

DISTRICT INVESTMENT PLAN FOR WATER SANITATION AND HYGIENE

Process, outcomes and emerging issues



KEY ISSUES

- The DIP is a projection of what is required to achieve 100% WASH coverage in any given district.
- The DIP largely relies on the quality of data. It is important to work with stakeholders like UBOS to get reliable data up to village level
- Incorporate all pertinent issues like IWRM, environmental protection, climate change, oil and energy among others.
- Develop strategies sustainability of proposed investments
- Develop strategies for resourcing and implementing the investment plan

Background

Provision of water and sanitation services remains a priority to the Government of Uganda and its development partners.

Apart from subscribing to the Sustainable Development Goals (SDGs), the Government of Uganda in 2015 adopted its second National Development Plan (NDPII) which puts provision of water and sanitation services at the forefront of national development.

The Government commits to increase water supply coverage in rural areas from 65 percent to 79 percent while ensuring that at least each village has a clean and safe water source; Increase urban water supply from 77 percent to 95 percent (100 percent in NWSCT towns), increase sewerage coverage to 30 percent in towns with population greater than 15,000.

Water For People has been supporting local governments to introduce the Everyone Forever strategy in Uganda so that it becomes a nationally accepted and approved mechanism for ensuring the provision of water and sanitation services to everyone –

every community; every clinic; every school; everyone, and forever.

The focus is on ensuring 100% access and coverage for both water and sanitation in an entire district (urban, peri-urban/rural growth centres and rural). All aspects and factors that ensure full coverage, such as: quality, quantity, reduced distances between households and water sources, coordination of sector actors, planning, costs and reliability of the services are given due consideration.

Earlier in 2009, the Ministry of Water and Environment developed a Strategic Sector Investment Plan (SSIP), with the aim of guiding all future investments in the sector so as to improve its fiscal and physical effectiveness for the achievement of sector targets and goals by 2035. A key strategy for the effective utilisation of the SSIP was that every district would adapt the SSIP as a way of achieving the set targets.

In that respect, Water For People supported three districts – Apac, Kamwenge and Kotido – to develop their respective District Investment Plans (DIP). The process was characterised by a wide range of important issues as presented in this briefing note.



Significance of DIP

The DIP is a projection showing what is required to achieve 100% WASH coverage in any given district. The DIP answers the key question: If Uganda is to reach 100% coverage, what input is needed? The significance and key attributes of the DIP include:

Defines the resource gap: DIP shows the resource gap. It shows what is missing in each school, each clinic, and each family.

Appropriate Technologies: The DIP gives consideration to the most appropriate technologies for each location. Each district has different conditions, which affect the respective WASH investments.

Implementation path: The DIP gives districts an implementation path by showing how to reach everyone with WASH services – every household; every clinic; every school.

Determines where to direct resources: The process involves development of different scenarios of the funding requirements in the short term, medium term and long term. The scenarios help actors to determine where to intervene and the urgency.

Service level: The DIP indicates the service level particularly the percentage of population with access to an improved service and the percentage without access. This is determined at sub county level. The DIP also ensures that lower local governments are duly advised. Such information also underpins software activities of community mobilization and sensitisation.

Synergies, transparency and accountability: WASH actors come together and synergise. The process also involves operational mapping and allocation of roles to stakeholders – who is going to do what. It increases chances of transparency and accountability and also makes it possible to monitor and assess progress.

District Planning: The DIP enhances the District Development Programme (DDP) because it provides the specific programmes for WASH. It also adds value to other sectors and departments like education and health.

A tool to advocate for funding: Using the gaps and needs expressed in the DIP, it is possible to advocate for funding from the government, private sector, non-government and community level actors.

Process and projections

The Process starts with baseline data collection to establish the gap in WASH services. Data is collected about various aspects including: the population served and unserved; facilities The data has to be accurate and reliable otherwise it affects the quality of the DIP. The DWO, DHI, DEO, Planning Unit, DCDO, are the key district departments that take part in the process. Representatives from sub county level may include sub county chief, CDO, HA. Other participants include NGOs working in the district, HPMA, Water Supply and Sanitation Boards. In some districts, some political leaders may also be invited.

The three pilot districts have each developed projections, basing on the current situation and the desired situation applying to every family, every clinic and every school.

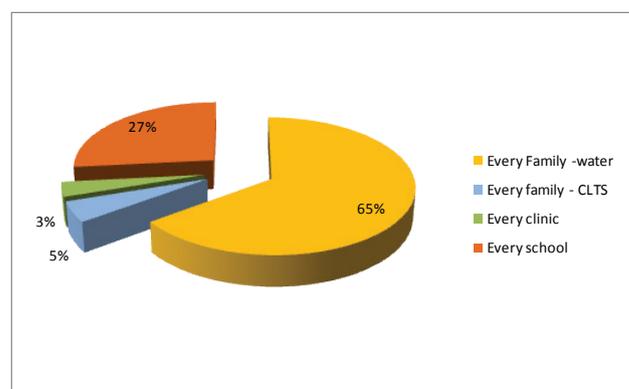
Kamwenge district

Stakeholders in Kamwenge estimate that the district requires over USD 10 Million in order to provide water and sanitation services for the entire population in the district. Up to 65% of the investment required is to provide water at family level.

Table 1: Summary of investment for provision of universal WASH services in Kamwenge District

EVERYONE	UGX	USD
Every Family – water	18,995,136,000	6,817,055
Every family - CLTS	1,439,515,646	575,806
Every clinic	1,030,048,723	412,019
Every school	7,795,975,000	3,111,160
TOTAL	29,260,675,369	10,916,040

Figure 1: Percentage of total investment required for Kamwenge district



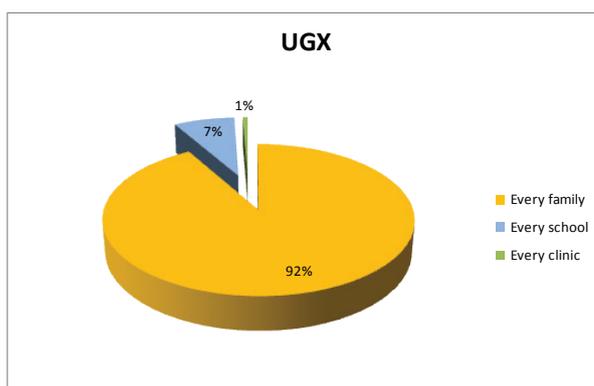
Kotido District Projections

It is estimated that the district requires nearly USD 4 million to provide water services for every family, every school and every clinic. Total sanitation investment required to cover every clinic was estimated at USD 240,000. Up to 92% of the investment required is to provide WASH services at family level.

Table 2: Summary of investment for provision of universal WASH services in Kotido District

EVERYONE	UGX	USD
Every family	8,924,993,000	3,569,997
Every school	737,020,900	294,808
Every clinic	62,947,500	25,179
TOTAL	9,724,961,400	3,889,985

Figure 2: Figure 1: Percentage of total investment required for Kotido district



Achievements so far

Value addition to current planning mechanisms: The DIP process fits well with the other planning and budgeting mechanisms at district level. The development of the DIP also reinforced other systems already being used like the Ministry's MIS.

Strict adherence to plans: In Apac District, it has been reported that the DIP has curtailed influence peddling and political influence which tends to disrupt planning and implementation. The political leadership now goes by the DIP.

Eased Procurement: The DIP has streamlined district planning and budgeting for WASH. Based on the knowledge of the per capita investment, the districts know how much to budget for different water sources.

Community O&M practices: This knowledge has also enabled actors to send more specific messages of appeal to community members and water users. Once they know how much the government spends on each one of them, their sense of responsibility for O&M improves.

Challenges

Data changes: The DIP relies on current population statistics and sector operational figures. For example, there is the MWE estimation that one borehole serves 300 people. However these statistics may not be applicable to all situations and are not constant.

Differences in data bases: The pertinent departments each have different sets of data, some of which may not be fully reliable. Others may not even have any data! As one respondent said, "The DIP is as good as the data you collect."

Participation of stakeholders: It may not be possible to get all actors to participate in the process, especially the donors. That means the process may continue without the input and statistics from some key actors. That may affect the output.

There is inconsistency in terms of participants. Some departments send a different official for each meeting. Sometimes a head of department like DEO is invited but then he sends an inspector who might not have all the required information. It may be difficult to get senior people to participate.

Transparency: There is a tendency for some actors not to share openly about their investments. In fact, some district departments look at this process as an opportunity to ask for more resources so they will try to "under declare" what they have in the expectation that they will attract more funding.

Knowledge and authority: At the district level most of the implementing agencies have little knowledge and little authority over the plans that are sent from the centre. Some NGOs send junior project officers to the meetings, who don't know the total worth of the projects they are implementing. Representatives especially from national and international NGOs cannot give accurate estimations to work with.

No commitment: Some actors will make promises but there is nothing that will force the organization to actually implement what they have committed to do. There is nothing that commits the parties involved to deliver what they promise.

Divergent calendars: There is the challenge of different organisations with different planning and implementation schedules. The challenge of differences in implementation schedules for all partners yet they want all these issues to be incorporated in one annual plan. Some organisations plan according to calendar years, others not.

Lack of district leadership: There is need for the districts to take leadership. Right now it is a CSO-driven thing. People still look at it this as a tool and process initiated and owned by Water for People. Yet Water for People desires for the district to take up and drive the DIP process.

What is missing?

Issues covered: DIPs mainly are focused on household use. Water for other purposes like water for production should be included in the DIP. Also there is need to incorporate other issues like Integrated Water Resources Management (IWRM), environmental protection, climate change, oil and energy among others.

Population statistics: It is important for the districts to work in collaboration with the Directorate of Water Development (DWD), and UBOS to correct the population data per sub-county identifying the population in urban and rural areas respectively and identify the population in each RGC, including town councils and town boards.

Putting the District Investment Plan to use

- Kamwenge District: Towards the end of 2015, a team from Stone Foundation, a UK charitable trust. They were specifically interested in supporting WASH issues at sub county level. The presence of the DIP made it easy for the district level actors to quickly point out the information that Stone Foundation wanted. On its part, Water For People has decided to concentrate on Biguli sub county until everyone there is served. Again the decision was based on the information available in the DIP. The Lutheran World Foundation (LWF) also reports the DIP helped to determine allocation and construction of boreholes that they had budgeted for.

- In Apac district, Using baseline data contained in the DIP, actors are in the process of developing the Apac

District Water and Sanitation Integrated strategic plan which covers 10 years 2014/16 – 2014/25. The DWO intends to use the DIP to source funding directly without waiting for central government to transfer funds. Appeals have already been made through the DWSSCC. Rotary Lira has already committed to provide 24 deep wells for Apac district. International Lifeline Fund (ILF), reports that they have aligned their activities in to the allocations that they were given the DIP.

- In Kotido district, the DIP has been completed but has not yet been shared with prospective funders. For now the District is better informed of the gaps in WASH services. The District intends to use the DIP to lobby for funding from partners, guide WASH planning, budgeting and implementation.

Sustainability: It has been observed that currently the DIP is not paying enough attention to the sustainability part of the programme – the FOREVER part in Every One Forever concept. It is not showing what it would take to sustain these investments.

Strategic approaches: What approaches will be adopted in the quest for universal access to WASH services at district level? The DIP should be able to identify the most appropriate approaches for each district.

Resourcing the investment plan: Currently, the projections are based on the trends of funding from the government funding, the District Local Governments, NGOs present in respective districts, community contributions and selected private sector actors. It is important to strategise for resource mobilisation.

Taking the DIP process forward

Data: There is need to move away from paper-based data. For example use FLOW it will make data more reliable. It makes work easier and data more reliable as it reduces chances of error.

The software: Train people in the software used for the data. There is need to improve adjust the forms so as to generate data easily. Perhaps change the template to suit different capacities of different players.

Staff and capacity. There is need for committed and competent staff because the DIP is a tedious exercise. There is need to cost the projects accurately instead of relying on indicative figures and per capita estimations.

WASH Coverage: Government talks of a source per village, but not all villages are the same. Matters of size and distance have to be considered. There is need to look at other parameters beyond a well per village.

Technologies: There is need to determine the technologies that will make the DIP relevant and successful. Since OM is a challenge for ministry and for other actors they should consider technologies which prevent fewer O&M challenges. Consider self supply and Rain Water Harvesting (RWH), metered sources, metered boreholes.

Mobilising resources is not a one day job: It takes patience. For example, in Kamwenge Water For People has been looking into the possibility of developing the DIP since 2012 but still has work to do there. They have so far only been able to concentrate on Biguli Sub County.

Participation of all stakeholders: All stakeholders should be involved and they should be well coordinated. Experts need not be outsiders. DWOs can lead the process. The process could start with a Training of Trainers (TOT) at national level which can then be cascaded to the district and sub county levels.

Recommendations for scaling up

Ownership: The district local government should own the DIP process and outputs. The DWO should present the DIP to Council. The document should be presented to the Technical Planning Committee (TPC). TPC will discuss and send it to standing committee then to District Executive Committee, and

then it will be presented to Council and adopted for approval. This will make it a district-owned document. Currently, the process is largely perceived to belong to the NGOs which have been leading it.

Develop a proper dissemination plan for the DIPs. There is need to write it in a better simpler format. It is also important to call stakeholders back and show them the results of their efforts. This will secure buy-in from other actors.

The three districts where the initiative started become models to be visited by others. In the three districts, lead actors should ensure that they are covered fully with WASH services, so that they provide lessons for other districts in the country.

Even as Water For People and other stakeholders consider scaling up the DIP process to other districts, there are risks that need to be taken into account.

Resistance: First of all there are some actors who have been pushing Uganda to get third world solutions because it is a third world country. Such actors do not realize that much as Uganda is a third world country, the citizens don't need a third world service. They need the same service as the people in the first world. They will be resistance from such people – naysayers - who think it will not work.

Short-termism used by the political elite who will not see this as working in their favour. While political leaders should indeed be champions in the DIP process, many of them do not have a long-term view. Additionally there is a risk from the political elite who won't have faith in the approach. Lead actors promoting the DIP need to be mindful of such political interference.

Resources: The other risk is related to the availability (or lack thereof) of the resources required to kick start the process. But the Government of Uganda should be able to bank roll this.

Conclusion

The District Investment Plan is a worthwhile process. For a country with a long term view to WASH services (SSIP projections up to 2035), the DIP provides a clear picture of where resources and efforts should be invested. The DIP should be as comprehensive as possible, paying due attention to all the aspects and factors necessary to attain WASH services for everyone forever. In order for the DIP to be done well, districts must invest time and funds to enable thorough data collection up to village level. The DIP depends very much on the quality of data collected about the status of services.

References

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