Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area

Experiences, lessons learned and next steps from the SusWASH programme in Uganda (2017-2022)
Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area

WaterAid James Kiyimba
We are WaterAid

**Our vision**
A world where everyone, everywhere has sustainable and safe water, sanitation and hygiene.

**Our mission**
Transform lives through sustainable and safe water, sanitation and hygiene.

**Our values**
- Respect
- Accountability
- Courage
- Collaboration
- Innovation
- Integrity
Preface

Realizing the ambition of Sustainable Development Goal 6 will require considerable changes in the institutional, political, regulatory and financing architecture for Water, Sanitation and Hygiene (WASH). This paradigm shift is especially urgent because the steady infrastructure and financial investments in WASH service delivery have not translated into sustained access and coverage for all. To gain traction and meet the global SDG 6 ambitions, WASH actors at all levels will need to direct more deliberate efforts towards strengthening and transforming WASH Systems at district, regional and national levels.

To this end, WaterAid Uganda in partnership with Kampala Capital City Authority (KCCA) has been implementing the Sustainable Water, Sanitation and Hygiene (SusWASH) Project in the Greater Kampala Metropolitan Area (GKMA) to demonstrate the transformative potential of applying
a systems strengthening approach to improving and sustaining inclusive WASH service delivery and behaviour change.

In this project, we have not only provided inclusive WASH services mainly in public institutions in the Greater Kampala Metropolitan Area to meet current demand but also worked with the respective leadership to improve WASH planning, monitoring and governance.

The successful delivery of this project can be attributed to our main partners KCCA and local authorities in the peri-urban municipalities of Nansana, Makindye Ssabagabo, Entebbe, Mukono and Kira, whose leadership not only enriched project execution but has also guided its transition and sustainability. Equally, the Ministry of Water and Environment, Ministry of Health, Uganda Water and Sanitation NGO Network (UWASNET). Environmental Alert and the Civil Society Budget Advocacy Group are appreciated for contributing to the successful implementation of this project.

I want to appreciate the H&M Foundation for the financial support to this project as well as the Programme Support Unit in WaterAid UK and Sweden for their unwavering technical oversight throughout this time. Lastly, I thank my Staff at WAU for working tirelessly and being committed to delivering this project in line with our mission of transforming the lives of the poorest and most marginalised people by improving access to safe water, improved sanitation, and hygiene.

*I hope you enjoy the read!*

Jane Mselle Sembuche
Country Director
Enrolled midwife at Ndeje Health Center IV in Makindye Ssabagabo Municipality checking out the newly constructed sanitation facility.
WaterAid Uganda (WAU) with funding from the H&M Foundation has been implementing the Sustainable Water, Sanitation and Hygiene (SusWASH) Project to address systemic blockages that affect WASH service delivery and behaviour sustainability. The five-year (2017-2022) project has been implemented in Greater Kampala Metropolitan Area (GKMA) with KCCA the main partner. The project delivery model leveraged existing government structures and service delivery mechanisms in KCCA and the surrounding municipalities including but not limited to the City-Wide Inclusive Sanitation (CWIS) Project, the Kampala Water and Sanitation Forum, Village Health Teams and the Weyonje Campaign among others.

**Five years at a glance**

Enrolled midwife at Ndejje Health Center IV in Makindye Ssabagabo Municipality washing her hands at the sink before heading to the labour ward.
**Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area**

**01 WASH IN HCFs:** The Assessment of the status of Water, Sanitation and Hygiene in Healthcare Facilities in the Greater Kampala Metropolitan Area initiated a roadmap to the development of the National Guidelines for WASH in HCFs. The assessment was jointly done by WaterAid Uganda, Ministry of Health, UNICEF, KCCA, Makerere University & Emory University.

**02 HYGIENE BEHAVIOUR CHANGE (HBC) PACKAGE FOR SCHOOLS:** A HBC Package to motivate teachers and learners adopt five key behaviours namely; Hand hygiene; safe drinking water; proper use of a toilet; menstrual hygiene; and solid waste management has been developed. The tools were customized for learners with visual and hearing impairment.

**03 SDG 6 TRAINING MANUAL:** WaterAid Uganda in collaboration with the Water Resources Institute of MWE developed the SDG 6 Training Manual for Uganda. The manual seeks to localize the SDG 6, increase understanding for cross-sectoral integration as well as improve generation of credible and accurate data for monitoring indicators and targets.

**04 WASH MAYORS FORUM:** Supported the formation and operationalisation of the WASH Mayors Forum; a platform for Mayors and local authority leaders within Greater Kampala Metropolitan Area (GKMA) to engage and improve WASH governance in the respective jurisdictions.

**05 WASH INVESTMENT PLANS:** WASH Investment Plans for four GKMA municipal authorities have been developed in partnership with KCCA. The Plans are part of the project transition to guide municipal authorities in planning and resource allocation to attain sustainable and universal access to WASH.

**06 WEYONJE COMMUNITY INITIATIVES:** Subsidised scheduled desludging premised on demand creation and market creation has been successfully piloted in Kamwokya with high potential for scale-up in other informal settlements. A supportive community bylaw was also developed to increase compliance.

**07 WASH IN SCHOOLS:** In collaboration with KCCA, the project innovated the single-flush female-friendly toilet design modelled in 5 schools which benefited over 4,600 learners. The toilet has reduced water bills for schools and also improved menstrual hygiene management with safe and private disposal of sanitary towels.
Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area

Leap into the future

WaterAid Uganda will build on the SusWASH learning to scale-up WASH systems strengthening in Uganda focusing on urban authorities and using the evidence generated to inform the national systems strengthening agenda in collaboration with key partners such as IRC and Water for People. The following strategic actions will be undertaken as next steps in the short to medium term.

We shall redouble efforts to undertake assessments of WASH systems strength and institutional capacity before and during systems strengthening initiatives.

We shall continue to develop and evolve a monitoring framework to track changes in the WASH systems over time and explore complementary approaches to understanding changes in relationships and behaviours of actors.

WaterAid will strengthen existing platforms for coordination and advancement of WASH Systems strengthening. Among these are City Forums such as the Kampala Water and Sanitation Forum, District Water and Sanitation Coordination Meetings and UWASNET Regional Coordination Structures.

WaterAid will strengthen advocacy and influencing work to support systems strengthening at all levels in collaboration with partners advancing similar systems strengthening initiatives.

We shall explicitly consider the capacity of the WaterAid country programme, partners and local governments when designing systems strengthening programmes.

We shall continue to link Local government WASH System Analysis and Investment Planning to cause long term sustainability.
A student washing her hands at a newly installed sink in the girls toilet block in Primary School Kampala.
1. What informed the project design

In 2010, the UN General Assembly recognized the human rights to water and sanitation through resolution 64/292 which calls upon states and international organisations to enable the provision of clean water and sanitation for all. This obligation is consistent with efforts to strengthen WASH systems to ensure these human rights are realised. Systems thinking encourages a focus on stakeholder participation and the underlying societal barriers that prevent people from accessing WASH.

The government of Uganda together with development partners and civil society organizations have for the past decades been relatively successful at building new water supply and sanitation infrastructure and increasing coverage levels. However, the Water, Sanitation and Hygiene (WASH) Sector continues to grapple with poor sustainability of services, behaviour change. This can be attributed to the inadequate investment in operation and maintenance of infrastructure, poor planning, the high rate of urbanisation and population growth, uncoordinated stakeholder interventions, inadequate monitoring systems and weak governance mechanisms among others.

Additionally, too many projectized interventions decoupled from the broader systems needed to sustain them, have led to a poor record of achievement and weakened the sector’s ability to attract increased levels of finance and turn these investments into lasting results.

Yet, to achieve transformational change towards universal access to water, sanitation and hygiene, a wholistic systems approach needs to be taken. However, it’s worthwhile to recognise that WASH systems are a complex interlinkage of people, behaviours, policies, processes, resources, interactions and institutions. It is therefore imperative to pursue a systemic approach to addressing the existing bottlenecks to ensure WASH gains last and deliver benefits to everyone at household, institutional and community levels.

Strong systems are needed to ensure WASH gains last and deliver benefits to everyone in society.

System strengthening means understanding that WASH exists in complex systems with many component parts and within different social, economic, political and environmental contexts. It involves identifying and working to address the barriers in behaviours, policies, processes, resources, interactions and institutions that block achievement of inclusive, lasting, universal access to WASH.

Against this backdrop, WaterAid, in collaboration with KCCA designed and implemented a five year the Sustainable Water, Sanitation and Hygiene (SusWASH) Project (2017 to 2022) premised on a WASH systems strengthening approach.
2. The project scope

The strength of the WASH system is not simply a sum of its component parts. The collective effect of how component parts interact and work together is also important. All components are interlinked and interdependent. To strengthen one component will likely require complementary, collaborative and cross-sectoral efforts in a number of components. Emphasis is placed on government leadership and active, empowered people who collectively express their demand for WASH, play their role in undertaking improved WASH behaviours and push for improvements to service levels. The human rights principles of non-discrimination and equality, access to information and transparency, participation, accountability and sustainability underpin our way of working.

Figure 1: Interacting components of a WASH system the SusWASH project supported
To cause systems change, the project delivery approach has focused on galvanising leadership, WASH rights campaigning, capacity development, empowerment and convening of sector actors around common goals. These efforts are informed by a political economy analysis (PEA), our service delivery work, research, budget tracking and a continuous process of analysis, learning and adaptation.

This approach required complementary and reinforcing efforts at community, municipal, national and global levels to identify and tackle all barriers to WASH sustainability, scale and inclusion.

While KCCA was the geographical entry point targeted at the design stage of the project, the barriers identified during the course of execution demanded that we scale-up the geographical scope to cover the GKMA due to the overlapping nature of systemic barriers that transcended administrative boundaries.

Equally, mobilising and engaging the political leaders in GKMA proved to be a key entry point for tackling other building blocks of the system especially planning and accountability/regulation. Figure 2 shows the different interventions implemented in the different divisions of Kampala and the surrounding peri-urban municipalities.
Building on existing systems, structures and initiatives was catalytic to unlocking systemic blockages through coordination, synergy building and leveraging of both financial and personnel resources. This among others includes but not limited to the City-Wide Inclusive Sanitation (CWIS) Project, the Kampala Water and Sanitation Forum, Village Health Teams and the Weyonje Campaign among others. To allow for national level engagements, the project also tapped into existing national platforms such as the Civil Society Budget Advocacy Group, Uganda Water and Sanitation NGO Network (UWASNET) and the Parliamentary Forum on WASH.
Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area

Weyonje community activation team in Kamwokya Parish Kampala

WaterAid/James Kiyimba
3. Key achievements

3.1 Policy, Strategy And Planning

Policies, strategies and plans at the national and local government level need to set out clear targets, standards and pathways for achieving and sustaining WASH delivery, align stakeholders behind a common vision, define clear roles and enable mobilisation of resources.

The project facilitated the development of a WASH strategic Plan (2020/21 – 2024/25) for the Directorate of Public Health and Environment at Kampala Capital City Authority (KCCA). The plan defines priority investment areas for WASH and Health service delivery in Kampala, and is already under implementation having been adopted by the institution’s new strategic plan upon which financing of the directorate of public health and environment is based. The plan has also informed the overall institution’s strategic plan and project planning for City Wide Inclusive Sanitation (CWIS) Program.

The capacity of KCCA to plan and provide peer-to-peer planning mentorship to other municipalities in the GKMA has been the increased as well through this engagement where KCCA has supported 04 municipalities (Entebbe, Mukono, Makindye Ssabagabo and Kira) to develop respective costed WASH Investment plans benchmarking best practices and challenges in Kampala and WASH Diagnostic tools (Shit Flow Diagram (SFD) and City Service Delivery Assessment (CSDA) Tool) for their municipalities. The municipal WASH Investment plans are centred around WASH systems strengthening in light of the contextual bottlenecks identified.

In collaboration with GIZ and other stakeholders, the project mobilised and collected community and political leadership feedback across the five divisions of Kampala which informed the development of a City Ordinance on sewerage and faecal sludge management to regulate private sector involvement.
and improve the FSM chain the City. This ordinance which is the first of its nature in Africa is already helping to facilitate enforcement of the different sanitation practices in Kampala and has potential for replication/adaptation in the surrounding municipalities in the future.

To effectively monitor the achievements of the SDG 6 targets the project collaborated with the Water Resources Institute (WRI) of the Ministry of Water and Environment to develop the SDG 6 Reference guide to build capacity of the sector to collect and generate credible data and information to underpin sector advocacy, stimulate political commitment, inform decision making and trigger investment towards optimum health, environment and economic gains.

The guide has provided the sector with an additional tool to raise awareness about the SDG framework and to help relevant people to implement and monitor progress in achievement of SDG 6 targets.
3.2 Coordination and integration

Government-led coordination of WASH actors around one plan is necessary to avoid duplication of effort and fragmented interventions that do not adhere to national standards. Integration of WASH across health, education and other sectors is necessary to achieve scale, sustainability and gender inclusive outcomes.

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) tool to undertake an assessment of the status of WASH in HCFs in the GKMA. This assessment gave birth to a multi-stakeholder process for development of national guidelines for WASH in HCF which were approved by MoH in 2021.

The assessment also gathered information about the factors that affect the sustainability and accessibility of the WASH facilities. The project has utilized assessment findings to train and equip 12 lower level HCFs in GKMA with skills to plan and respond to WASH associated risks using the WHO/UNICEF WASH-FIT methodology. Working with their respective municipal leaderships, the trained health facilities have developed WASH improvement plans which they are currently implementing.

Under the auspices of the Kampala Water and Sanitation Forum (KWSF), the SusWASH project has partnered with KCCA to develop the Annual State of WASH report for Kampala which has documented different stakeholder initiatives and used by the KCCA leadership to map areas for synergy building among stakeholders to foster coordination and collaboration. Policy recommendations emerging from the report have provided an advocacy agenda for the KWSF.
Enrolled Midwife draws water from a drinking water purifier at Ndeije Health Center IV in Makindye Ssabagabo.
Newly constructed sanitation block at Nabweru health centre III
3.3 Financing

Sector financing strategies that cover all WASH life-cycle costs and consider economic inequalities, are critical for realization of inclusive, lasting, universal access. Low public and private sector investment, inadequate fiscal decentralization, ineffective processes for timely release of funds and low prioritization of revenue allocation for capital maintenance, ongoing support and behaviour change mean WASH targets are not met or sustained.

The project developed a customised Life-Cycle Cost Analysis (LCCA) methodology for schools which has been used by selected schools in Kampala to develop their School WASH Improvement plans integrating all life cycle costs to improve operation and maintenance of WASH infrastructure. The process involved capacity building trainings on LCCA for the school administration in 10 schools to apply the methodology with support from the School Management Committee Leadership.

The head teacher at Mirembe Primary School was able to highlight that the School has improved its state of WASH due to improved O&M. She mentioned,

“We have managed to raise our O&M budget for the school from UGX 60,000 (USD16) to UGX, 4,000,000 (USD 1,073). This is because we now prioritise WASH in our school than before where we didn't mind a lot about WASH.”
WAUPO washes her hands at the school gate.
Waupo (School Character) Developed by; Alex Busingye
3.4 Service delivery and behaviour change

WASH should be available to all at all times. Service options, management arrangements, technologies, procurement processes, quality control processes and behaviour change strategies are necessary to deliver inclusive WASH and to sustain it. Service options have to be appropriate to the context in which they are implemented and resilient to various threats, including climate change.

The SusWASH project in collaboration with the KCCA-DPHE team innovated the Single-flush female-friendly toilet which was piloted in 5 schools in Kampala City, benefitting over 4,635 learners. The toilet has been built with water-saving design innovation that integrates the pit latrine model with pour-flush technology thus reducing water bills. With an incinerator connected to the girls’ washroom, the design also offers safe and private disposal of sanitary towels thus improving Menstrual Hygiene Management (MHM).

To improve behavioural change in schools, the project in partnership with KCCA developed a Hygiene Behavioural Change (HBC) Package for schools using a behaviour centred design approach. The package promotes 5 key behaviours; hand hygiene; safe drinking water; proper use of a toilet; menstrual hygiene; and solid waste management. The promotional materials are based on the three principles of the BCD approach allowing for motivation, disruption of the physical environment where the behaviour is practiced and reinforcing social norms that promote and reward good behaviour.

WASH clubs were also formed and strengthened in 05 schools through trainings. School Management Committees (SMCs) in 05 schools have become more involved in providing leadership for WASH planning and budgeting to sustain WASH service provision.

At the healthcare facility level, the SusWASH project has improved access to inclusive WASH service in 02 model public healthcare facilities where clean water, sanitation and hygiene facilities have been provided. These have specifically targeted expectant and postnatal care mothers. In the same health facilities, the project has improved the management of medical waste through incineration and segregation.

The design of WASH facilities modelled in the two health centres provides for improved privacy and dignity of women before, during and after childbirth. Anecdotal data in the two facilities indicates that previously, few mothers used services at these facilities due to the poor WASH services.
Lack of decent sanitation facilities discouraged many expecting mothers from coming to this health facility,” says the Facility In-charge at Ndejje Health centre IV.

With the SusWASH project now modelling more inclusive WASH services that are benefiting at least 40,140 patients (80% women and children) there has been a steady increase in the number of mothers using the health Centre for childbirth rising from 365 mothers in 2017 to 800 mothers in 2020 accessing antenatal services per month in Ndejje HCIV.

While this increment can also be attributed to additional investment in other facility services around reproductive and child health such as the refurbished maternity care ward by the Municipal council, the improved quality of healthcare brought about by the new WASH infrastructure cannot be understated.

This anecdotal data can be related with the project study findings in HCFs that indicated a statistically significant association between behaviour of mothers seeking health care and poor WASH services.

In response to the outbreak of COVID 19 in 2020, the project in partnership with KCCA supported 500 vulnerable households to access subsidised relief pit emptying. The households were able to access the subsidised emptying services through a voucher system that was linked to the KCCA call centre.

To transition to a more sustainable model post COVID-19, the project in partnership with KCCA has since innovated the scheduled pit emptying that involves community self-mobilisation and scheduling of pit emptying with a private service provider who then optimises the cost of service provision as a result of the increased aggregate demand to offer a subsidy. The model allows for having many numbers emptying at the same time so as the emptier can subsidise the rate with favourable the economies of scale. This model has been successfully piloted in Kamwokya parish, Central Division of Kampala.
Girls at Mirembe Primary School in Kampala enjoying the female friendly toilet that promotes privacy and proper management of Menstrual Hygiene.

Student at Ntinda Primary School-Kampala teaching her younger learners to wash hands.

Students of Mirembe Primary School - Kampala drawing water for drinking from the purifier.
Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area

Photos By James Kiyimba

10 stance sanitation facility constructed at Nabweru Health Center III in Nasana Municipality.

Enrolled Midwife drawing water from a purifier at Ndejje Health Center IV in Makindye Ssabagabo.

Enrolled Midwife washing hands from a handwashing facility installed during COVID 19 at the entrance of OPD at Katabi Health Center III - Entebbe Municipality.

Newly constructed incenerator and water tank at Katabi Health Center III - Entebbe Municipality.
3.5 Monitoring and review

Monitoring of sector performance enables progress to be tracked against sector targets and helps to inform where course correction is necessary. Ongoing service level monitoring, using harmonised indicators, helps government to develop strategic plans identifying where they and others should invest in WASH and target support to sustain WASH gains.

To strengthen WASH data monitoring and reporting in public schools and healthcare facilities in Kampala, JMP service level indicators were adapted and used in 2018 to update the public primary and secondary schools WASH database which has been central in planning and allocating partner investment.

The Village Health Teams have been trained in electronic data collection systems using mWater and have played a key role in updating the KCCA WASH database which has been used for developing the Kampala WASH status report.

The flagship Annual State of WASH report for Kampala has been developed as a synthesis of up-to-date WASH data which KCCA will be using for sectoral reporting and tracking of their own performance indicators on an annual basis to guide decision making. The report which highlights WASH data from the households, institutions and WASH Partners in Kampala will also catalyse WASH financing from both government and non-state actors.
3.6 Accountability

Governments are responsible for developing policies, laws and regulations and making decisions that affect people in society. Whilst WASH commitments may exist on paper they may not be implemented unless governments are held to account. Similarly, service providers, WASH users, donors, NGOs and civil society actors have responsibilities that may not be exercised unless they too are held to account.

In collaboration with GIZ and other stakeholders, the project mobilised and collected community and political leadership feedback across the five divisions of Kampala which informed the development of a City Ordinance on sewerage and faecal sludge management to regulate private sector involvement and improve the FSM chain the City.

This ordinance is the first of its nature in Africa is already helping to facilitate enforcement of the different sanitation practices in Kampala and has potential for replication/adaptation in the surrounding municipalities in the future.

In the project life cycle a governance assessment tool was developed working with mayors from the GKMA. The assessment was used to develop a Citizen Report card which has been used to foster dialogue with political leaders in Kampala.

Pilot Training for Local Councils (LCs) in two Parishes of Kisenyi and Kamwokya were also conducted.

Upon being elected in 2018, the project conducted a city-wide orientation of all LC 1 chairpersons in WASH to prepare them provide community leadership on matters of WASH in their respective communities. Most of the LC1 leaders trained have been reliable ambassadors and advocates for WASH in their respective communities especially through awareness raising and enforcement of community bylaws and public health regulations.

To empower the Local Council committees, a landlord tenant tool used by Community Activation Teams (CTAs) was developed to document the level of WASH service provision by landlords to their tenants in informal settlements. This tool has been instrumental in collecting household data on WASH issues to guide awareness raising and enforcement of WASH regulation in communities. As such, two WASH By laws have been developed in Kamwokya and Kansanga parishes.
3.7 Active, empowered and engaged people and communities

Active, empowered people and communities are needed to monitor and ensure the continuation of responsive and accountable service provision and therefore the enjoyment of the human rights to water and sanitation. The realisation of the human rights to water and sanitation, in practice, requires a demand for improved services as well as a commitment to undertake improved WASH behaviours. It requires interaction between WASH users and service providers/regulators underpinned by an awareness of rights.

In collaboration with the Civil Society Budget Advocacy Group (CSBAG), Participatory Budget Clubs (PBCs) in Kamwokya and Kansanga parishes and remain functional. These are charged with WASH budget tracking and expenditure monitoring in communities and public institutions, mainly schools and health facilities in their respective parishes. Have received trainings in budget tracking, the PBCs are now actively participating in the annual division budget conferences but have also gained civic consciousness and empowerment to demand from their leaders budget performance reports especially in schools and health facilities. Evidence generated by the PBCs has been used by CSBAG to engage Parliament at the national level during the presentation of budget framework papers and ministerial policy statements.
3.8 Strong government leadership

**Strong government leadership is needed to ensure sustainable WASH is prioritized for investment and WASH interventions are coordinated to reach the most marginalised. Without government leadership, WASH interventions will be fragmented, unaligned to government policy and may not reach a larger scale.**

To strengthen government leadership, the SusWASH project facilitated the formation and operationalization of the Mayors WASH Forum for Kampala and the metropolitan area. In addition to playing a leadership role in mobilising political support to strengthen regulation on sanitation in Kampala, the forum has fostered coordinated WASH planning, governance and accountability.

With technical guidance from SusWASH, a framework Memorandum of Understanding has been developed and adopted by all Mayors from the GKMA defining modalities for coordinated leadership, joint city-wide planning and cross-learning on WASH. Through this forum, WaterAid has stimulated consistent dialogue between the political and technical leadership within the GKMA but also improving decision-making and coordination between the political and technical leadership especially in Kampala on WASH improvement issues. The Forum has also provided a platform for strengthening institutional collaboration and capacity development of technical and political leaders in government in collaboration with the International Training Programme for Sustainable Urban WASH where Mayors have played a key role in designing and implementation of WASH change projects by trainees. The model extended to active participation of political leaders in critical international discussions particularly the African Water Association (AfWA) Conference.
Mayors of Kampala and metropolitan region during mayors forum.
Community Activation Team member in Kamwokya.
3.9 Gender and social inclusion

In society, there groups and people who are excluded from services because of where they live, the group they belong to or their individual identity. Ingrained power imbalances, cultural barriers and marginalisation must be tackled to ensure everyone’s WASH needs are met.

- A comprehensive Accessibility and Safety Audit was also conducted in public schools of Kampala profiling the status of schools and accessibility blockages. The report highlighted the policy and structural gaps that need to be addressed to increase WASH accessibility in schools for persons living with special needs or disabilities.

- A dialogue in partnership with the National Council of Persons with Disabilities was undertaken to profile the needs of PWDs in WASH Service delivery and secure commitments from the policy makers and WASH Stakeholders. An action plan was developed upon which future engagements will be undertaken.

- One Women’s group was supported in entrepreneurship and business development. The group has been supported in soap making with a soap modelling machine.
4. Lessons learnt

Political leadership and willingness to prioritise WASH systems strengthening exists once leaders are engaged in problem solving/identification processes feeding into planning and budgeting processes. This way, we have managed to have Mayors and other political leaders discuss technical issues and come up with practical solutions. However, not all leaders are positive and objective enough to put aside their political interests. We have not worked to change the unwilling leaders but strengthened engagement with the supportive ones to demonstrate change in their communities that would cause learning and collaboration.

There is growing appreciation by government that development programmes can achieve significant impact to livelihoods by focusing on systems strengthening work without necessarily investing in direct service delivery. However, they still recognise the need to implement low scale service delivery work which in reality aligns with our approach to evidence based influencing through demonstrating best practices for scale-up. Through the SusWASH engagements, we have received more demand for policy engagement from government on systems strengthening aspects than direct service delivery.

Measuring systems change is itself an evolving exercise that requires regular context analysis. This has been a tough lesson and experience in terms of putting in place an efficient performance measurement framework which we have not conclusively developed although some significant thinking and input has been made throughout the three years.

Capacity building greatly pays off and this has been seen in KCCA’s leadership and mentoring of the Greater Kampala Metropolitan region.
Enrolled midwife at Katabi Health Center III In Entebbe Municipality checking on a new born.
5. Recommendations

**Redouble efforts to undertake assessments of WASH systems strength and institutional capacity before and during systems strengthening initiatives**

The implementation of SusWASH showed that it is important to examine the status of institutional capacity and support arrangements at the start and during the implementation of a systems strengthening initiative with a new administrative area (this could be a district, municipality or other geographic areas).

This is important in understanding what is required to strengthen the institutions to perform their roles and the feasibility of achieving the changes within a project’s timeframe. In future systems strengthening work, WaterAid should adapt the building blocks assessment to make this more specific to the local context. WaterAid should consider setting clear expectations of the changes in the building blocks to which it wishes to contribute to guide decision making on interventions in new districts and align interventions to specific contexts.

**Strengthen existing platforms for coordination and advancement of WASH Systems strengthening**

For future systems strengthening interventions, WaterAid Uganda should continue working through existing institutions, providing the space for Government to take the lead. This will entail supporting functionality of existing platforms to coordinate the assessments, build synergies from the different stakeholders and establish a common understanding of the systems strengthening and share the learnings.

WaterAid Uganda should strategically engage and involve other partners working in the districts to harmonise approaches. Examples of potential platforms include City Forums such as the Kampala Water and Sanitation Forum, District Water and Sanitation Coordination Meetings and UWASNET Regional Coordination Structures.

This will enable WaterAid to build a diverse network of actors to champion the systems strengthening agenda. As part of this approach, WaterAid should invest time and resources in participatory assessments with local government staff and partners to align
building block definitions to institutional roles, aspirations and targets. This will help establish a shared vision of the system for local stakeholders and support local governments’ improvement plans that are locally owned.

Explicitly take into account the capacity of the WaterAid country programme, partners and local governments when designing systems strengthening programmes

There is need to take into consideration the capacity of the programme team, partners, and local governments when making decisions on where to work to strengthen WASH systems and at what scale, and what building blocks the programme should target. This should be used to inform decisions on staffing; actual numbers and skill sets. Where the capacity for and experience with systems strengthening is still developing across all actors, reflect on what are realistic ambitions for systems strengthening might be, and align the programme goal with the administrative area targets. This process should be participatory and driven by local government;

Further develop monitoring of changes in WASH systems over time and explore complementary approaches to understanding changes in relationships and behaviours of actors.

WaterAid should review the monitoring framework for systems strengthening and improve linkages between participatory building block assessments and WaterAid’s core PMER procedures. The current monitoring framework focuses on narrow intermediate outcomes and does not allow WaterAid to capture and communicate overall changes in the system, and the organisation’s contribution to these.

More regular building block assessments to help understand changes over time, which are linked back to WaterAid’s actions and activities, would provide a clearer monitoring framework. Alongside this, WaterAid should take steps to better capture changes in relationships and behaviour of actors to understand progress towards strengthening the system and to inform adaptations to implementation.
Tools such as CSDA and outcome harvesting could be adapted to capture changes in relationships and behaviours in the medium- to short-term.

**Strengthen advocacy and influencing work to support systems strengthening**

The advocacy and influencing strategy implemented by the country programme directly targeted partner authorities such as, KCCA and municipalities in the Greater Kampala Metropolitan Area. The opportunities for wider sector dialogue and learning on issues such as relief emptying for vulnerable communities, inclusive sanitation technologies, and the operation and maintenance of WASH facilities in schools were not fully optimised.

In future work, WaterAid should ensure there is a cohesive approach between programming at local level and advocacy and influencing. Advocacy efforts would have added value if lessons from practical experience were used to inspire learning and uptake of successes and raise the profile of challenging issues through sector and thematic working groups to trigger corrective actions at the sector level where this is needed.

**Link Local government WASH System Analysis and Investment Planning**

The development of WASH investment plans at city and municipality levels provide opportunity for ongoing funding of systems strengthening initiatives and integration of these priorities into the government’s planning and resource mobilisation cycle.

WaterAid Uganda should consider linking the building blocks assessment process and the WASH investments planning to ensure that priority interventions required to strengthen WASH systems for specific local governments, municipalities or cities are costed and integrated in the investment plans, the planning processes and the implementation of the priority actions to be monitored for each of the respective municipalities.
Sanitation worker cleaning the sanitation facility at Ndejje Health Center IV
### Sub-national WASH System Building Block Assessment Tool

**Strengthening WASH Systems for Sustainable and Inclusive Services in Uganda_Kampala and Greater Kampala Metropolitan Area**

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<thead>
<tr>
<th>Building Block</th>
<th>Weak</th>
<th>Basic</th>
<th>Transitioning</th>
<th>Strong</th>
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<tbody>
<tr>
<td><strong>Coordination platform:</strong> There is no structured platform that brings together WASH stakeholders in Kampala</td>
<td>Coordination platform: The Platform is created together WASH stakeholders in Kampala but exits on paper (theory form)</td>
<td>Coordination platform: A WASH stakeholders platform exists with strategic and operational plans begins to start functioning</td>
<td>Coordination platform: A functional WASH stakeholders’ platform with a Secretariat implementing a clear strategic/operational plan</td>
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**Sector Coordination and Integration**

- **Strategic planning**
- **Coordination platform:**
- **Stakeholder engagement:**
- **Joint planning and coordination:**
- **Cross-sectoral WASH integration:**
- **Accountability:**

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**Sub-national WASH System Building Block Assessment Tool**

**Strengthening WASH Systems for Sustainable and Inclusive Services in Uganda_Kampala and Greater Kampala Metropolitan Area**

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### Sub-national WASH System Building Block Assessment Tool

#### Strengthening WASH Systems for Sustainable and Inclusive Services in Uganda

**Kampala and Building Coordination platform:**
A platform is created together with a Secretariat for functional WASH stakeholders. However, stakeholders in Kampala start functioning but exits on paper (theory form).

**Stakeholder engagement:**
WASH stakeholders do not meet and are duplicating stakeholders are beginning to collaborate but there are no collaborations ongoing.

**Joint planning and coordination:**
Conducted a mapping of WASH stakeholders and integration; Key state and non-state WASH actors at all levels are participating. Cross-sectoral WASH integration; Key state and non-state WASH actors at all levels are participating.

**6. WASH/SDG 6 integration and Equity and Inclusion**

**Accountability:**
No functional platform to give citizens feedback on service delivery. No functional LC courts enforcing community compliance to WASH regulations and standards. No By-laws and ordinances developed on sanitation, hygiene and solid waste management. There are no active feedback mechanisms for the marginalized to raise their concerns to government.

**Poor management of existing services and no inclusive services for the marginalised groups**

**No BCC in place to reinforce or challenge sanitation and hygiene practices in the communities**

**No Management Information System to support decision making**

**No Harmonised WASH indicators to be collected only sex disaggregated indicators are known**

**Financing**

| No WASH financing strategy to deliver the WASH strategic plan and the available funds are inappropriately allocated |
| WASH financing doesn’t cater for equity and inclusion mainstreaming; No evidenced data available for equity and inclusion aspects that can support the funding gap; WASH programmes have not integrated gender transformative WASH plans/actions |
| There is a WASH financing strategy in place but not aligned to the WASH plan |
| Only the gender and disability component of equity and inclusion are incorporated in the budgets; Only gender disaggregated data is available to support the funding gap; thus other components of equity and social inclusion are ignored; WASH programmes have unfunded gender transformative WASH plans/actions responding to needs of marginalised groups |
| There is a WASH financing strategy aligned to the WASH Strategy but less than 30% Implementation |
| Other Components of Equity and Inclusion are incorporated in the budgets; Data required starts to evolve from gender disaggregated data to capture all the components of equity and Inclusion to support the financing gap; WASH programmes have allocated basket funds to among others support gender and needs of marginalised groups |
| There is a WASH financing strategy aligned to the WASH strategy with at least 60% implemented |
| All components of Equity and Inclusion are incorporated in the budgets; Equity and Inclusion is part of the strategic plan and is monitored; WASH programmes have allocated specific funds to support gender and needs of marginalised groups |

**Accountability and regulation**

| No functional platform to give citizens feedback on service delivery |
| No Functional LC courts enforcing community compliance to WASH regulations and standards |
| No By-laws and ordinances developed on sanitation, hygiene and solid waste management |
| There are no active feedback mechanisms for the marginalized to raise their concerns to government |
| A platform for citizen feedback is formed but is not well known to the citizens |
| LC courts are formed but not effectively enforcing the law since the leaders are not well versed with the sanitation laws available |
| By-laws and ordinances on sanitation hygiene are developed but still on paper |
| The marginalized start to create a platform where they can raise their concerns to the government |
| Citizens are aware of the platform to give feedback on service delivery |
| LC courts are enforcing the law since the leaders have been trained and are well versed with the sanitation laws |
| By-laws and ordinances are at 30% of implementation |
| The voice of the marginalized is starting to be heard by the implementors in the government |
| A functional and effective platform that gives feedback to government about sanitation issues and they are attended to |
| Functional LC courts enforcing community compliance to WASH regulations and standards |
| By-Laws and ordinances are at 60% of implementation |
| Marginalized individuals are empowered citizens and are utilizing functional feedback mechanisms thus Equity and Inclusion is incorporated in all the sanitation sector. At this point the marginalized can hold the implementors to account |

**Service delivery and behaviour change**

| No BCC in place to reinforce or challenge sanitation and hygiene practices in the communities |
| An inclusive service delivery model is outlined but still on paper |
| Subsidies to be financed are innovated that will benefit the most marginalised |
| BCC Campaigns and Packages are |
| Implementation of an inclusive service delivery model is at 40% |
| Subsidies for the most marginalised financing and implementation is at 40% |
| BCC Campaigns implementation is |
| Inclusive service delivery model is fully implemented |
| Subsidies for the most marginalised are fully financed and implemented |
| BCC Campaigns are fully implemented |
| BCC Campaigns are fully implemented and there is impact on behavior change for better sanitation and hygiene practices |

**Monitoring**

| No Management Information System to support decision making |
| No Harmonised WASH indicators to be collected only sex disaggregated indicators are known |
| Plans for setting up a Monitoring Information System are underway |
| Indicators are mapped out but still on paper and not aligned to the Global Reporting Indicators |
| The Management Information System is set up |
| Indicators are aligned to the Global Reporting Indicators |
| The Management Information System is up and running and is being used for decision making |
| Evidenced data that is inclusive is available to guide decision making from the harmonized indicators |

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Strengthening systems for inclusive and sustainable WASH in the Greater Kampala Metropolitan Area
## Building block assessment for Kampala

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Jalia Nabukeera enrolled midwife disposing off medical waste in a burning chamber
6. Case study

*Improving access to improved sanitation especially for girls*

Mirembe Primary School is a government-aided school within the suburbs of Kampala. The school is attended by many of the urban-rural children from the slums of Kampala, with over 802 students before COVID-19. Previously, the school owned an old, dilapidated toilet structure built in 1988 when the school was founded. The structure stood the face of time as it was once partially destroyed by heavy rains. According to Bako
Hanifa, the school’s headteacher, the state of the toilets contributed to the high numbers of absenteeism.

Many pupils often missed school due to bouts of diarrhea and girls often dropped out of school when they reached puberty because of embarrassment and the lack of private places to maintain their dignity.

"Due to the poor state of the toilets, we registered high absenteeism especially from the girls due to their menstrual periods, and many children complained about diarrhea or stomach ache," says Bako.

According to UNICEF, more than half of primary schools in developing countries have no adequate water facilities, and nearly two-thirds lack adequate sanitation. The report goes on to indicate that more than 1.42 billion people, including 450 million children, live in areas of high, or extremely high, water vulnerability. With 297,000 children under five – more than 800 every day – dying annually from diarrheal diseases due to poor hygiene, poor sanitation, or unsafe drinking water.

This is re-echoed by Dr. Okello Oryem, the Director of Public Health and Environment Kampala Capital City Authority, who says fewer than four in every five children in the public schools have a toilet at home and most schools lack these facilities as well.

A new dawn at Mirembe Primary School

Children spend a significant portion of their day at school where WASH services can impact student learning, health, and dignity, particularly for girls.

It is against this background that in 2019, WaterAid, with support from H&M
Foundation, partnered with the Kampala Capital City Authority to construct waterborne toilets in all public schools to phase out pit latrines.

Waterborne toilets are considered better because of the robust benefits they possess, including; no smell, easy to clean, emptiable, don’t accumulate solid waste in the pit, and no flies.

The school has also been provided with a fourteen-stance toilet, water tank, and handwashing facilities that have ensured resilience, primarily since most of the COVID19 preventative measures revolve around handwashing.

Providing better water, sanitation and hygiene (WASH) services in schools has been proven to reduce hygiene-related diseases and can help curb the 272 million school days missed every year due to diarrhea.

According to Bako, the toilet facility has contributed to protecting girls’ right to education as girls are often reluctant to continue their schooling when toilets and washing facilities are not private, not safe, not clean, or simply not available.

These toilets are so nice; we get to bathe and change during our periods with enough privacy, unlike the old ones,” says Binomugisha Faimah, a student in Primary 6.

Working collectively to improve water and sanitation at the school

At Mirembe Primary School, achieving SDG 5 seems more attainable, especially since students now have safe drinking water, better toilets, and the girls can now manage their menstrual cycle privately and hygienically. This is because the school has since come up with innovative ways of maintaining and sustaining the improved WASH situation.

According to Bako, the school continues to orient students on the use of the Single Flush Toilet and they have also grown the sanitation budget from UGX 60,000 to UGX 3,600,000 to commit to sanitation and maintenance. This is all with the assistance of the parents who have agreed to contribute 5000 per term to help facilitate the school’s sanitation budget.