

3.2 Uganda

Background

SusWASH is being implemented across the five divisions of Kampala and two neighbouring peri-urban municipalities of Nansana and Makindye Ssabagabo in Wakiso district. Within this area, direct service delivery and local accountability initiatives are targeted towards two parishes, 12 schools and two healthcare facilities (HCFs). The target communities are generally low-income, densely-populated, informal settlements with individual rented households. They have poor drainage and solid waste management. WaterAid has a long history of working in Kampala and had a strong pre-existing relationship with KCCA. Kampala has a crowded WASH sector with many CSOs and INGOs operating.

WASH system analysis

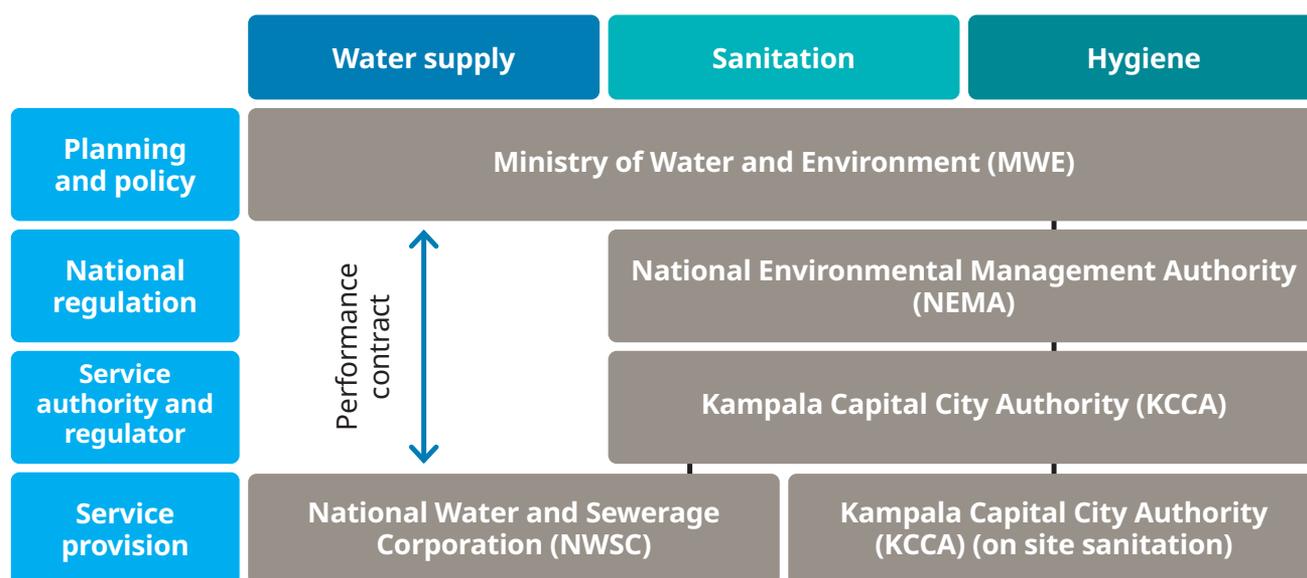
Uganda did not meet the Millennium Development Goal (MDG) target for water and sanitation due to the limited improvement in urban service delivery. Indeed, evidence suggests a regression, with access to improved water in urban areas falling from 90% to 87% over the MDG period (2000–2015), reflecting in part the sprawling of large towns. According to the JMP (2019), 49% of the total population has access to at least a basic water service, while 18% of the population has access to basic sanitation and 21% to basic hygiene facilities.



● **Figure 11: SusWASH is being implemented in the Greater Kampala Metropolitan Area.**



● **Figure 12: Overview of institutional arrangements showing who is responsible for WASH in GKMA.**



The legal and policy framework for WASH is well established. The human rights to water and sanitation are enshrined in Uganda’s 1995 Constitution and legal and policy frameworks have been developed to enforce it, including the National Water Policy revised in April 2018. See Figure 12 for an overview of the institutions involved in WASH delivery in Kampala.

Key blockages to inclusive WASH provision and sustainability in Kampala:

- **Finance:** Financing gap to achieve sector targets specifically for O&M of WASH services at all levels.
- **Government leadership:** Low political commitment towards improving WASH services; weak coordination between political and technical wings of KCCA.
- **Coordination and integration:** Weak cross-sector coordination between the line ministries of water and environment, education and health – affecting planning, monitoring and investment.
- **Monitoring:** KCCA lacks an effective onsite

sanitation and hygiene MIS with indicators aligned to the different sectoral ministries to synchronise reporting, harmonise planning and investment priorities. For example, the water and environment annual sector performance report does not consistently capture KCCA data.

- **Institutional arrangements:** Absence of national standards and guidelines to inform design and management of WASH in HCFs.

Our CP strategy features a PEA setting out who has power to influence WASH, and possible leverage points and pathways to change. We ensured that the right stakeholders were invited to a workshop to undertake an analysis of the strength of the WASH system in and around Kampala, including the NWSC, national government officials, KCCA, NGOs and civil society groups.

During the participatory context analysis and project design workshop, local stakeholders ranked the strength of WASH system building blocks (see Figure 13). The water sector (blue dots) was considered stronger across all building

blocks compared to the sanitation and hygiene sector (brown dots). Note that gender and social inclusion, government leadership, and active and empowered people were added to the tool after the initial assessment in November 2017, so were not ranked in the workshop.^{xv}

Service levels in the SusWASH project areas have been analysed through a baseline study and are characterised by the following:

- **Water supply:** The majority of households use piped water supplied by NWSC through a combination of public taps into the yard/plot or home. Overall, 85% of households have access to at least a basic level of water service.

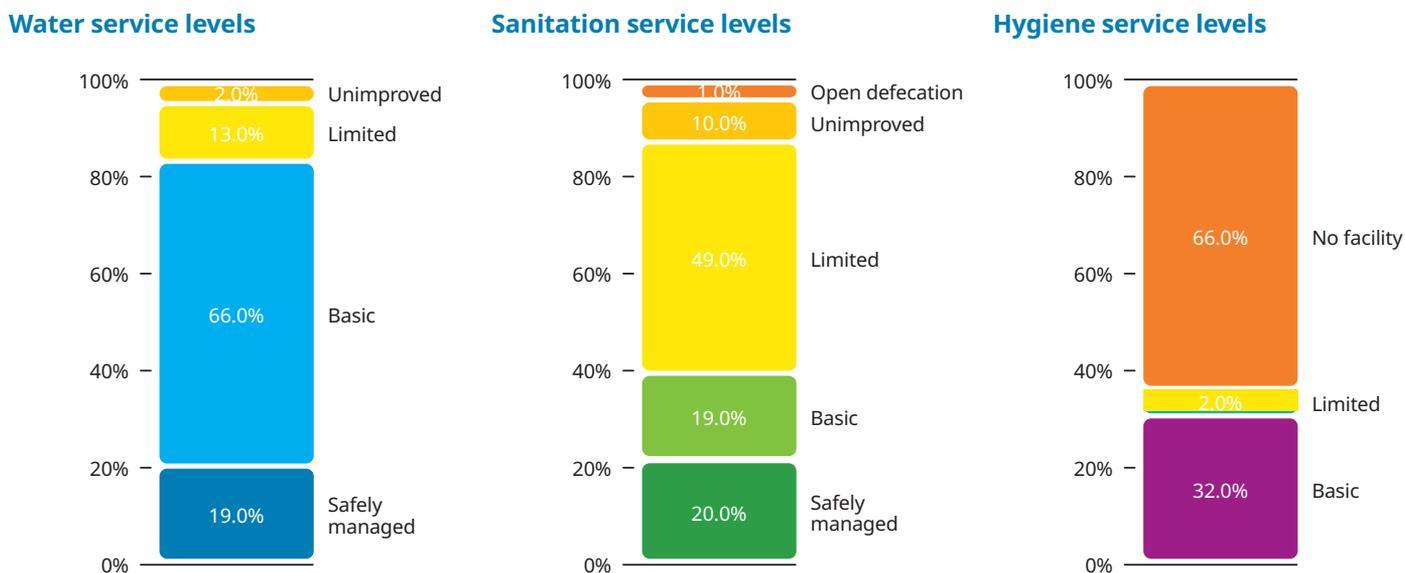
- **Sanitation and hygiene:** Almost all households have access to a form of sanitation facility, with only 1% practising open defecation – however, levels of service vary across communities. 39% of households have access to at least a basic level of service, but 49% have limited service and 11% have an unimproved service.
- Only 35% of households have access to a handwashing facility inside or near their toilet of which the majority (97%) have both soap and water present. The remaining 66% do not have access to any handwashing facilities.

● **Figure 13: Results of the participatory building block assessment showing the status of water (blue dots) and sanitation/hygiene (brown dots) sectors in GKMA.**



xv. In 2019, WaterAid Uganda undertook a CP-wide gender assessment to understand internal and external barriers to gender equality. This has been used to inform partnerships with women's groups and DPOs in SusWASH and the recruitment process of WaterAid staff.

● **Figure 14: Overview of WASH service levels in Kampala.**



- **WASH in schools:** 66% of schools have access to piped water supply and the rest use protected springs and wells. Water is available throughout the year for 67% of all surveyed schools. With regards to sanitation, the pupil:stance (latrine) ratio varies from 7 to 158 across the project area,^{xvi} with a third of the toilets found unclean and only a third of toilets equipped with handwashing facilities. For details about the accessibility and safety of school WASH facilities, particularly for girls and children with disabilities, see case study 3.2.2.
- **WASH in HCFs:** weaknesses in WASH service levels suspected, but limited information and data available.

Following the participatory context analysis/ programme design workshop, and extensive conversations with KCCA, we decided to focus the programme on strengthening local government leadership, accountability and coordination; KCCA's planning and monitoring processes; community empowerment for

improved sanitation; and WASH delivery models in schools and HCFs – emphasising our focus on improving WASH for women and girls.

Outcome 1: Inclusive and sustainable WASH delivery models

3.2.1 Assessing WASH in HCFs to inform national guidelines

Without national standards or guidelines for WASH in HCFs and no comprehensive dataset on the status of WASH in HCFs in Kampala, we collaborated with the Ministry of Health (MoH); the Ministry of Gender, Labour and Social Development; the Ministry of Water and Environment (MWE); KCCA; Makerere and Emory Universities (among others), and used the WASH Conditions (WASHCon)^{xvii} tool to undertake an assessment of the status of WASH in HCFs in the GKMA.

xvi. Note that the national standards for pupil: stance (latrine) ratio is 1:40, as set out in the National Physical Planning Standards and Guidelines (2011). Available at: mlhud.go.ug/wp-content/uploads/2015/10/National-Physical-Planning-Standards-and-Guidelines_-2011.pdf (accessed 29 Jul 2020).

xvii. Visit WASHCon WASH in Healthcare Facilities Initiative. Available at: washconhcf.org/research-tools/washcon/ to find out more. (accessed 29 Jul 2020).

The assessment also gathered information about the factors that affect the sustainability and accessibility of the WASH facilities. Specific objectives of the study were to:

- 1) Establish the status of WASH in HCFs (including waste management and cleaning routines).
- 2) Assess the WASH practices and behaviours of health practitioners.
- 3) Assess the management of WASH in HCFs (e.g. policies, guidelines, budgets/finance gaps, HR/responsibilities, structures, plans).
- 4) Make recommendations for improving the sustainability and accessibility of WASH in HCFs.

63 of a total 105 HCFs were included in the assessment which covered Kampala, Wakiso and Mukono districts.

The assessment revealed gaps in service levels and highlighted weaknesses in management and financing of WASH facilities. Following the assessment we have started working with twelve HCFs to strengthen management and maintenance of their WASH facilities using the

WHO's WASHFit tool.³³ We have plans to support the HCFs through a life-cycle costing exercise to understand how best to allocate existing budget and leverage additional finance to adequately cover O&M costs. Additionally, we have supported two HCFs with the provision of demonstration inclusive sanitation facilities, specifically designed for maternal and newborn health. A solid waste management facility for effective handling of medical waste and safe disposal of maternity placenta waste has also been demonstrated in one HCF.

Evidence of change

Clearer institutional arrangements and strong government leadership:

- The findings from the WASH in HCFs assessment have informed discussions with the MoH, UNICEF and other WASH development partners about the development of national guidelines for WASH in HCFs. A National Task Team has been set up comprising state and non-state actors including WASH line ministries of health and water, WaterAid, UNICEF and USAID to spearhead the development of the guidelines. The guidelines will help to set a standard for WASH in HCFs and make provisions for ensuring their adequate management and O&M.

Inclusive and sustainable WASH delivery models:

- While it is too early to observe any evidence that the inclusive sanitation and solid waste management facility has been scaled elsewhere, the Head of the HCF reported that, "[It] is now acting as a learning centre for other health centres in the district on how to safely handle medical waste". WaterAid intends to document the design of the facilities for advocacy purposes and to support their replication by government and other development partners.

- **Bunya Fred, 51, hospital cleaner, standing outside the new women's sanitation block, getting ready to clean it, Ndejje Health Centre IV, Makindye Ssabagabo Municipality, Wakiso district, Uganda.**



Lessons learned

- It is well known that early buy-in from relevant government departments can help to scale results. In our case, involvement of the MOH, the Ministry of Gender, Labour and Social Development; the MWE; and KCCA, for the WASH in HCF assessment helped to ensure results informed development of national guidelines.
- Collaborating with Emory and Makerere universities increased the validity and respectability of the results and helped to secure their uptake by Ministries and other sector stakeholders involved. Generating evidence about the current status of WASH in HCFs was critical to informing discussions about the development of national guidelines for WASH in HCFs.

● **Namukasa Margret, 37, nursing officer, running the tap to check if the water connection in the maternity wing is working, Ndejje Health Centre IV, Makindye Ssabagabo Municipality, Wakiso district, Uganda, November 2019.**



3.2.2 Assessing WASH in schools to inform design of inclusive and sustainable school WASH delivery models

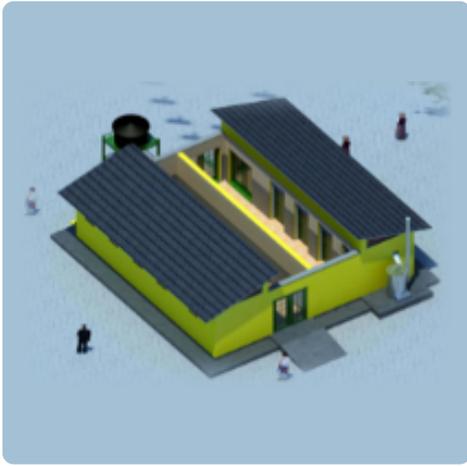
In collaboration with KCCA, the National Council for Disability and ADD Uganda, we undertook a detailed accessibility and safety audit of existing school WASH facilities in 49 schools (40 primary and 9 secondary) across the capital to build the understanding of KCCA, school management and local engineers about the physical barriers facing learners and teachers with impairments in accessing school WASH facilities.

The audit assessed the availability, accessibility and safety of: school paths and WASH facilities (including entrances, doors, toilet interiors, MHM facilities, handwashing facilities and drinking water points). Each indicator was weighted and scored (see Table 1 for score range and results).

In some instances, accessible toilet facilities were found locked. Some schools indicated that they lock the accessible toilets because they have no enrolled pupils with physical disabilities,

Range	Status	Results - % of schools (n = 49)
>80%	Accessible and safe	4%
50-79%	Moderately accessible and safe	43%
1-49%	Inaccessible and unsafe	53%

● **Table 1: Results of schools' accessibility and safety audit.**



● **Design of inclusive, low-water-use latrines and handwashing facilities for schools.**



● **Inclusive, low-water-use latrines and handwashing facilities. installed in installed in Natete Muslim High School, Kampala, Uganda.**

while others reallocate the toilets for staff use only. Furthermore, teachers with disabilities often had to use the accessible facilities used by students, while non-disabled teachers had their own separate facilities.

The high price of water led teachers to lock flush-based toilets. In 84% of schools, MHM facilities were considered ‘inaccessible and unsafe’ – again, high water tariffs meant MHM facilities were sometimes put out of action.

The audit findings informed the design of new, inclusive low-water use toilets in five schools. The latrines were co-designed with KCCA. The design aims to demonstrate a WASH service delivery model that improves privacy, MHM, handwashing, accessibility, reduces water usage and completes the sanitation chain. WaterAid, in close collaboration with KCCA, have produced an O&M manual for these facilities. We are working with KCCA to review the model with the aim that it be scaled to more schools.

The designs informed our sector-wide advocacy messages to highlight the importance of inclusive WASH for achieving the Ministry of Education’s (MoE) ambitions of Universal Primary Education. We highlighted the weak enforcement of planning and building control legislation.^{34,35} This legislation stipulates that all public and social service buildings must be accessible and take into account the needs of PWD.

WaterAid and other NGOs are lobbying NWSC and the MWE for a pro-poor water tariff for public schools in low-income areas of Kampala. This would be similar to the pro-poor domestic tariff. We anticipate that this will better enable public schools in low-income areas to pay their water bills.

Teachers and school WASH clubs (which include girls and boys) have also been trained on MHM in 12 schools with the aim of them promoting consideration of MHM among female and male students and teachers.

For details of how we worked with KCCA, CSOs and school administrations to improve the management and financing of school WASH, see case study 3.2.4.

Evidence of change

Inclusive and sustainable WASH delivery models:

- Schools demonstrating the new low-water-use toilet design have reported a significant reduction in the cost of their water bills, leading to lower disconnection rates and greater water availability for handwashing and MHM. KCCA are now supporting other schools, beyond SusWASH, to implement the accessible, low-water-use toilet design. The O&M manual is being promoted in these schools.
- Girls are now able to undertake MHM with dignity and privacy as school facilities are fitted with a bathroom that has facilities to wash reusable pads and dispose of used disposable pads with connection to an incinerator.
- Despite a reported increase in student attendance and enrolment, new WASH facilities in the five target schools have reduced the average pupil: stance (latrine) ratio from 98:1 in 2017 to 45:1 in 2020. This has significantly reduced queuing, commonly seen in most schools, especially during peak hours.

Improved school attendance and increased enrolment:

- Schools with improved WASH facilities have anecdotally reported an increase in enrolment among girls and boys, while some schools have reported an increase in attendance, particularly among adolescent girls. Headteachers have partly attributed this to improved WASH as more parents bring their children to schools with access to improved sanitation and hygiene facilities.

Lessons learned

- Partnering with the National Council for Disability and ADD strengthened the credibility of the school WASH Accessibility and Safety Audit findings. We continue to use the audit findings and work with the National Council for Disability, ADD and other DPOs to strengthen our calls for national policy reform and enforcement of inclusive guidelines and standards.
- Pit waste-emptying services must be adequate to cope with increased school

enrolment rates. KCCA have been able to undertake more regular pit waste emptying to respond to greater latrine use.

- Flood prone areas require additional design and service considerations to ensure the continued safe use of facilities. One school is located in a flood prone area necessitating the timely emptying of pits before and during the rainy seasons and after flood waters have receded.
- While we encouraged the participation of male teachers and boys in WASH clubs and MHM training, club membership is decided by the school administration and school management committee (SMC) who we will continue to target in future to ensure a good gender balance.

Outcome 2: Improved capacity for planning, monitoring, financing and coordination

3.2.3 Supporting development of strategic WASH plan and enhancing WASH monitoring and reporting

We supported the development of a five-year strategic plan (2020/21–2024/25) for KCCA's Directorate of Public Health and Environment (DPHE), coordinating technical inputs from different sector partners. The plan defines priority investment areas for WASH and health service delivery in Kampala.

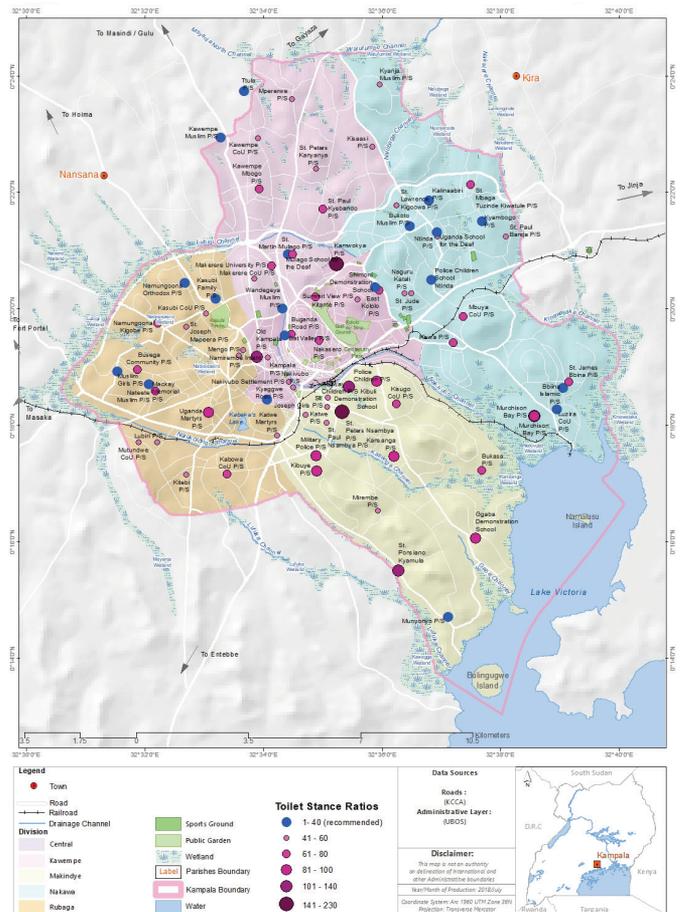
We are also supporting KCCA to streamline its various monitoring systems to ensure one system adequately captures WASH coverage and service level data. This has included support to update the city-wide WASH in schools database (see Figure 15). WaterAid also supported MoH and KCCA to update WASH in health indicators in the existing Health Management Information System (HMIS).

We facilitated dialogue between KCCA and the MWE regarding mechanisms to improve KCCA's participation and contribution to the JSR processes.

3.2.4 Life-cycle costing for more sustainable school WASH

To strengthen WASH financing, we supported 10 schools to undertake an assessment of the full life-cycle costs of their WASH facilities. The aim was to ensure schools understand and budget for their O&M to ensure services are sustained and keep pace with growing demand. We only handed over newly installed WASH facilities (see case study 3.2.1) to schools once their costed O&M plans had been produced. This helped to ensure schools had thoroughly thought through how they would maintain them.

Figure 15: Map showing status of WASH in schools in Kampala.



Headteacher of Mirembe Primary School presenting life-cycle costed WASH budget.



WaterAid/James Kiyimba

Evidence of change

Improved planning, monitoring, financing and coordination:

- KCCA DPHE strategic plan has been developed and will be used to inform WASH investments.
- The KCCA DPHE strategic plan is informing the development of the MoH's Urban Health Strategy for Uganda.
- Some JMP WASH service level indicators have been integrated into the revised MoH HMIS.
- JMP household WASH service-level indicators have been used by KCCA and the MWE in the revised sector performance measurement framework, alongside the original sector 'golden' indicators.
- KCCA have tested JMP service level indicators to assess the status of WASH service provision in schools.
- KCCA's solid waste management data is now captured in MWE's Sector Performance Report as part of the JSR.
- Target schools are demonstrating increased knowledge and appreciation of costs required to maintain WASH facilities. Some now have budgets and action plans for their O&M.
- SMCs are playing a more active role in WASH-related decision making. Some SMCs have identified innovative ways to leverage additional finance beyond the conventional government grants and are sharing ideas with other schools. This includes offering the school site/compound for car parking and public events in evenings and weekends. All resource mobilisation plans are submitted by SMCs and must be approved by KCCA to ensure they do not contravene broader government policy, e.g. free universal primary education: contributions from parents are therefore only voluntary.

Stronger government leadership:

- With clear targets and access to up-to-date data, KCCA's political wing is better able to direct WASH investment to where service levels and coverage are lowest rather than to where votes can easily be won.

Lessons learned

- More work is needed to streamline and integrate the Government's different systems for monitoring sanitation and hygiene across different mandated institutions. There is still a situation whereby different agencies responsible for sanitation and hygiene have their own systems, with indicators not aligned, making coordination and financing difficult. We will support relevant government agencies to convene these various institutions to find solutions that enable more regular and coordinated monitoring.
- Our efforts to lobby government to increase spending on WASH in schools are yet to yield results, so we need to revisit our influencing strategy. With approximately 7.5 million children enrolled in primary schools across the country, there is a need to increase the government capitation grant from UGX 10,000 (£2) per child per term to UGX 12,000 (£2.50) per child per term.

Box 4: practical lessons from facilitating life-cycle costing assessment (LCCA) in schools

- Supporting schools to undertake LCCA requires constant coaching to ensure schools and the local implementing partner fully understand and apply the methodology.
- For this first phase of SusWASH, working directly with a smaller number of schools may have been more effective, rather than working in all schools through a local partner.
- The LCCA improved schools' appreciation of the full costs of installing and rehabilitating WASH facilities. This helped to strengthen their sense of ownership and responsibility for O&M.

Outcome 3: Active, empowered people and strong accountability mechanisms

3.2.5 Strengthening accountability pathways and empowering community groups to access public budget information and improve sanitation

We partnered with the Civil Society Budget Advocacy Group (CSBAG), to mobilise community members and newly-elected^{xviii} local council chairpersons (LC1s)^{xix} to form budget monitoring structures named 'Participatory Budget Clubs' (PBCs) in Kamwokya and Kansanga parishes. The aim of the PBCs is to mobilise community members and build local government leadership to call for greater accountability in WASH public spending. PBCs,

of which the membership is ~25% female, were informed about the provisions of the Right to Information Act as well as the budget cycle process under the Public Finance Management Act 2015. They have since undertaken annual budget tracking exercises in 12 public schools and four HCFs.

While all 12 schools released their budgets, only four released details of WASH-specific budgets. WASH was financed from the school administration budgets, accounting for 10% of expenditure. WASH budgets were spent solely on paying water bills to NWSC; no funds appeared to be allocated to extending, improving or maintaining WASH facilities. Most schools split the costs of fixing breakdowns with parents as they arose. Only two of the four HCFs released information about their budgets, and of these, only one released a WASH-specific budget (for one quarter of the year). However, the Ministry of Finance, Planning and Economic Development released funds to both of these HCFs on a quarterly basis.

WaterAid in collaboration with KCCA has supported voluntary community clean up exercises in Kamwokya, Kampala.



WaterAid/Esther Ruth Mbabazi

xviii. The Local Government Act setting out the need and role of local councils was passed in 1997 but was not implemented until 2018. Available at: ulii.org/ug/legislation/consolidated-act/243 (accessed 10 Aug 2020).

xix. LC1s or Local Council Chairpersons are the lowest administrative authority in Uganda. A LC1 must (i) be the political head; (ii) preside at meetings of the local/village council; (iii) monitor the general administration of the area under his or her jurisdiction; (iv) perform other functions that may be necessary for the better functioning of the council. The function of the Local Council is to raise matters of concern in the community to the LC1, to resolve issues raised, monitor service delivery within their area of jurisdiction, assist in the maintenance of law, order and security, and carry out functions that may be assigned to it from higher local government councils.

WASH budget lines in MoE and MoH are not ringfenced for ongoing maintenance or to effectively improve WASH in schools and HCFs. We continue to advocate with CSBAG at parliamentary level and with the Ministry of Finance and relevant line ministries to ensure adequate budget is allocated to WASH in public schools and HCFs. We are encouraging KCCA to promote the formation/scale-up of PCBs in more parishes over the next two years. We are also supporting existing PBCs to engage with accounting officers at the division level to track public budget investment in household-level WASH services.

In addition, we supported KCCA's 'Weyonje' campaign (meaning 'Clean yourself') to raise awareness about the human rights to water and sanitation and the importance of good sanitation and hygiene behaviours, including solid waste management in low-income areas of Kampala. KCCA's Weyonje volunteers mobilise communities to organise community clean-ups and facilitate dialogues between concerned households and their LC1 representative in community 'Barazas' (community discussion forums). The Weyonje campaign is closely linked to the 'Toilets 4 Tenants' campaign which we co-designed with KCCA and launched in 2018 to ensure landlords provide tenants with access to improved sanitation facilities.^{xx}

Evidence of change

Active, empowered people and strong accountability mechanisms:

- PBC members reported an increased understanding of the public budget cycle and legislation concerning access to information and public finance. This, they reported, gave them courage to seek WASH budget information from public offices. This has strengthened their confidence to engage in formal government budget consultations and push for more finance for both WASH and non-WASH-related needs.
- The number of complaints raised by tenants about landlord inaction on sanitation has increased since the Toilets 4 Tenants



- **Weyonje volunteers speak to community members about the importance of good sanitation and hygiene.**

campaign started. It is estimated that 90% of the complaints received have been addressed by landlords as a result of the community-based monitoring and enforcement carried out by LC1s and Weyonje volunteers.

Lessons learned

- More incentives are needed to encourage schools and HCFs to respond to requests for budget information.
- PBCs and the Toilets 4 Tenants Campaign organised and amplified the voices of community members and galvanised stronger political action to address WASH issues. However, more incentives are needed to encourage participation of women in the PBCs. There are multiple demands upon their time and some women expressed difficulty prioritising engagement in voluntary activities.
- Efforts to hold landlords to account for the provision of sanitation facilities, through the Toilets 4 Tenants campaign, need to consider space constraints that exist in low-income neighbourhoods, focus on more frequent pit emptying and advocate for improved urban planning.

xx. As part of the Toilets 4 Tenants campaign, we are working with KCCA and village chairpersons to gather data on landlords and the sanitation facilities they provide to their tenants. We are working to identify and publicly recognise 'model' landlords to incentivise others to provide improved sanitation facilities for their tenants. We aim to enforce sanitation regulations and reignite the use of local courts by resolving issues of non-compliance through the local court system.

Outcome 4: Clear institutional arrangements and strong government leadership

3.2.6 Establishing a Mayors' Forum to strengthen government leadership and bridge the gap between political and technical wings of KCCA

The initial context analysis workshop and extensive follow-up conversations with KCCA revealed how KCCA's DPHE was already using a building block-based framing to address areas of their operations that needed strengthening. These engagements highlighted the challenges of coordination, planning and alignment within KCCA, and between KCCA and the surrounding municipalities. These areas were therefore considered a good entry point for our system strengthening work. We worked in collaboration with KCCA and Bill and Melinda Gates Foundation (BMGF), to set-up the WASH Mayors' Forum for the GKMA.^{xxi} The Mayors' Forum,^{xxii} brings together all five Mayors from the five divisions of Kampala, including the city's Lord Mayor, as well as those from the surrounding municipalities to discuss challenges and solutions to the city's WASH and environmental issues.

The Forum provides a formal structure for the Mayors to feed into KCCA's Technical Teams' WASH plans, to learn from each other, and to demonstrate to their respective communities their leadership and engagement on the issues that concern their constituents. Prior to the forum, there were few spaces through which the Mayors could meet and interact with their constituents. There was also weak coordination with the Technical Wing of KCCA.

We also worked with the LC1s in Kampala to sensitise them and their committee members about their new roles and responsibilities and how they relate to WASH. We are working to reignite the local courts, set out under the Local Courts Act (2006), an initiative proposed during discussions in the Mayors Forum. Strengthening the local courts will help ensure WASH-related regulations are enforced and



● Sserunjogi Charles, Kampala capital city central division Mayor, in his office, Kampala, Uganda, November 2019.

service providers, landlords and communities are held to account. Working at the local council and Mayoral levels helps to build, and demonstrate the importance of, the permanent governance structures mandated with ensuring equitable and sustainable WASH delivery.

Evidence of change

Clear institutional arrangements and strong government leadership:

- The Mayors of Kampala are demonstrating greater leadership and commitment for improving WASH. Three Mayors have used their own resources to convene 'WASH clinics/dialogues' to coordinate WASH activities and raise awareness of the importance of good WASH in their divisions.
- The Lord Mayor of Kampala publicly called out the limited funding available for sanitation to the Executive Director of KCCA. This is significant as previously only the technical leaders within KCCA had pushed the council to increase financing for sanitation in the city.
- Some LC1s have started using their own resources to mobilise their constituencies to carry out monthly voluntary clean-ups. They also use these clean-ups as opportunities to sensitise community members on the practise of good sanitation and hygiene.

xxi. There is another Mayors Forum working on other non-WASH-related issues and beyond the GKMA.

xxii. The Mayor's WASH Governance Forum video is available at: youtu.be/tpBpzCXUuwM (accessed 16 Sep 2020).

Active, empowered people and strong accountability mechanisms:

- For KCCA's technical team, the WASH Mayor's Forum is seen as an opportunity to consult, inform and secure the buy-in from the political wing about WASH plans, budgets and issues related to enforcement. WASH is arguably the first example of the political and technical teams coming together to achieve change. For example, Kampala's Sewerage and Faecal Sludge Management Ordinance was drafted by KCCA's technical team, but required buy-in, formal approval and enforcement from the Mayors. The Ordinance was passed in March 2019 and sets out how to address sustainability issues related to faecal sludge management, including the professionalisation and regulation of private sector actors working in informal settlements. It also sets out how sanitation must be inclusive of all people including PWDs, pregnant women and elderly people.
- The WASH clinics have proven a useful mechanism for communities to raise concerns with the Mayors, most notably in relation to solid waste management and toilet availability. We are confident that these WASH clinics/dialogues will continue after SusWASH, as Mayors are using their own resources to finance them and KCCA's DPHE Technical Wing is providing them with technical support independently of WaterAid.

Lessons learned

- As the incentives of KCCA's political and technical wings are different, the Mayor's Forum is a space in which both can benefit from their participation – to secure political buy-in (for the technical wing) and to demonstrate their commitment to WASH to their constituents (for the political wing).
- Further efforts are needed to strengthen WASH policy and legislation, including increasing resource allocation in Kampala. We are exploring ways to do this through the existing Parliamentarian WASH Forum, which is a useful mechanism to push various advocacy agendas.

- We took a two-pronged approach to strengthening government leadership for WASH at the LC1 and Mayoral levels. LC1s have a close and direct link to their communities allowing them to reach, mobilise and influence their constituencies with WASH messages. Mayors, on the other hand, have influence over higher-level budget allocations and expenditure.
- We worked with other development partners, particularly the German Development Agency (GIZ), KCCA and BMGF to develop and seek approval of the sanitation ordinance. While KCCA and GIZ mobilised a technical consultant to draft the ordinance, we mobilised political leaders, Mayors, LC1s and communities to provide input into the draft. Our support through the Mayors Forum, and in mobilising political leaders, helped to fast-track the ordinance's approval in the Council.

Conclusion

Good progress has been made in line with our theory of change with regard to strengthening government leadership, monitoring, planning and budgeting processes, empowerment of people to engage in budget advocacy, as well as demonstration of delivery models for more inclusive and sustainable school WASH.

There are still challenges with different departments within government using different monitoring systems and more work needs to be done to harmonise these. Additionally, more work must be done to scale the use of life-cycle costing in schools.

We also need to fully understand why inclusive toilet facilities constructed outside the programme get locked or repurposed to ensure the issue does not continue to arise. Convening and facilitating dialogues within government and communities, and working with government, civil society and academia to generate evidence needed to inform practice and policy, have proven valuable approaches to progress towards our outcomes in Kampala's crowded WASH sector.