b> Kampala Capital City Authority	<b>WUC:</b> Water User Committee
<b>LG:</b> Local Government	
<b>MDG:</b> Millennium Development Plan	
<b>MIS:</b> Management of Information Systems	
<b>MoH:</b> Ministry of Health	

## Foreword



This document outlines the strategic direction of WaterAid in Uganda Country Programme for the 2011-2016 period. With nearly 30 years' experience working in the country, our new direction builds on prior experience, lessons learnt and

the recommendations made after the 2006-2011 strategy evaluation.

This document sets out how we will pursue our vision of 'a world where everyone has access to safe water and sanitation'. The experience gathered and lessons learnt over the years have strengthened our approaches in delivering a holistic programme that maximises our impact in ensuring safe water and sanitation for all. Together with our partners we will respond to the country's Water, Sanitation and Hygiene (WASH) sector challenges, by addressing issues of inequality in access, weak sustainability mechanisms, low investment in the sector and governance concerns by strengthening transparency and accountability.

The next five years our areas of focus will include enhancing governance; sector performance monitoring; improving sustainability of WASH services; sector coordination; mainstreaming equity and inclusion; adoption of the district wide approach; delivery of a holistic

program through a rights based approach; and influencing sector financing to improve access to safe water, sanitation and hygiene for all.

We are very grateful to all the people who took part in the consultative process that was crucial in the development of this strategy. We believe, with concerted efforts, the plans herein will go a long way to address the root causes of water poverty and transform lives by improving access to safe water, sanitation and hygiene in Uganda's poorest communities.

We are very grateful to the government of Uganda (through line ministries), the donor community and all other development partners for the support rendered in the past. Please continue giving us the same much needed support that is necessary for the implementation of this strategy.

This strategy is therefore not just a paper, but our commitment to improve the quality of life of vulnerable people in Uganda through community empowerment and promotion of the right to WASH.

We present to you this strategy with the hope that you will join us in realising our dream of a Uganda where there is an equitable and sustainable WASH service for all.

*Alice Anukur*  
*Country Representative*



WELCOME TO KYAMONGI VILLAGE  
Indeed sanitation is vital

*Sanitation and water is a fundamental human right, therefore should be prioritised as essential services alongside health and education. The Uganda government should therefore commit to significantly increasing the level of public expenditure dedicated to the water and sanitation sector. This should be in line with commitment made in the eThekweni Declaration to invest at least 0.5% of GDP in sanitation and hygiene education.*

## Who we are

Established in 1981, WaterAid is an international non-governmental organization focused exclusively on improving poor people's access to safe water, improved hygiene and sanitation in developing countries. We believe that water and sanitation are human rights. These essential services are vital for health, education and livelihoods; and form the first, essential step in overcoming poverty. Currently we are working in 23 countries in Africa and Asia, and have been working in Uganda since 1983, supporting water and sanitation initiatives in many parts of the country.

During this time we have developed our technical expertise alongside our understanding of community engagement, water resource management and hygiene practices to ensure our work is practical and sustainable. With the right political will, resources and drive we believe that our vision is achievable.

### **Vision**

A world where everyone has access to safe water and sanitation.

### **Mission**

WaterAid transforms lives by improving access to safe water, hygiene and sanitation in the world's poorest communities. We work with partners and influence decision-makers to maximize our impact.

### **Our values**

**Inclusive:** We aim to be inclusive in all that we do. We work with economically poor and marginalised people who often miss out; these include women and girls, those

living with HIV/AIDS, minority ethnic groups, elderly and disabled people and those who face discrimination. The needs and voices of the communities we work with, our staff, volunteers, partners and stakeholders shape our policy and practice.

**Always learning:** At WaterAid learning is central to our practice. We continually evolve to make sure that our work is sustainable, innovative, relevant and effective.

**Collaborative:** The water and sanitation crisis will only be solved by collaborative action. Our engagement with other organisations, communities, staff and supporters underpins our success. We value their diversity.

**Accountable:** We believe that we should be accountable, responsive and transparent to those we serve and those who support us.

**Inspiring:** WaterAid is a passionate champion of the role safe water, hygiene and sanitation play in improving health and education and reducing poverty.

**Courageous:** We set ambitious goals, raise challenging questions and speak with courage and conviction. We are assertive yet humble and respectful.

*WaterAid in Uganda has supported many local partner NGOs to equip communities where they implement supported projects acquire skills of constructing rain water harvesting jars thereby improving access to safe water among the poor and hard to reach communities.*



## How we work

### **WaterAid works with partners to influence policy and deliver safe water, improved hygiene and sanitation services that are:**

**Appropriate:** People living in poverty require effective, reliable and affordable water and sanitation services which meet their needs. We work with local organisations and learn from global advances to ensure we promote the most appropriate solutions. We share our knowledge to maximise our impact.

**Integrated:** Safe, affordable domestic water, improved hygiene and effective sanitation are essential for people's health, livelihoods and opportunities. We work with communities, local partners, health programmes, academics and other specialists to promote behavioural change.

**Sustainable:** We strive for sustainability in all areas of our work, from local water security and community engagement to the technical and managerial capabilities of our partners; we are working for long-term change.

**Informed:** We endeavour to ensure everything we say is supported by strong evidence and by our practical experience.

**Transferable:** Governments have a responsibility to ensure the provision of safe water and sanitation for all their citizens. We use our practical experience to demonstrate how they and other practitioners can provide effective, appropriate and sustainable services to more people.



*Private Service Providers constructing a sanitation facility in Masindi district supported by WaterAid/BandAid*

*Photo: WaterAid/Masindi DLG/Godfrey Muganyizi*

## Introduction

This Country Strategy sets out the overall direction of WaterAid in Uganda (WAU) in the 2011-2016 financial years. It is based on the lessons from our previous work in the country, guidance from Uganda's National Development Plan (NDP) and recommendations from the evaluation of the 2006-2011 Country Strategy. This evaluation was carried out by a team comprising of WaterAid staff, sector stakeholders, implementing partners and an independent consultant; it was very helpful in determining our strategic choices for the next five years. Issues of inequality, low investment in the WASH sector, weak sustainability and a lack of transparency and accountability will be addressed, to contribute to WaterAid's global vision of 'a world where everyone has access to safe water and sanitation'.

Despite various gains made in tackling water poverty in Uganda, it is estimated that 35 % of people still cannot access safe and clean drinking water for a number of reasons. This statistic is even higher for people who cannot access hygiene and sanitation services, the bulk of whom are the rural and urban poor. By 2016, our ambition is that 313,485 people will have access to safe water, 195,425 people will have access to good sanitation and improved hygiene and 2,035,640 people will also benefit indirectly from our work.

To achieve our country strategy aims we will work at different levels with various organisations, depending on the course and nature of work needed. We will use a district wide approach (DWA), supporting decentralisation efforts at district local government level, whilst also demonstrating best practices and technological options that require scaling up to affect

the whole sector. We will work with local partners, who understand the local issues and needs, and provide the support needed to help communities set up and manage sustainable projects. We will also work at national and international levels too, ensuring policy and practice recognises how the improvement of WASH services can reduce poverty. We will work to support the capacity building and coordination of District Local Governments (DLGs), non-governmental organisations (NGOs) and the private sector.

Work between CSO and DLGs is integrated in order to deliver a holistic programme, combining service delivery and advocacy; rural and urban programming; and all aspects of WASH work. Our strong linkages with Technical Support Units (TSUs), our national level engagements and the support we give to national processes will continue to enhance our contribution and relevance to the sector.

This strategy explains how we shall deliver on sector challenges, through service delivery, advocacy and influencing policy and practice at different levels and how this will be monitored using context-specific indicators.

This country strategy provides a clear direction for the next five years, and WaterAid in Uganda is well equipped to maximise its impact, transforming lives of the many poor people without access to safe water, sanitation and hygiene.

*“I have learnt to wash my hands whenever I come from the latrine and before eating food. If you come from a latrine and don’t wash hands you can get diseases.” Suzan Atim from Katakwi district*

## Where we are coming from

In the 2006 -2011 Country Strategy, WaterAid in Uganda (WAU) registered a number of achievements in improving access to safe water, sanitation and hygiene in many poor and vulnerable communities in the districts of Katakwi, Amuria, Mpigi, Wakiso, Mukono and Kampala, and also supported policy advocacy work in nine districts in the Rwenzori region and south-western Uganda. During this period, the country programme grew in terms of programme size, number of partners and the budget. The implementation approach for the strategy was programme based, looking at addressing specific issues of WASH in the sector.

### Key achievements in the previous strategy (2006-2011):

- 81,308 people gained access safe water and 82,631 gained access to improved sanitation services.
- WAU continued to participate, contribute to and influence WASH sector planning and policy processes, mainly targeting the sector and sub-sector working groups, Joint Sector Reviews (JSRs), Joint Technical Reviews (JTRs) and donor working groups.
- WAU also contributed in strengthening dialogue and partnership between Government and Civil Society Organisations (CSOs), as well as enhancing the contribution of CSOs in the WASH sector.
- WAU strengthened NGO coordination and partnership with the Government.
- Lessons from WAU field work, such as on the localization of the Millennium Development Goals (MDGs), operation and maintenance (O&M) of rural water systems and the use of appropriate technologies were used to inform the planning and implementation of

WASH sector activities.

- The DLGs in the Rwenzori region, south western Uganda, Masindi, Amuria, Katakwi, Mpigi and Wakiso were supported to conduct water point mapping as a means of operating the sector performance monitoring framework.
- Districts were supported to undertake water quality surveillance through training and acquiring water quality testing tools.
- WAU supported more innovative sanitation approaches such as the cluster system and a number of communities were declared free from open defecation .

### Challenges experienced in the 2006 -2011 country strategy:

- WAU was supporting the implementation of WASH projects in many districts, working with many partners – the wide geographical spread impinged on the effectiveness of the country programme in terms of giving timely partner support and monitoring.
- An incoherent link between advocacy and service delivery work.
- The effects of WAU restructuring and a high staff turnover.
- Inadequate documentation and dissemination of research and practices for wider sector learning.
- An unclear urban approach despite the 15 % budget increase for this work
- A weak water resource management (WRM) strategy.
- An inability to influence effective integration of an O&M agenda into Local Government Authority (LGA) processes and budgets.



*So often when WASH decisions are made, the voices and aspirations of the poor and marginalised communities are muted. WaterAid in Uganda under the Governance and Transparency Fund (GTF) is working with the media to amplify community voices for action in WASH governance. This has fostered pro-active dialogue with service providers and policy makers to account for the WASH decisions they make.*



## Strategic Objectives and Country Programme Focus

This country strategy has been developed in line with the National Development Plan (NDP) in order to supplement Government development efforts. It also takes account of recommendations made after evaluation of the 2006 -2011 country strategy and has been aligned with the global WaterAid strategic framework. In addition this strategy responds to WASH sector priorities of increasing access; improving functionality and equity of improved water supplies and sanitation; hygiene; per capita investment cost; water quality; water storage; and gender and community management.

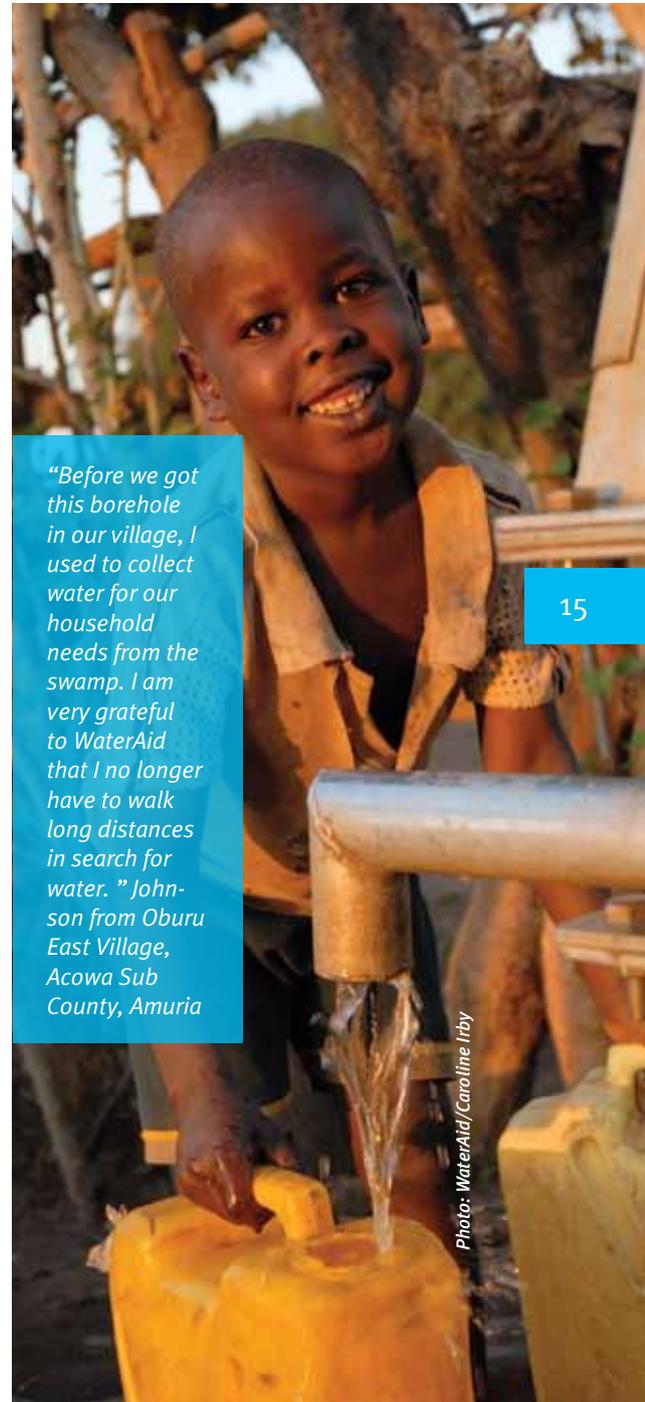
In light of the above below is the country programme goal and strategic aims and objectives that have been designed to respond to the sector challenges.

Country Programme Goal: To contribute to equitable access to safe water and improved sanitation and hygiene for poor communities in Uganda.

- **Objective 1.1:** Under this objective, our efforts are geared towards equitable and sustain-

able access to safe water, adequate sanitation and hygiene in poor and under-served rural and urban communities in the target districts for at least 313,485 and 195,425 people respectively by 2016.

- **Objective 1.2:** To ensure that 50% of the poor and under-served communities are empowered and actively participating in demanding their rights to WASH services.
- **Objective 2:** Enhanced capacities of government at sector and local levels and other service providers in coordination, financing and good governance for sustainable and equitable WASH service delivery by 2016.
- **Objective 3:** Increased integration of WASH in health, education, agriculture and urban development sectors for sustainable human development.
- **Objective 4:** WAU is an effective international organisation promoting sustainability and added value to WASH sector in Uganda.



*“Before we got this borehole in our village, I used to collect water for our household needs from the swamp. I am very grateful to WaterAid that I no longer have to walk long distances in search for water.” Johnson from Oburu East Village, Acowa Sub County, Amuria*

## Prevention is better than cure



Access to safe water, adequate sanitation and hygiene are essential for improving health, education, gender equality and economic growth. The government should therefore take actions needed to ensure safe sanitation

and clean water for all. This means keeping the promises already made as part of the Millennium Development Goals, including halving the proportion of people without access to sanitation and water by 2015.

## Achieving our objectives

In the following pages, we explain how we will achieve each of our objectives in line with the WaterAid global aims; we also highlight the opportunities available, the challenges faced and how we will seek to address them. We also provide success indicators showing what we want to achieve by 2016.

### Global aim 1: Promote and secure poor people's rights and access to safe, water, improved hygiene and sanitation

To achieve this aim we will be guided by two objectives:

#### Objective 1.1: Equitable and sustainable access to safe

**water and adequate sanitation and hygiene increased for at least 313,485 people and 195,426 respectively of the poor and underserved people in target rural and urban communities in selected districts by 2016.**

We will work with local strategic partners to establish WASH facilities in poor and under-served communities and create community management structures to ensure sustainability. Effective community based mechanisms for O&M will be put in place, for example appropriate tariff setting and support for water and sanitation user committees. Established facilities will be provided with suitable sustainability mechanisms. These services will be provided in an inclusive, affordable, equitable and sustainable manner, considering gender sensitivity.

*Empowerment: Through a sustainable, rights-based approach, the poor and marginalised people themselves have the power to hold their local governments and service providers to account through negotiation based on data that they collect themselves.*

Photo: WaterAid/Busoga Trust

We will use information from water point mapping exercises and other research findings to determine where there is most need. In urban areas, we will work closely with National Water and Sewerage Cooperation (NWSC) the national water utility, other service providers and policy makers.

In addition we will also:

- Enhance community capacities in technology selection, documentation, monitoring and evaluation.
- Emphasize maintenance and sustainability.
- Support development and implementation of disaster risk reduction plans.
- Promote appropriate self supply models at household level for WASH.
- Target Vulnerable and marginalised groups through inclusive development for participation, so as to determine their priorities and needs.
- Focus on capacity development interventions and community led advocacy activities.

### **Improving Access to Water**

We have widened our water supply technology choices to include piped water supply schemes in urban areas and some rural areas; shallow wells; U2, U3 deep wells and sand dams; self-supply schemes for Rain Water Harvesting (RWH); and protected springs and rope pump technology at both institutional and household levels.

We shall enhance awareness of government guidelines on technology options and follow up to ensure actualisation.

We will in particular:

- Demonstrate best practice in water service provision to enhance sector influencing, through documentation of best practices and sharing what works well for wider sector learning.
- Strengthen partnerships with higher institutions of learning and the private sector in promoting and demonstrating technological innovations. This will also involve tapping into local, cultural knowledge and practices.
- Secure a strong working relationship with Directorate of Water Resource Management (DWRM) for climate change adaptation and to make more informed decisions on technology choices
- Support development of gravity flow schemes, piped schemes for small towns and rural growth centres, with a focus on sustainable O&M approaches.
- Increase efforts in small towns in identifying stronger partners
- Enhance capacity needs for Water Boards, private operators, partners and consumers for better services-development of customer charters.
- Become more acquainted with the urban reforms and monitor their progress to ensure that they are supportive of the pro-poor strategies and programmes (strategies that ensure services are going straight to the poor, vulnerable and marginalised).

## Sanitation and hygiene



Photo: WaterAid/Caroline Irby

*Good sanitation is dignity*

In the past we employed a combination of supply-led, demand-driven and marketing approaches to promote sanitation in communities in both urban and rural settings. Experience has however shown that good sanitation and hygiene coverage is still at low levels in most parts of the country.

To improve access to adequate sanitation and good hygiene practices, we will:

- Develop a Sanitation and Hygiene Strategy to guide our performance.
- Develop an appropriate sanitation technology catalogue and costing to improve demand and ensure sustainability.
- Support provision of sanitation and hygiene services at households, institutions and other public places such as schools, health centres and markets.
- Strengthen and scale up of appropriate hygiene and sanitation approaches such as the Cluster System, Community Led Total Sanitation (CLTS), and Community Health Clubs to promote sustainable behaviour change and livelihood improvements at community level
- Support innovation and learning in appropriate sanitation and hygiene technologies and approaches to influence scale up of best practices
- Support the National Sanitation Working Group (NSWG) to influence increased financing for sanitation and appropriate allocation and utilisation of funds at different levels of government

*WaterAid is supporting the poor and hard to reach communities- isolated by geography to acquire boreholes thereby having easy access to safe water.*



## Water Resource Management (WRM)

We will champion effective WRM and will be continually innovative to ensure the use of technologies that are best adapted to changing climates. Several initiatives involving water quality testing, monitoring, ground water investigation before water source development and sanitation surveys will be part of our work. This will be closely linked to the efforts to promote the right to WASH, equity and inclusion. We will promote community based water resources management guided by our strategy and guidelines in line with the national WRM framework.

We will further collaborate with other stakeholders to take serious consideration of the current climate variations and natural disasters to ensure that communities are prepared for any disasters that can often occur in our areas of operation. We will in particular mainstream conflict transformation and disaster preparedness methodologies into our work to enable us to address these challenges, as they have a deep and significant impact on the poor and marginalised people's access to safe water and adequate sanitation and hygiene.

**Objective 1.2: 50% of the poor and under-served communities are empowered and actively participating in demanding their rights to WASH services.**

Working with relevant partnerships we will mobilize target communities, including the poor and marginalized people, to create awareness on WASH rights and obligations. Through this, communities will learn about existing power structures and their entitlements, and be supported in having their voices heard. Specific strat-

egies will include research and development of guidelines on rights-based approaches to water and sanitation interventions and popularizing them with support of partners.

We will support the formation of advocacy groups and use of tools such as community score cards, mapping (water point, poverty and sanitation) and research work so that communities are aware of the WASH situation in their locality and can better hold their service providers and local governments to account for the delivery of WASH services.

We will partner with the media in public awareness campaigns and also work with influential people including pop music stars and WASH ambassadors to popularise the right to water among the different target audiences, including beneficiary communities, policy makers and politicians at different levels.

### **Build capacity of civil society in demanding for and ensuring WASH as a right:**

We will enhance the capacities of civil society organisations to effectively engage with district local governments and policy makers regarding WASH rights. In particular we will strengthen the capacity of Uganda Water and Sanitation NGO Network (UWASNET), Uganda Rain Water Association (URWA) and other relevant CSO networks to promote WASH as a right through sector influencing and member capacity. This support will involve research and production or updating of guidelines as a tool for a rights-based planning, monitoring and evaluation of WASH interventions.



Community members in Ojom village, Alere parish, Kujura Sub-county, Amuria district sharing experiences with WaterAid Directors from London Office.

We will contribute to the development of an indicator on equity and inclusiveness in the sector performance monitoring framework, beyond the current golden indicator on equity.

In our influencing work we will in particular be addressing a number of fora including budget preparation processes, Joint Sector Reviews (JSRs), Joint Technical Reviews (JTRs) and sector working group (SWG) processes and meetings to ensure provision of equitable and sustainable services in WASH.

We will further ensure inter-sector collaboration for better results; build capacities of CSOs in strategic planning, monitoring and evaluation, resource mobilisation for WASH and participatory approaches and technological options in WASH service delivery.

**Global aim 2: Support governments and service providers in developing their capacity to deliver safe water, improved hygiene and sanitation**

**Objective 2: Enhanced capacities of government at sector and local levels and other service providers in coordination, financing and good governance for sustainable and equitable WASH service delivery.**

We will work at national and sub-national levels to enhance capacities of different sector actors to deliver WASH services that reach the poor. We will also work at East Africa regional level for shared learning and influencing.

**At national and regional levels:**

In recognition of the common shared goals by WAU and the Government of Uganda, through research and policy analysis we will support the Ministry of Water and

Environment to ensure compliance by different institutions in promoting the established pro-poor strategy to WASH service delivery. We will take a deliberate effort to investigate issues affecting performance of the sector, as we link experiences at district and national levels. Through this, we will further influence the adoption of equity and inclusion beyond what the Ministry is currently promoting. Other targets to influence will be regional structures such as the Technical Support Units (TSU). We will also work in collaboration with other actors to provide special support to regulatory bodies to carry out their mandates effectively.

We will work with other sector players to research and document the impact of low sector funding and advocate for increased sector ceilings and budgetary allocations. We will work in alliance with other like-minded organisations to lobby the Government to influence budget allocation for sanitation, especially in schools and based on the Memorandum of Understanding (MoU) between ministries with responsibilities for sanitation.

We will proactively participate and support the Joint Sector Review (JSR) processes through reporting on sector performance and proposing under-takings for subsequent Financial Years. We are to contribute to continued systematic and regular sector performance monitoring and maintenance of up-to-date information management systems (MIS) at central, district and sub-county levels. We will further work with the National Water and Sewerage Corporation to promote the pro-poor approach to service delivery for the urban poor and continue to support efforts to innovate and

improve environmental sanitation in the Kampala City Council environ.

At national level, institutions and groups to target will include:

- CSO networks (such as UWASNET) associations and coalitions
- Line ministries, agencies and inter-ministerial committees
- Higher institutions of learning
- Sector and sub-sector working groups
- Donor groups
- Technical Support Units (TSUs)

**At district level:**

The district local government level will be our core area of intervention. We will integrate advocacy efforts and service delivery to focus on district specific priorities. Our goal is to see districts with improved capacity for coordination, planning, implementation, monitoring and reporting on WASH interventions with full participation of sector actors and within the broad planning framework of the district development plans.

Monitoring and evaluation in the WASH sector remains a big challenge so we will continue to support districts where we work to establish management of information systems (MIS). The government has recently undertaken an exercise to update the water points' atlas (WATSUP). We will work together with sector partners to support the institutionalisation of monitoring and evaluation (M&E), working with the Ministry of Water and Environment (MWE) and districts on regular updating of the MIS in target districts.



Photo: WaterAid/James Kiyimba

*WaterAid is working hand in hand with National Water and Sewerage Corporation (NWSC) in the promotion of Pre-paid water metre in urban poor settlements of Bwaise, Kampala city. Accessing water from the pre-paid metres reduce the cost of water five-fold, from the UGX 100 usually paid for 20 litres at public stand pipes, to UGX 20.*

This will involve working with the planning and district water offices, capacity enhancement initiatives and supporting the operation of the Sector Performance Framework at district level.

In particular we will seek to:

- Enhance capacities of District Local Governments to implement NDP and sector policies, plans and targets. We will undertake initiatives including localisation of MDGs; support bottom-up and participatory planning; monitoring and evaluation; and inter-sector collaboration through the District Water and Sanitation Coordination Committees (DWSCCs). We will in addition promote good governance, and support the mainstreaming of equity and inclusion.
- Support district governments to review the arrangements for supporting community management struc-

tures in WASH, to enhance sustainability as well as for disaster preparedness and mitigation.

- Develop a working relationship with the private operators through the Association of Private Water Operators (APWO) to ensure the urban-poor have access to water within a tariff structure that is affordable and sustainable. We will further strengthen learning, governance and accountability in this area by supporting work of APWO and local advocacy groups.
- Support regulatory bodies (such as the regulation unit and Water Local Urban Councils) to improve performance.

**Global aim 3: Advocate for the essential role of safe water, improved hygiene and sanitation in human development**

**Objective 3: Increased integration of WASH in health, education, agriculture and urban development sectors for sustainable human development.**

In collaboration with implementing partners and research organizations, we will carry out research and documentation to support evidence based advocacy and communications that demonstrate WASH benefits to other sectors and human development.

To achieve this objective we will:

- Establish strategic partnerships with the Ministries of Education, Health, and Housing and Urban Development. Through this we will secure space for influencing these sectors in order for WASH to be appreciated and prioritised in their interventions. This will be linked with the community level interventions through supporting partners working with health units, education institutions and urban authorities.
- Strengthen our collaboration with the media, public figures like pop singers and sports personalities in order to pass on the WASH message to the public in more innovative and interesting ways.
- Support and work with UWASNET to advocate for continued prioritisation of WASH in other sectors such as health and education, in terms of planning, budgeting, performance tracking and impact assessment.
- Create awareness and lobby parliamentarians and other politicians to prioritise WASH in their proceed-

ings and policy formulation processes, with the view to increase funding support.

- Support and promote community models that provide linkages between WASH and livelihoods, such as the community based revolving fund initiatives.
- Influence resource allocation, monitor resource flows and implementation of set priorities and use the results to report on progress.
- Develop advocacy materials and justification for prioritization of WASH in the NDP and increased allocation of resources.



Photo: WaterAid/James Kiyimba

*Water and Sanitation for all should be integrated and also prioritised in plans to provide health, education for all and agriculture*

**Global aim 4: Develop as an effective global organisation recognised as a leader in our field and for living our values**

**Objective 4: WaterAid in Uganda is an effective international organisation promoting sustainability and added value to WASH sector in Uganda.**

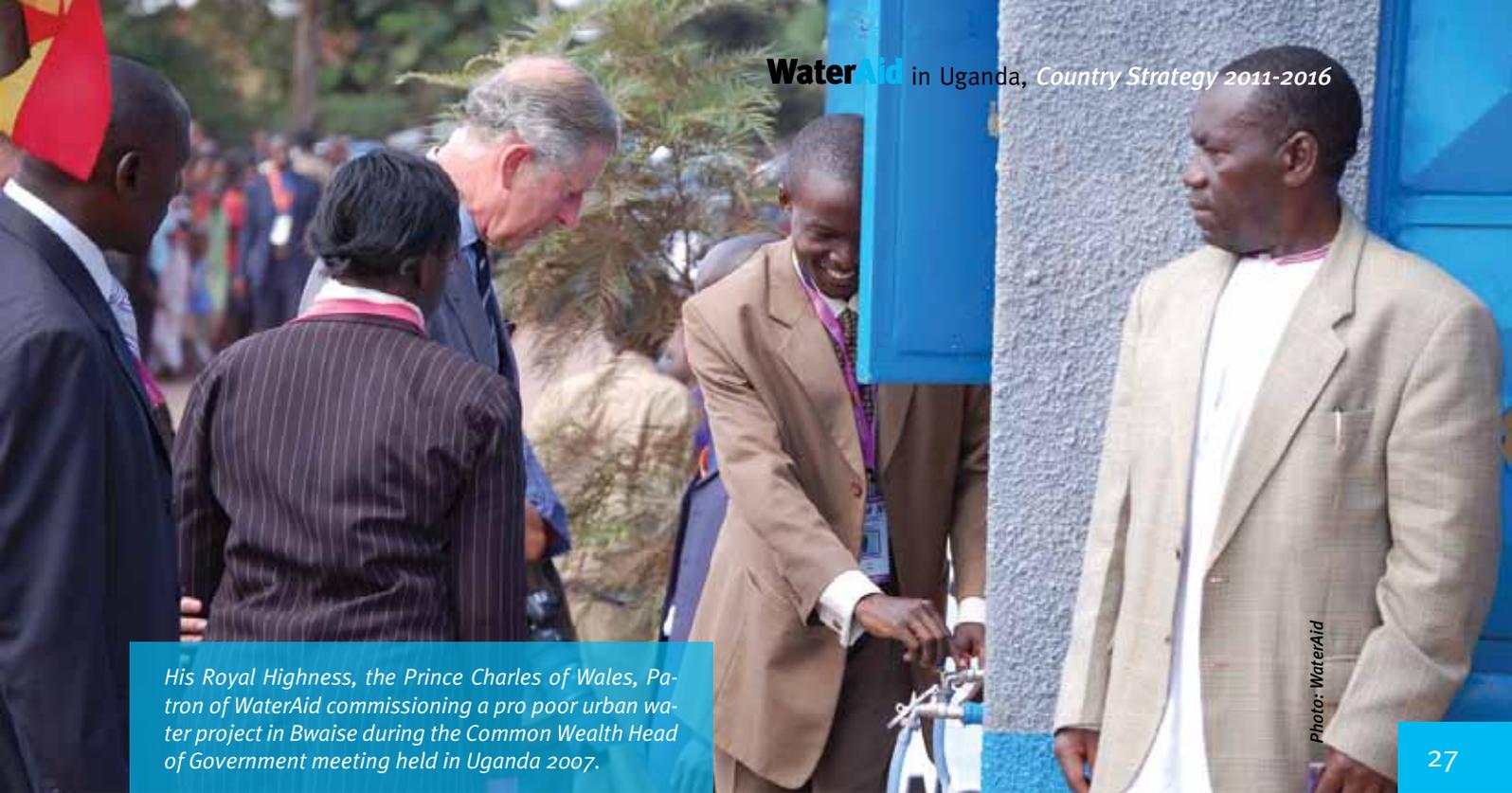
To achieve our strategic objectives, we will partner with the government and other key actors, demonstrating leadership and added value in the dynamic WASH sector in Uganda.

Under organisational effectiveness our focus will be:  
Relevance in the sector: We will use the district wide approach as our primary level of engagement, linking regional and national levels upwards and downwards to sub counties and community structures. Through

this we will demonstrate best practice approaches and technological options, and scale them up for bigger impact in the sector and the region.

Our priority areas of engagement will mainly focus on addressing issues of equity and inclusion, governance, sector coordination and sustainability in the WASH sector in Uganda. We will as well invest in more value adding research, learning, documentation, publication and dissemination and exchange of best practices from our supported work.

People: We will recruit, retain, develop and motivate a knowledgeable, professional and continuously learning human resource that will sustainably deliver on WAU mandate and ensure that our organisational structure is fit for purpose. We will further develop and enhance our competence in:



*His Royal Highness, the Prince Charles of Wales, Patron of WaterAid commissioning a pro-poor urban water project in Bwaise during the Commonwealth Heads of Government meeting held in Uganda 2007.*

Photo: WaterAid

- Delivery of programmes through conflict transformation
- Application of disaster risk reduction (DRR) approaches
- Integrated WASH programming
- Rights Based Approaches
- Mainstreaming equity and inclusion
- Innovative WASH technologies and approaches
- Leadership Development and Management

**Continuous Growth:** We will develop capacities required for new key priority areas of engagement such as WRM, equity and inclusion, post conflict transformation, sustainability and governance. We will ensure entry and exit strategies are designed for target districts and partnerships. We will pursue a vigilant fundraising strategy that will promote in-country, in-

ternational and partner self-fundraising for sustainable resources to deliver the country strategy.

**Systems & Processes:** We will promote a favourable working environment that promotes innovation, learning and positive engagement. This will be supported through continuous reflection, efficient policies, systems and processes.

*Sustainable development starts with people's health and dignity. WaterAid supported WASH programmes always respond to people's desire for dignity and privacy. They create awareness of hygiene's role in protecting health – and of how water and sanitation can help achieve it.*

# Strategic Choices and Shifts

## Water and Sanitation Sector Wide Approach

We will work within the sector planning, implementing and monitoring frameworks of government and contributing to sector priorities, policies, strategies and programs. We will also be focusing on sector learning, influencing policies and providing services to the poor and vulnerable communities. We will effectively participate in sector-wide processes and dialogue fora working closely with sector lead agencies and other development partners.

We will further use our experience to guide our advocacy work and inform or influence national level policy formulation processes. We will continue assessing the impact of our influencing and advocacy work in the sector as well as emerging opportunities and relevance even beyond 2011-2016 Country Strategy.

## District Wide Approach (DWA)

We will adopt a DWA, whilst working with local partner organizations and the District Local Governments (DLGs) who will be among our primary partners. We will also strengthen inter-sectoral and inter-organisational collaboration, innovation and capacity building. The District Development Plans (DDPs) will provide the key framework for prioritisation of interventions to be carried out in selected districts. Interventions will be developed in a participatory and consultative manner working closely with partner organizations, District Water Officers (DWO) and District Water and Sanitation Coordination Committees, to ensure ownership and avoid duplication.

We will support our partners to provide affordable,

equitable and sustainable services. Through this, we will engage local communities to demonstrate effective delivery of services and also increase our capacity building work to address the supply side, empowering communities as rights holders to assertively voice their concerns and ensure that duty bearers are held accountable and are responsive to the services rendered.

## Within the District Wide and Sector Wide approach, WAU will do the following:

- a) **Rural Sector:** Since the majority of Uganda's population lives in the rural areas, we will accordingly invest most of our resources in the rural WASH sector.
- b) **Urban Sector:** With guidance of our Urban Strategy, we will respond to the WASH needs of the urban poor and those in small towns, which have been heightened as a result of high rural-urban migration. We will strategically study the complexities of urban poverty and, based on this, determine the best way to address the issues affecting them. In particular, we will concentrate efforts on working with National Water and Sewerage Corporation, Kampala Capital City Authority (KCCA), Private Water Operators (POs) and small towns in the districts of operation for pro-poor service delivery and regulation, and support research, learning and documentation.
- c) **Water Resources Management (WRM):** Water supply, sanitation and hygiene interventions will be in the context of IWRM to ensure safety and good quality of water services. Floods in the Eastern and Northern regions usually result in highly polluted water point sources, including boreholes, putting

communities at risk. Continuing environmental and natural resources degradation is affecting the quality and quantity of water supplies. We will support community problem identification and action to manage and protect catchments around the water sources.

In addition, we will popularise the adherence to the Ministry of Health (MoH) sanitation and hygiene guidelines regarding the location of pit latrines in relation homesteads and protected water sources. From experience, these guidelines are never followed, resulting in pollution of protected water sources. We will partner with organizations and the district environment and natural resources departments with expertise in this area; continue supporting district local governments with water quality surveillance related activities; ensure that this data is part of the Management Information System (MIS); support research and documentation of the extent of the problem to contribute to the national learning; and planning and monitoring service delivery.

**d) Influencing and Advocacy:** Water supply, sanitation and hygiene are key pre-requisites to poverty alleviation and, ultimately, human development. We will, therefore, play a key role in influencing WASH policy and practice. We will support the Government's efforts and other development partners to enhance sector performance, good governance and equitable and sustainable service delivery. We will, in this regard, effectively participate in the national, regional and international fora to effectively influence, share learning and promote visibility of our values and issues of concern. Key targets of our influencing

work will be NSWG, JSR, JTR, GGWG, the follow up of the eThekwini commitments, SWA-GFA and regional and international sanitation conferences among others.

**e) Promoting equity and inclusion in the Rights Based**

**Approach:** Access to safe water and improved sanitation are recognised as fundamental human rights internationally. We are committed to advancing equity and inclusion as a guiding principle in our work through a rights based approach. Inclusive development is vital so that the users of WASH services are at the centre and are empowered to hold duty bearers accountable. Users will be able to participate effectively in decision making processes and performance will be monitored, for example by using citizen score cards.

Our work will involve research on different barriers (individual, environmental, institutional and attitudinal) that vulnerable people face. The results of the research will then inform service interventions and the policy advocacy engagement. Our target categories will include women, children, people with a disability, people living with HIV/AIDS, internally displaced people, elderly people, the geographically marginalised and the urban poor. Our resource allocation, selection of approaches and technologies will therefore be determined based on the different needs as arising from the prevalent forms of vulnerability and marginalization. We shall also endeavour to empower communities and civil society to advocate for the right policies and practices in service provision.

- f) **Geographical focus and district selection:** We will focus, widen and deepen our work in five district local governments at a time and Kampala Capital City, with a smooth transition from old to new programme districts. The districts where we will work were selected basing on their; water and sanitation coverage; poverty levels; functionality; commitment of districts; potential for partnerships; previous WAU work; vulnerability and needs of communities; sector guidance; documentation; and our strategic objectives. The districts of focus will be Amuria, Katakwi, Nakapiripirit, Masindi, Pallisa, Mubende and Napak, Kotido and Kampala Capital City.
- g) **Strategic Partnerships:** We will continue working through partners who understand local issues to deliver better and more cost-effective results. These include local NGOs, networks such as UWASNET, academic and research institutions, District Local and Central Governments, KCCA, donors, the media and the private sector. We will partner with and support UWASNET in CSO coordination, advocacy, communication and knowledge management, in close collaboration with the Ministry and NETWAS-Uganda. The partnerships will be very instrumental in problem solving, promoting the multiplier effect, and more strongly linking innovation, policy and practice.
- h) **Exit Strategy:** An exit strategy will be developed to ensure a smooth exit from the old districts and partnerships where we shall no longer be operating. This will ensure a smooth hand over and sustainability of previously supported initiatives. A number of the districts where we are exiting will still be used as centres of learning and good practice to share with the new districts. Partners in the districts where we have governance work will be directly supported by UWASNET. The exit strategy will consider the learning opportunities in some of the districts as well as need to continue to monitor the outcomes, post intervention and impact of our investment.

We will further ensure that we are able to make optimal use of the comparative advantages that various partners will bring, in areas of knowledge, skills and competence, working around shared values and principles.

*WAU staff in relaxing mood during a team building session*



## Human Resources focus

WaterAid in Uganda is committed to providing a working environment where every staff member can be successful in his/her roles and able to make a lasting contribution in transforming the lives of millions of people who are without water and sanitation.

WAU will ensure that human capital plans and strategies are developed and implemented in such a way that they serve the mission and objectives of WaterAid. To achieve this, we will exhibit exceptional leadership and management qualities that allow both a physically and psychologically safe working environment and maintain an adequate supply of qualified employees who are continuously developed for excellent performance. We will collaborate with the global WaterAid network,

external stakeholders and partners to identify, develop and integrate tools and systems that meet our WASH mandate.

We will use a skills audit that will guide us on areas of recruitment, promotions and skills development for all WAU human resources. WAU will continue to recruit, retain and develop highly skilled and motivated individuals to create diverse and high performing teams.

We will adopt WaterAid global standards of people management in order to support the planned systemic changes in our human resource environment.

## Financial Resources

WAU strengthen Country Programme Finance Strategies to enhance staff and partner capacities in financial management and the harmonisation of financial and non-financial reporting. The Multi-Annual Planning and Budgeting arrangement will continue to guide resource planning and allocation. We shall promote leverage funding, co-funding and strongly adopt the principle of zero-tolerance to fraud and fund mismanagement.

### **Fundraising and fund management**

We have in place a Country Funding Strategy that provides an outline on the country programme's approach and development of its relationship with the donors. We will endeavour to obtain no more than 40% of funding from any one institutional donor to ensure independence and will avoid over-reliance on a particular source of funding. Our key sources of funding will include the WaterAid local and international funding sources.

## Monitoring and evaluation framework (M&E)

We will review our planning, monitoring and evaluation system to enable the country programme to effectively assess the progress and impact of interventions.

An M&E framework has been developed as a tool for performance measurement. The framework will guide planning, monitoring, evaluating and reporting processes. The indicators set out in this strategy will form the basis for monitoring, evaluating and reporting progress made for each objective on annual basis. The monitoring and evaluation process will involve all key stakeholders, not only as an accountability principle but to ensure effective information sharing and learn-

ing from best practices.

We will promote use of appropriate M&E systems and processes that enhance learning and influencing of best practices in the sector.

In addition, we will undertake mid-term and end-of-term evaluations of the strategy to assess the level of relevance, effectiveness and sustainability of our interventions. Specific project evaluation will be carried as agreed upon with specific donors and partners. Results of such evaluations will provide inputs for annual reporting and planning processes.



*Improving access to safe water, sanitation and hygiene is key ingredient to post conflict resettlement and poverty eradication.*

*Photo: WaterAid/James Kiyimba*



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