



EXTERNAL EVALUATION

The Relevance, Efficiency, Effectiveness and Sustainability of the WASH Good Governance and Accountability Project West Nile, Uganda Districts of Adjumani, Moyo and Nebbi

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List of Acronyms

ACDO	Assistant Community Development Officer
CBO	Community Based Organisation
CDO	Community Development Officer
CEFORD	Community Empowerment for Rural Development
DCDO	District Community Development Officer
DEO	District Education Officer
DHI	District Health Inspector
DTPC	District Technical Planning Committee
DTPM	District Technical Planning Meeting
DWSSC	District Water Source and Sanitation Committee
DWO	District Water Officer
EDF	European Development Fund
EU	European Union
HA	Health Assistant
IRC	International Water and Sanitation Centre
LCs	Local Councils
NETWAS	Network for Water and Sanitation
NGO	Non – Governmental Organisation
OM	Operation and Maintenance
PDC	Parish Development Committee
PTA	Parents Teachers Association
PWASA	Paidha Water and Sanitation Association Ltd
RDC	Resident District Commissioner
S/C	Sub-county
SCWSSC	Sub-county Water and Sanitation Coordination Committee
SDP	Support to Decentralization Programme
SMC	School Management Committee
WASH	Water Sanitation and Hygiene
WUC	Water Users Committee



Executive Summary

The Improved WASH Governance through Dialogue and Concerted Action Project in the West Nile Region districts of Nebbi, Adjumani and Moyo was launched by the IRC International Water and Sanitation Centre in December 2008. This project was funded through the Government of Uganda Local Government EDF – SDP EU grant to IRC, and was implemented in partnership with NETWAS Uganda and CEFORD in West Nile. The project brought together politicians, technocrats, Non Governmental Organizations (NGOs), Community Based-Organizations (CBOs) and primary school management at district and Sub-county levels. It applied Participatory Learning and Action (PLA) approaches including Action Research and dialogue sessions aimed at improvement in health, productivity in communities, school attendance and educational results in the region that would arise from accountable and responsive Water Sanitation and Hygiene (WASH) services provision. This project was expected to enhance dialogue between different stakeholders, improve coordination and harmonization of approaches in WASH and improve responses to complaints and problems of WASH services in the targeted Sub-counties.

The dialogue approach in various stakeholder engagement fora was greatly appreciated and was adopted as an information sharing and problem solving approach in meetings in the districts. The Action Research tools developed during the dialogue sessions, especially the district resource map and Gantt chart, were highly appreciated and also adopted in communicating WASH resources and plans to stakeholders in the districts. There were efforts from persons who participated in dialogue sessions at all levels to integrate these approaches in their routine activities and there is a great likelihood that the application of these approaches will be sustained.

The IRC commissioned this independent external evaluation study. Fieldwork in the districts of Adjumani, Moyo, and Nebbi in West Nile region was conducted from the 1st - 10th September 2010. Using a qualitative design, data relating to the relevance, efficiency, effectiveness of the approach and methods, and sustainability of good governance and accountability project innovations were collected. Information was collected from the district level through Key Informant Interviews (KIIs), from Sub-county level through Focus Group Discussions (FGDs) and review of reports on activities carried out during the two-year period of implementation. Observation was done at all levels to verify information from respondents.

This evaluation revealed great appreciation of the participatory approaches employed by the project, and high adoption of the Action Research tools and methods used in the project implementation. The multi-stakeholder dialogue approach was appreciated for breaking barriers and generating information as well as resolving issues amicably at all levels. This has also promoted transparency about budgets and planned activities across sectors, enhanced reporting and communication both horizontally and downward to the communities.



Communities were reported to have benefited most from the project. They were empowered and are demanding better quality services from the service providers and technocrats. The technocrats are adjusting their ways of operation, involving the communities more and responding to their demands, while contractors are recognising the communities and consulting them about location and the kind of services. Operation and maintenance of water facilities and latrine coverage has improved and there is increased budgetary allocation to WASH related activities.

Skills acquired, including project monitoring, resource mapping, problem identification, reporting to their peers, holding their leaders accountable, harmonising activities and planning, are applied in other sectors such as UPE and NAADS programmes. Sub-counties that participated in the project are now serving as models for other Sub-counties in the districts. Respondents expressed the need for extension of the project to other Sub-counties and districts in Uganda.



1. Background

The good governance and accountability project under the 9th EDF support to Decentralization Program (SDP) was aimed at improving WASH governance through Dialogue and Concerted Action in the West Nile Region in Uganda. Good governance refers to the process through which decisions are taken within or among organizations including: who is involved, the assignment of responsibility, the prioritization of goals and the rendering of accountability. Good governance is also about achieving desired results and about achieving them in the right way. It must engage all stakeholders including governments, business, and civil society. Accountability ensures that all levels of government fulfill their roles to guarantee water conservation¹.

The project addressed challenges related to service delivery of WASH in schools and at community level, as well as enhancing monitoring, dialogue, harmonization and coordination of stakeholders at the district and Sub-county levels. In each of the districts, the project targeted two Sub-counties, one parish in each Sub-county and one village/community to address local water supply and services, and school sanitation and hygiene. In Adjumani district Ciforo and Dzaipi Sub-counties were targeted, in Moyo district Itula and Moyo Sub-counties, while in Nebbi district, Paidha and Akworo Sub-counties were targeted for participation in the good governance and accountability in WASH project.

1.1 Objectives of the project

The overall project goal was to improve health and productivity in communities and improve school attendance and educational results in Adjumani, Moyo and Nebbi in West Nile, arising from a more accountable and responsive WASH service provision.

Specific objectives:

1. To mainstream multi-stakeholder learning, knowledge sharing management and capacity building at district and Sub-county levels,
2. To build capacities among the local WASH decision makers and service providers to become more responsive and accountable towards the communities they serve,
3. To enhance capacities of local civil society including Water users Groups, Women's Groups, Parents Teachers Associations and School Management Committees, health clubs and CBOS caring for people living with HIV/AIDS to become more vocal demanding for WASH services and to take up their roles as active and responsive WASH consumers.

The good governance project expected results included:

- i. Functioning, effective multi-stakeholder learning platforms in three districts and six Sub-counties,
- ii. Several tools and methods developed, tested and in use to encourage and trigger transparent and responsive service delivery by WASH providers,

¹ www.watergovernance.ca/wp



- iii. Best practices documented, shared and used at district and Sub-county level and scaled up to national level,
- iv. Improved coordination and harmonization of approaches, practices and monitoring through DWSCC,
- v. Capacity building carried out yielding responsible and skilled consumers and their representatives; enhanced accountable/ responsive planning and service delivery in targeted Sub-counties and districts,
- vi. Knowledge management on WASH planning and service delivery mainstreamed by information centres,
- vii. Results of action learning applied and scaled up to other districts and national level².

Project implementation employed a Participatory Learning Action approach using the Dialogue and Focus group discussion methods to moderate training sessions. Various tools including Water Users Committee's Self assessment cards, Consumers Score Cards, School Child Perception/Mood Cards, District Gantt Charts, and District Planning maps were introduced to participants to collect data, monitor performance and enhance learning. The participants were selected from the District and Sub-county level technocrats and elected leaders, Non-governmental Organization (NGOs), Community Based Organization (CBOs), Education institutions and their management bodies.

2. Methodology for the external evaluation

This external evaluation employed a qualitative design to generate information from the three districts. Participatory approaches were used among stakeholders who were directly and indirectly involved in the project implementation process at the district and Sub-county levels in the three districts.

2.2 Data collection

Key Informant Interviews (KIIs) were conducted by the consultant/researcher using an Interview Schedule with guiding questions³ on the relevancy, effectiveness, efficiency, and sustainability of the good governance and accountability project to solicit views from stakeholders about their experiences with the project. Data collection was at two levels:

1. Desk review of project documents including reports, newsletters on dialogue sessions, action research tools and March 2008 project proposal, was done to get the background and context of the project, and an internet search was carried out to get a clear understanding of good governance and accountability.
2. Field visit to the three (3) districts of Adjumani, Moyo and Nebbi for Informal Discussions with WASH sector stakeholders at district level and Focus Group Discussion of the Sub-county technical and elected leader's team. One (1) Sub-county was visited in each district.

² Project proposal, March 2008

³ A copy attached



Information was collected through Key Informant Interviews (KIIs) with 27 respondents⁴ including technocrats and elected leaders at district level; Focus Group Discussions (FGDs) involved 15 participants, both technocrats and elected leaders, at Sub-county level.

2.1 Analysis and report writing

The consultant/researcher collected all the data. Responses from the stakeholders were recorded verbatim to be able to capture “voices” from key respondents that explain the attitude and appreciations of good governance and accountability and relevancy of the project. Field notes were categorized according to the main themes by districts from which key findings and summaries were derived to compile this evaluation report.

3. Findings of the External Evaluation Study

The study revealed that good governance and accountability in WASH projects was relevant and complementary to the decentralization policy that aims to empowering the grassroots population to participate in development decisions. Project delivery through established structures and processes empowered stakeholders in various competences and enhanced adoption of participatory approaches. Action research tools like the Gantt charts, resource maps, perception mood score cards introduced to the stakeholder platforms were appreciated for effectiveness in sharing information, reference for planning and decision making for improved WASH in schools and communities.

In this external evaluation, the dialogue method was applauded for its effectiveness in facilitating free and open discussion among stakeholders. Through dialogue sessions, community members were able to present WASH problems and also Sub-county and district technocrats had the opportunity to explain constraints in WASH service delivery to other stakeholders. Multi-sectoral committees were revitalized at district and Sub-county levels with better attendance and were reported to be conducted in a dialogue manner. During these coordination meetings, departments were able to share information and to harmonise plans and budgets in the WASH sector for better utilization of available funds.

Stakeholders have appreciated information sharing. Various communication channels are used to relay information to the communities, empowering them to demand WASH services and even to report mismanagement of other public programmes. Stakeholders at the district, Sub-county and village-WUCs have realized their roles in ensuring good governance and accountability in WASH. The study further revealed that in schools, observance of positive WASH practices has been enhanced through joint efforts of the school administration and school management committees. The PTAs have formed committees to oversee the OM issues of WASH facilities in schools which were previously a challenge, and have supported budgetary provisions for this purpose. Pupils are also involved in these processes. It was revealed that Sub-counties not covered by the project were adopting good practices learnt from participating Sub-counties during interactions in the DWSCC meetings. Other findings of the external evaluation study are detailed in the following sections.

⁴ A list attached



3.1 Relevancy of the project approach to good governance and accountability in WASH

The good governance and accountability project in West Nile employed a Participatory Learning and Action (PLA) approach through dialogue and use of Action Research tools. This was reported as a new approach to deliver a software component of WASH interventions. Most respondents admitted that they were ignorant of what the project was all about during the first sessions and what was going on, since they were used to hardware aspects of WASH interventions. Even CEFORD was not convinced at the beginning of the effectiveness of this 'Dialogue and Action-Research' methodology.

".....at first I thought it would not work....we had never been involved in dialogues....this is one project that CEFORD will learn from....we shall be using the same process" (CEFORD)

The project was overwhelmingly appreciated by all stakeholders interviewed in this evaluation in the three districts. Its relevance was mostly expressed in terms of the benefits it contributed to WASH within the two years of implementation. Respondents revealed that the project was timely and relevant to other development processes in the districts.

1. The project supplements the decentralization process, which emphasizes concentration of power in the community.

"the project was extremely necessary. It has served as eye opener even leaders can account and the community can demand....if decentralization is to be followed then good governance is necessary" (Elected Leader Nebbi)

2. Common interventions in WASH had emphasis on hardware with limited emphasis on governance issues and this posed an Operation and Maintenance (O&M) challenge. This has been addressed by the emphases of good governance and accountability principles. *"....other partners like UNICEF provided a water tank for every school but maintenance is a problem....UNICEF just delivered the tanks." (Technocrat Adjumani)*

3. The project promoted recognition and usability of district structures. The district has structures up to community level but *"we did not ensure effectiveness of structures in service delivery e.g. School Management Committees (SMCs); we do not find out whether these structures are working or not but this project has reminded us of our roles." (Elected leader Moyo)*

4. The project filled the staffing capacity in the water sector *"....the project came to bridge the gap in service delivery....nobody was doing the kind of work CEFORD has done. The project had a clear line of action." (Technocrat Moyo)*

The multi-stakeholder platform approach - through which dialogue and other methods were introduced - was unique and well embraced by all stakeholders. It was revealed that the structure of activities during the dialogue meetings and the nature of flexibility in interactions that was exhibited by facilitators was a shift from the routine meetings in the district. The dialogues presented the opportunity to stakeholders to present pressing WASH issues in a free sharing environment, issues that could never have come out in the usual district meetings' conditions. Stakeholders reported that *"....people were given confidence to share since they were assured that everybody's opinions count. Even after disagreement in the dialogue, stakeholders would agree to work together as a team." (Technocrat Nebbi)*

Participatory approaches have been replicated (or scaled up) at Sub-county level and community level in the three districts. The Sub-county teams hold joint meetings between



the technocrats and the elected leaders and they work now more as a team. The problems expressed by Water User Communities are also addressed jointly and consultatively. Dialoguing was appreciated as the best way to resolve conflicts and to reach consensus on the action points. The practice of open discussion and criticism was instilled among participants.

"...the platform was a good thing. In the district it used to be difficult to ask technical staff. ...we thought the engineer knew everything....and the community thinks that the LC.III is everything but now they also recognize the CDO." **(Elected leader Moyo)**

The good governance and accountability project introduced new skills to stakeholders at all levels in their work. The participation in planning and budgeting processes was enhanced in all districts and at all levels. The process is more demand-driven and consultative. In Nebbi, the technical team appreciated the Gantt chart and resource maps as facilitating tools in the planning and communication processes to the Sub-county. The Gantt chart has been customized to the reporting format for all sectors and rolled out at the lower levels.

"...Maps are used to show the location of water sources and Gantt charts, show budgetary allocations ...we will use them to demand for service....we will continue to use them to show distribution of water sources by parishes and show the amount of money given." **(FGD, Nebbi)**

In Moyo district, these tools were appreciated because they made synchronising of district activities possible and they used the map in decision-making and planning. At Sub-county level, WASH gained recognition and attracted an increase in budgetary allocation. The role of local authorities in education was enhanced by the project. The tools promoted monitoring of the WASH situation both in the community and in schools, which led to improvement in WASH performance. The Sub-county also benefited from data collection and dissemination. Respondents further revealed that the community members benefited most from the project in the following ways:

- i. Community members were empowered to demand services,
- ii. The project enhanced their capacity to own WASH facilities especially in terms of operation and maintenance by paying the user fee willingly,
- iii. It improved governance around the water source by building the capacity of the Water User Committees (WUC) in relation to:
 - Role identification,
 - Record keeping and documentation,
 - Financial management – open accounts with SACCOS, issuing receipts, etc,
 - Involvement of people in water management,
 - Maintain hygiene at water point and to complete the safe water chain,
- iv. The project also instilled a spirit of involvement and participation in community meetings in other sectors like education.

3.2 Efficiency of the project approach to achieve overall and specific goals and objectives

Respondents in this evaluation revealed that it was their first exposure to the PLA approach. They all appreciated the approach and process of CEFORD in implementing the project at



district level, NETWAS at national level and IRC at global level. Respondents further revealed that this structure of project delivery was very appropriate and they had no suggestions for an alternative approach.

The facilitators of the good governance and accountability project were highly rated. The respondents in this evaluation reported that facilitators were knowledgeable and knew what to do. The project approach facilitated communication and free sharing of information among stakeholders especially with community members. The process was reported to have empowered and equipped stakeholders in various competencies required for application at various levels.

"...the methods raised the level of consciousness about the roles of stakeholders in WASH. It set a new culture among leaders who attended....community members learnt the need to define their interests and needs, which is a departure from their usual way of addressing issues....those who want to take advantage may interpret it as an attack on them." **(Political Leader)**

Stakeholders were able to present grievances for discussion; they were given an audience and participants brainstormed. Resolutions were reached without causing enmity or widening rifts in relationships. Stakeholder platforms promoted teamwork and broke barriers among stakeholders in the districts, hence improving service delivery and empowering lower level stakeholders.

"...where as a community member you also talk without any obstruction....a group of people who do not understand when we are mixed we are able to share freely....people do not get annoyed, they do not say that we are pointing a finger at them." **(FGD)**

The tools were also appreciated as appropriate for monitoring, communication, decision-making and planning. Stakeholder respondents were excited about the map as it ensures equity in allocation of WASH facilities in the community.

"...when you visit the community that information cannot be enough for making a decision and it is not easily understood as on the map....because you see some parts have more in terms of functionality....We are interested in the map and the water department is working on it." **(Elected leader)**

The Gantt chart was equally appreciated for promoting effective communication to people at district, Sub-county and village levels on the WASH plans, budgets, and performance level of WASH projects.

"...it summarises all activities and is easy to understand....the water officer will be in charge and it will be adapted by the Technical Planning Committee..." **(Technocrat)**

It was further reported that there was great improvement in community demand for services and payment of water user fee contributions, which has in turn contributed to better operation and maintenance of the WASH facilities, especially boreholes; as well as for participation in other community activities.

In the three districts the project put emphasis on shared responsibility and governance for improved WASH conditions, not only at the district and Sub-county level, but also at the community institutions - that is, the WUCs and consumers. In the schools that participated in dialogues, the pupils' representative (the health prefect) was brought on board to sensitize other pupils and to enforce positive practices. The pupils appreciated and participated in WASH by fetching water and cleaning latrines as a role and responsibility



towards improved health rather than punishment. The perception/mood score card was reported to have enabled pupils to discuss the WASH situation with the leadership for appropriate action.

Consequently, in the participating schools, management has provided for girls' private bathroom shelters and other hygiene facilities have also been provided. The role of the senior woman teacher has also gained recognition; she is consulted by the pupils.

"...we use the perception/mood card by asking how the pupils feel, the senior woman teacher files them." (FGD)

Sub-county teams observed that the ensuring of good school WASH practices was further promoted by teachers, head teachers and school management working in synergy. Parent Teacher Associations (PTAs) have gained more interest in school affairs; and coupled with more involvement of parents, academic performance has improved. The relationship between the community and school, for instance where a water facility was shared, has also improved. School management has started to budget and allocate funds for operation and maintenance of WASH facilities which was not the case before.

"...the project has made work easy for the teachers at school, pupils' lives are safe." (FGD)

Stakeholders interviewed appreciated the choice of people that participated in the platform sessions as a good representation of the actors in WASH. They were mostly happy that the initiative brought people from the Sub-county and community together to discuss issues with the district technical officers. This was reported to be very empowering to the community members. Most respondents suggested that more of the LCIs should have participated together with the technical people at Sub-county level. Other people suggested that in the target groups the following should have been included:

- Community Based organizations (CBOs),
- Lower LCs (I,II) so that they can gain confidence,
- More teachers,
- Traditional leaders,
- Church leaders, and
- District Intelligence Security Officers (DISO) in their new role as persons responsible for monitoring government projects

It was generally reported that the two (2) year duration of the project was too short to make a complete and lasting change in people's attitudes. Besides, stakeholders felt that the coverage of two Sub-counties was inadequate given the WASH challenges. The general view was that an extension of three (3) to five (5) years is needed and to include other Sub-counties, and covering secondary schools and more people so that many more are informed about good governance and accountability. Besides, most of the respondents accepted that the project was having some ripple effects in non-participating Sub-counties and institutions, and those more intentional efforts from the district and Sub-county could accelerate this process. There were reports that members from other Sub-counties already get information about these innovations from the DWSCC meetings, which are held on a quarterly basis.

The project approaches were very efficient though new to most stakeholders. Most respondents upheld that the project duration needed to be longer, and support given to key actors and local government's project extensions for conscious reinforcement of the



positive practices in good governance and accountability to sustain, replicate and scale up benefits. The overall oversight role of the National level stakeholders should also be emphasized for extension to other districts and regions in Uganda.

3.3 Effectiveness of the project approach in achieving results

The Participatory Learning Action (PLA) to a multi-stakeholder platform was effective in stimulating openness and free discussion among the WASH stakeholders in the West Nile districts of Adjumani, Moyo and Nebbi. These dialogues revealed WASH situations at district, Sub-county and community level that needed intervention. The ‘accountability’ dialogues facilitated consensus on joint action plans for the Sub-county and district teams. Stakeholder analysis and identification of roles and responsibility at every level greatly improved relationships among stakeholders. Inter-departmental communication and information sharing were also enhanced in the three districts.

“...what impressed me most is being open, transparent. This time everybody is transparent. No hiding of information....if I want information from Education and Water it is readily available.” (Technocrat)

Practices shared during the multi-stakeholder platforms are emulated at other levels and other district and Sub-county meetings were reported to have adapted the dialogue approach in resolving issues.

Coordination and harmonization of plans and budgets in WASH through various meetings at district level have been enhanced. The District Water and Sanitation Coordination Committees (DWSCCs) were revitalized in Adjumani, while in Nebbi and Moyo the quality of deliberations in these committees greatly improved in terms of participation, sharing information and addressing gaps in WASH. The districts and Sub-counties have appreciated the benefits of information sharing and joint activities that accrue from coordinated activities.

“...it has built our capacity we learn about the challenges and how to overcome them....we did not have a Water and Sanitation Coordination Committee (DWSCC) but it was formed and we discuss WASH activities by different stakeholders.” (Technocrat, Adjumani)

“....it has strengthened the DWSCC....they meet and discuss freely....feedback and interaction has improved people are able to find common gaps....at first the pre-qualification guidelines for a community to get a bore hole were not clear....many were able to pay the contribution of Ug. Shs. 200,000⁵ and not all of them were served....now they pay after a feasibility study.” (NGO Forum)

At Sub-county level, some Sub-county Water and Sanitation Coordination Committees (SWSCCs) were revived in Moyo district and there was a mention of the same initiative in Nebbi. CBOs and schools were reported to be part of the SWSCCs and this has improved sanitation in schools. Water User Committees (WUCs) were also reported to be functioning in all districts, with some districts changing the structures and re-aligning them to their roles to motivate users to pay contributions towards maintenance.

“Most of them (that is the WUCs) have realized their roles as:

- *Collect user fees and keep records,*

⁵ The Value of Ug. Shs. to Euro and other foreign currencies keeps fluctuating



- *Convene regular meetings to give feed back to the community user,*
- *To know issues related to operation and quality of water,*
- *Report breakages promptly to appropriate offices,*
- *Enforce byelaws related to operation of the facility,*
- *Ensure proper sanitation and hygiene around the water source and safe water chain,*

These have been institutionalized for management of water facilities at community level.”

(Technocrat)

Stakeholders in WASH have changed their ways of work after exposure to the dialogue sessions. They have realized the benefits of involving people in decisions that affect them, *“...we do not tell people what to do, we are able to learn from the communities issues that affect them....they are able to plan and demand services....they come up with joint action plans....they have learnt that issues of sustainability cannot be solved by sub-counties.WUC are able to get community local revenue from the users.”* **(FGD Sub-county)**

“ ...for instance we had an advocacy meeting and the lesson that I learnt was that we should not prescribe “do a,b,c,d”, for the first time the communities were able to come up with sanitation issues in their area, they came up with strategies relevant to their resource.”

(Technocrat)

Sub-county technical teams are working more closely with the communities for support supervision. There is an ACDO and Health Assistant for each Sub-county to facilitate community work.

It was revealed that the project has greatly contributed to good relationships among stakeholders. Sharing of information on plans and budgets by NGOs through the NGO forum was also reported in Moyo and Nebbi districts. Communication to the lower levels from the district was reported to be mandatory. The district communicates project donations, budgetary allocations, and funded projects, sources of funding and actual amounts to the communities through the Sub-county. Other information sharing avenues include displays on public notice boards, newsletters, political speeches, and radio programmes through local FM radios. Use of mobile phones to communicate whenever there are enquiries has also become common among the technical staff and elected leaders. This increased access to information has raised the level of consciousness at community level, which has in turn increased demand for quality WASH services.

“...there is gradual improvement in service delivery....if you do shoddy work they tell you to repeat it....there is ownership” **(Technocrat)**

Community members are holding people accountable at every level and have also improved sharing of information. They have adapted the use of structures right from the LCI. There is prompt reporting of borehole breakages in writing to the respective offices.

“...they are approaching us for services, when you are ‘hard’ they go to another....they write letters and dispatch them to several offices expecting that at least one person will take action. They even follow up physically....” **(Technocrat)**

Technical staff respond and sometimes visit the communities for physical inspections as deemed necessary.

In the three districts there has been capacity building for OM. Refresher training was conducted for pump mechanics so that Sub-counties are able to respond to minor maintenance requests for WASH facilities. The good governance and accountability project



has placed emphasis on Operation and Maintenance of facilities that are already in place and those that are newly constructed and this was reflected in the budgets. Planning for WASH was reported to be demand driven and bottom-up in the three districts.

"...in the district they could just drill and people would just begin to use the water and when it would break that is when they would think of the governing body....now they are formed and trained before construction as part of the process." **(Elected leader)**

The District Technical Planning Committees (DTPC) and Departmental meetings were reported to have improved in deliberation, procedure and regularity. They have a fixed schedule and this has further encouraged reporting and information sharing of field issues that need joint action. Activities are harmonized and there is no duplication as in previous participation in dialogue activities. The district resource map and Gantt chart were applauded in Nebbi and Moyo for their effectiveness in informing the planning and other decision-making processes. Improved latrine coverage as a result of the vigilance of the local communities was reported in the three districts.

"The good governance and accountability project has encouraged us to be more community focused....what I like is the transparency everyone of us knows what the other is doing....if I want information from Education or Water I get it easily...." **(Technocrat)**

Community empowerment to demand for WASH services has also been adapted in other sectors and in politics. The community participation from the Sub-counties in the good governance and accountability project was reported to have raised more calls to politicians during the radio talk shows. There were also reports of community members reporting mismanagement of NAADs resources and UPE funds. On the whole the practice of good governance and accountability in the three districts was rated to be above average at all levels.

3.4 Sustainability of the project approach

The project was implemented within the existing decentralization structures and institutional arrangement enhancing the functions of the stakeholders. At national level the good governance and accountability project supplemented the decentralization structures and policies. The main focus of these policies was to give powers to the grass root community members to contribute to decisions and take charge of the events that affect them, which is good governance. There are also WASH related sectoral policies that the project highlighted and reactivated in the three districts. These are the Public Health Act, the Kampala Declaration (of 1997), which recommended model villages for WASH issues in the Sub-counties, and the Health Ordinance. These are some of the guidelines for ensuring provision and sustainability to the WASH practices at community level, which have been emphasized in the participating Sub-counties leading to improvement in latrine coverage and other health indicators. Consistent interaction among WASH stakeholders in meetings at various levels will promote the spread and sustainability of best practices across the district and eventually national level.

The project involved both technocrats, who are civil servants, and selected elected leaders who are representatives of the people at all levels. The presence of these structures will ensure sustainability now that they know their roles. It was revealed that project aspects



could be integrated neatly in the routine activities. However, there seems to be a need for central government to increase budgetary allocations for transport compensation to those that will participate in dialogue and action research replication and scale up activities.

Integration into the district development plan was reported in the three districts. At village level and the Sub-county level there was improving capacity for sustainability. In the three districts they have decentralized the positions of Assistant Community Development Officer (ACDO) and the Health Assistants (HA) and officers have been equipped with motorcycles to facilitate operations within the Sub-counties. These facilitators participated in the multi-stakeholder platforms and were reported to have skills to promote good governance and accountability principles with support from the district. *“The district is able to give back up support to the project....it has not yet incorporated all the good practices into the structure....dialogue sessions supplemented by radio talk shows and other public address systemseach sub county has a hand pump mechanic....the LCIII chair persons are expected to report committees that are not working....the CAO has assigned and A CAO to work with CEFORD to produce Gantt charts for all sub counties”* **(Technocrat)**

Involvement of the Secretary Social Services and other Councilors was also reported to be advantageous in ensuring sustainability. These elected leaders are members who will integrate the principles into the DEC, which has a multi-sectoral membership and also support presented plans.

“....at the sub county level they have involved local partners who are involved with WASH this helps with continuity of the project....Working with the local institutions and CBOs those structures are static and continue with the work.” **(NGO Forum)**

“Communities at water sources were involved we have facilitators at sub county level the district gives overall guidance on issues that are not emphasized....Software has been decentralized, the SCC is supposed to work with the communities in the whole district....at implementations level we have integrated approach when we meet the community we handle all issues....there is community contribution which has been turned into a cash round the DWSCS strengthen them in terms of supervision and WASH will be integrated in the budget....water and health will include activities in their annual plans and budgets.” **(Technocrat)**

Most respondents revealed that sustainability of the project requires project extension with more funding for extension to other Sub-counties for at least five (5) years to achieve total attitude change with regard to practicing good governance and accountability principles. It was also reported that in these districts there are existing fora in which WASH issues were already being discussed. The Technical Planning Meeting (TPM), the budget conference and DWSCC, which are multi-sectoral, also offer opportunities for raising WASH issues. Some of these fora are also multi-stakeholder in composition and are even open to NGOs, CBOs and community members, which facilitate information and knowledge transfer.

In Moyo, the Sub-county WSCCs have been revitalized throughout the district. The NGO forum has also been formed and has been able to organize a multi stakeholder forum to discuss WASH issues. There was revealed evidence that project innovations will be sustained



in the schools that have participated in the project. Management has demonstrated a commitment to apply good governance principles.

...."have improved the administration structures responsible teachers have been assigned, the prefects are participating in ensuring WASH practices." (FGD)

All stakeholders interviewed during this evaluation revealed that they have acquired skills in conducting dialogue meetings and use of participatory tools in their work. They suggested refresher training for the selected people to support the roll out of activities. In Adjumani the DEO wanted to have another meeting with CEFORD to forge the way forward for WASH in Schools. OP challenges are not fully resolved in the district due to limited funds.

"....schools have inadequate funding for WASH....Schools depend on UPE funds, hand washing facilities are catered for under the emergency funds....to repair of those that are leaking we are relying on parents and they now know their role. Some parents can contribute towards maintenance and sustainability" (FGD)

Respondents revealed that the districts have a small revenue base and therefore cannot finance their budgets. Most of their operations depend on allocations from the central government, which are conditional, and other grants. Department heads who participated in the evaluation were optimistic that activities introduced by the good governance and accountability project for improvement of WASH and other service delivery will be accommodated somehow.

"....these are conditional funds but there is flexibility in utilization....it should be possible to have WASH issues catered for....this can be funded under conditional grant, in response to Kampala Declaration on Sanitation where by model villages are set up with all sanitary requirements. Funds can be committed for sanitation activities alongside continued advocacy for resource allocation." (Technocrat)

It was suggested that working with the local CBOS and institutions will ensure sustainability of the project. The principles of good governance and accountability should be integrated in other programmes such as Functional Adult Literacy (FAL) project such that every water user committee is also targeted for FAL. The general view from the respondent was that the project can be integrated in community development work.

"CDO at sub-county level is better placed to ensure sustainability of the project. They are facilitated with motor cycles. Enforcement mechanisms established structures that need strengthening in place. Sub counties have enacted bylaws and offenders are panelized.There are model villages of which some 70 % are prepared to keep on with the program. With the two sub-counties some key officers; community development and the planner are now on board for sustainability...." (Elected Leader)

"We can now manage on our own and where necessary we approach the sub-county. LCs involved and they are now aware. Before the dialogues there was confusions, they did not know their roles. At the district level quarterly meetings for water and sanitation can be used as dialogue, the budget conference is another forum" (Technocrat)



4. Conclusion and recommendations

The good governance and accountability project has greatly impacted operations in the three districts. It has served as a catalyst to the decentralization process of empowering the grass root communities to demand for services and actively participate in affairs that affect them for ownership. The project has led to effective implementation and achievement of results under other policies in the WASH sectors. The latrine coverage has greatly improved since it is a requirement for provision of bore holes to the community under the Kampala Declaration on Sanitation; proper hygiene practices and safe water chain have also received greater emphasis.

The project has had prominence in the districts because of other related policy initiatives with similar objectives and programmes implemented in the district. The Leadership Code, Clients Charter, Anti-corruption Bill, and decentralization of the office of the Inspector General of Government (IGG) - all these processes work to ensure good governance. However, the good governance and accountability project has greatly contributed towards community empowerment, getting the community to know that their voice is required by service providers for them to be better served. The project has therefore laid a good foundation for these and upcoming policies.

Sustainability of the project will greatly depend on the vigilance of the Water Officer in coordinating with other stakeholders and in collaboration with other departments at district level to ensure the scale up of the dialogue and action research approach in district activities with integrity and transparency. When technocrats work together for the good of communities they get support from the elected leaders who will ride on appropriate service delivery to their political advancement.

Understaffing was mentioned by respondents, even elected leaders. The need to strengthen the capacity of the Water Office at district level with qualified and competent officers needs no emphasis. In Adjumani, the person serving in the position of Water Officer was a former pump mechanic. This presented gaps in service delivery to the communities and frustrations to their representatives. Moyo district also had an Acting Water Officer who was 'junior' in experience, and the department was badly understaffed. In the two districts the project was appreciated and principles were adopted. However, respondents (mostly elected leaders) were uncomfortable with the operations of the water office and could not withhold information about some integrity issues.

In Nebbi district, the Water Office embraces the project and was reported to be accountable to the stakeholders to a great extent. *"...he talks with others....he calls you and you plan together....may be because he is new to the system."* **(Elected Leaders)**

The district has progressed in knowledge transfer up to Sub-county level. The ultimate improvement in service delivery in the three districts will depend on the cooperation and integrity of technocrats in availing a prompt response and ensuring quality of service to the communities.

Finally, donors and key stakeholders should organize another External Evaluation of the Good Governance and Accountability Project after a period of about five (5) year to make concrete conclusions about the efficiency, effectiveness and sustainability of the project.



Other issues that arose that would have improved the project:

1. Some respondents observed that the good governance and accountability project was not adequately transparent to all stakeholders *"...we did not know the details of the budget, it should have also been displayed on the notice board for us to study....it was given a broke figure...."* **(Elected Leader)**
2. The project should have been located in the local government structure for greater learning from the implementers. The project would have impacted the district staff in other areas like time keeping and other practices that could have facilitated its success *"...NGOs change but government is permanent....the processes should have been driven by the internal staff....maybe we would have done more....for sustainability if the CDO, the WO and sub-counties had been given a TOT they should be able to do the work."* **(Technocrat)**
3. The study revealed the need to further empower community members to manage their internal resources for livelihood improvement. Some communities were reported to have raised Ug. Shs. 5m from water source users and they did not know how to use it when there was no need for borehole repairs.



5. Annexes

Annex 1 Details of responses from various stakeholders

	Adjumani	Moyo	Nebbi
Relevancy	<p>Elected Leader</p> <ul style="list-style-type: none"> The project was relevant, joint meeting were conducted, mixed with lower LCs III and were able to share challenges, this was useful in the way they do their work, when we are mixed together there is no overlap and duplication of work and it prevents collision This was a practice during orientation, people would come from all local councils to be inducted/trained by the local government, the difference is that we now sat at a round table to train <p>Technocrat</p> <ul style="list-style-type: none"> The project was necessary. Empowerment through dialogue, with time the attitudes of the communities will change In schools where the project has been implemented the pupils are able to address issues of WASH There is a slight improvement in education especially the girls, the relationship between schools and the communities has improved Parents have changed their 	<p>Education Management</p> <ul style="list-style-type: none"> Accountability and communication are important, no public officer can do without them <p>Technocrat</p> <ul style="list-style-type: none"> The project was necessary, now everything goes back to the community, the staff at Sub-county visit them more frequently and we also make support supervision, we make recommendations and give them reports <p>Technocrat</p> <ul style="list-style-type: none"> The project was necessary, we were doing routine, the WO was also doing routine and with understaffing the project came to bridge the gap in service delivery Follow rules and procedures Nobody was doing this kind of work. The project had a clear line of action Water issues are associated with women, men come on board when there are financial issues 	<ul style="list-style-type: none"> Approaches were new, the project was necessary to promote ownership, operation and maintenance of WASH facilities <i>“in a Akworo a water tank the schools received water tanks but to put a gutter was a problem, the community water the person who brought the tank to do everything. Even taps were being spoilt. Now the Sub-county is taking charge”</i> <p>Sub-county</p> <ul style="list-style-type: none"> <i>“Madam, the project was necessary and is still necessary. Before most stakeholders were not involved in WASH activities now they are on board. Financial allocations for WASH have improved”</i> <p>Elected leader</p> <ul style="list-style-type: none"> “The project was necessary, Akworo was most back ward and resource needy in terms of food production. It is habited by migrants and WASH was poor”. The project is setting a culture, some technocrats are interested while others may feel it is an attack on them especially those that planned to take advantage. Some civil servants report that they are doing well while giving wrong information for instance in NAADS reporting Technical staff may take advantage of the



	<p>attitudes; in rural areas parents had a negative attitude. They now come for PTA, and other education related meetings</p> <p>Technocrat</p> <ul style="list-style-type: none"> • DMO- reporting, planning and budgeting changed this financial year. The water office was consulted and we asked what was planned and what we needed to include in our plan • Implementations of the health ordinance whereby people do not have latrines are charged. Last week there were court cases brought out by the environmental officer Adropi, he has been added, Dzaipi and the latrine coverage has improved <p>Technocrat</p> <p>Missed all sessions except the last one:</p> <ul style="list-style-type: none"> • It was very necessary. There is need for coordination of the project for sustainability • Leaders are supposed to be accountable and communities demand services • Transparency is a critical issue 	<ul style="list-style-type: none"> • Water is life but it can mean death • Yes the project was necessary because now we give support to the Sub-county. During the time of UNICEF we were not telling them about O&M aspect <p>NGO</p> <ul style="list-style-type: none"> • This project was necessary because we have poor O&M and water and sanitation coverage. The competitions enhanced WASH improvement • Yes, the project was relevant because of the benefits of participation of communities in identification of their needs. They're given what they request for to promote ownership • The good governance and accountability project was very necessary, the community is demanding WASH 2 project may be for 5 years 	<p>community ignorance in terms of quality</p> <p>Technocrat</p> <ul style="list-style-type: none"> • The project was necessary and focused, we had failed enforcing accountability at water source level due to lack of follow up but from the reports there is a change. Plans are focused more on water <p>Elected Leader</p> <ul style="list-style-type: none"> • <i>"The project was extremely necessary. It has served as an eye opener. Even leaders can account and the community can demand" ... if decentralization is to be followed then good governance is necessary it gives a sense of ownership."</i> <p>Technocrat</p> <ul style="list-style-type: none"> • Project necessary when you look at the situation now and before and the performance of the two Sub-counties, we still need it <p>Technocrat</p> <ul style="list-style-type: none"> • For sure the project was necessary because there is transparency. Previously it was difficult to disclose budgets. Now we know how openness can help to avoid suspicion from other players
<p>Efficiency</p>	<ul style="list-style-type: none"> • Facilitation was OK, the meetings were participatory, all stakeholders shared freely. • Time was good and enough • The project should involve lower LC I. The problem with them they 	<p>Technocrat</p> <ul style="list-style-type: none"> • Government policies are enforced • Timing for the project was good and participants were appropriate since they were 	<ul style="list-style-type: none"> • Have adapted the tool for self assessment and analysis • The project was well facilitated, facilitators were knowledgeable, time for the dialogue activities was adequate, duration of the project appropriate but,



	<p>want tasks</p> <ul style="list-style-type: none"> • If an LC does not have sanitation and hygiene facilities in his home he can benefit from NUSAF and this has increased latrine coverage <p>Technocrat</p> <ul style="list-style-type: none"> • The project was well coordinated, there was constant interaction between CAO and CEFORD • The project takes time to be understood, the staff working for CEFORD are well trained • The approach they used was good “to change attitude is not simple task” • The methods was able to change attitude e.g. there is now remedial teaching • Attendance of teachers and pupils have also improved even when WFP stopped feeding programme temporarily affected attendance there is improved attention and drop out is low,% of girls P.7 completion has increased, unwanted pregnancies and child labour have reduced <p>Technocrat</p> <ul style="list-style-type: none"> • Focused on the activities of the district to communicate to the district level • Tools like quarterly meetings, they are summarized and easy to understand. The Gantt chart 	<p>heads of departments. More teachers should have been involved</p> <ul style="list-style-type: none"> • 2 years are enough for the project, another project should last 3 years in Dufile and Aliba should be included since there is low latrine coverage • Participatory method used in training was good there was no domination, people were free to share <p>Technocrat</p> <ul style="list-style-type: none"> • SCWSSC have been revitalized in 2 Sub-counties and are doing much better, they know their roles • The project only targeted 2 Sub-counties, participants were both politicians and technical staff which was good • The project has not been too practical in showing example • Period too short at least 5 years • I like the way it was coordinated with NETWAS and IRC <p>NGO</p> <ul style="list-style-type: none"> • District resource map plotting resources, it was a short project but has increased interaction between the local government and civil society • Dialogue raised issues, participants response and FDG 	<p><i>“we need another meeting for analysis of emerging issues and forging the way forward”</i>. Participants were appropriate</p> <p>Sub-county</p> <ul style="list-style-type: none"> • Maps used to location of water sources and Gantt charts, show budgetary allocations, used to demand services, we will continue to use then to show distribution of water sources by parishes, show the amount of money given • We will continue to use Self assessment card • Need more skills in record keeping • Dialoguing approach was good, it raised awareness on their responsibilities in service delivery <p>Technocrat</p> <ul style="list-style-type: none"> • Dialogue sessions and group discussion were good. Participatory approaches will continue to be used • Duration of 2 years not enough for change in attitude. About 4 – 5 years better <p>Technocrat</p> <ul style="list-style-type: none"> • Two years is not enough for adequate change, though latrine coverage improved • Resources were well managed, it targeted the right people but DISO should have been involved since they now monitor government projects • Good governance is practicing through giving public information through public displays • <i>“It is a good project, for the first time it was focused to a sector, but money should</i>
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	<p>summarises all the activities. The water office will be in charge and it will be incorporated in the technical planning meeting</p>	<p>bringing sectors together</p> <ul style="list-style-type: none"> • Resource mapping, FGD which bring issues a lay person understands, presenting issues in a practical way • The perception mood score cards are useful for school children in WASH • At community level joint action research is very important • Water user score card, they use it to establish whether there is improvement in hygiene, accountability, meetings, collection of user fees, are also assessed • Gantt charts are to be rolled out to other Sub-counties 	<p><i>have been given to government to ensure sustainability, if you know that you are going to hand over then you should have milestones....government stays forever”</i></p>
<p>Effectiveness</p>	<ul style="list-style-type: none"> • Mobilization for meeting was good, invitation letters were written, even requesting participants to prepare reports to be shared, and they gave enough time • Communities were trained on how to account, how to ask for the way the money they collect is used • Water user committees know their roles, water points are fenced to prevent animals from entering • Procedure of reporting from the LC I to the Sub-county which is LC III, and if they fail to get a hearing or response they report to the LCV 	<p>Technocrat</p> <ul style="list-style-type: none"> • In terms of people demanding for accountability there are so many things asked. They are talking on the radio...even in politics. Openness has improved • Budgets are shared, the TPC meets monthly, information is shared on public notice boards, report writing is encouraged and practiced <p>Technocrat</p> <ul style="list-style-type: none"> • Interdepartmental communication improved which has improved timely 	<ul style="list-style-type: none"> • Ownership of facilities has improved, there are community meetings at which accountability to the WU is made, the project redirected the district to practice good governance, <i>“now technical committees will invite you to their sectoral meetings”</i> (NGO Forum) • The Sub-county takes care of the Sub-county Development Project which the parish oversees. Accountability issues discussed on radio talk shows • SWSCC have been revitalized and instituted where they did not exist. They are active • Education has improved, parents are



	<p>secretary: for instance if they have paid their contribution for repair of borehole of Ug. Shs. 250,000/= and for two weeks nothing has been done they take the matter to a higher level so that the borehole is repaired</p> <ul style="list-style-type: none"> • In resettled areas boreholes have been repaired, last FY 30 were repaired, those that are abandoned due to repatriation we are keeping them because if they are dismantled we shall not be able to track those that can be used as spares. We are protecting those that are deep rural • People in the district no longer ask irrelevant questions, they know the plan and ask about what was planned because lower cadres are involved, parish development committees were also trained how to plan. People question any changes that do not involve them • Attendance of the DWSCCS is good even though we do not have a substantive water engineer; there is allowance so people turn up <p>Technocrat</p> <ul style="list-style-type: none"> • The Royal Netherlands procured and installed, through EDF. SMS were trained in maintenance of facilities • The project brought stakeholders 	<p>implementation of activities</p> <ul style="list-style-type: none"> • We account for money before making another request, lower government are free to request for services and we involve them in planning • We visit the Sub-county quarterly to give feedback on inspection and with them forge a way forward • In schools have improved WASH. The administrative structure a responsible teacher is assigned and prefects are responsible for WASH • TPM are better organized, we prepare to share, we also have planning meeting at departmental level • DTP meeting involves WASH situation in schools • Both the school and the community are involved in the OM of water tanks, bore holes and gravity water facilities • Good governance and accountability are emphasized in our meetings and peer pressure will make officers to change • PTA meeting have improved due to the project, they know their roles <p>After the dialogue 2009, a meeting between the technical</p>	<p>more involved</p> <p>Benefits to various stakeholders</p> <ul style="list-style-type: none"> • The district was able to implement the development plan aspect of community sensitization on how to take care of water facilities • Sub-county has realized their role in ensuring effective service delivery to the communities • CBOs now know how to engage the Sub-county • Improved relationship between the schools and the communities with regards to sharing water facilities," <i>now the community members use the water when the schools are in recess in Akworo</i>" • Technical committees are regular – quarterly. The DWSCC discusses WASH issues, NGOs are involved, participation has improved • There is sharing of plans and budgets <p>Sub-county</p> <ul style="list-style-type: none"> • Documentation and record keeping improved, meetings, payment of user fees , sanitation in schools improved • These days the fee is not spent extravagantly, only used to maintain water source • Improvement in good governance, previously WC were not formed • 16 boreholes have opened accounts • There is improved water chain from the source to the homes – women clean the surrounding of the bore hole and jerry
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	<p>closer in terms of addressing issues, ownership of facilities: if a community requests for a school, the structure is provided and care is in the hands of the community because they demanded for it</p> <ul style="list-style-type: none"> • Communities and committees collect money for OM and this has covered all boreholes • Service providers know their rights e.g. issues of procurement have been opened to the service providers. In case of a dispute they know which office to contact, before this was handled by the district. Tender board which was composed of politicians. Under the current arrangement the technical staff are involved, no lobbying, no political influence, bribing is avoided and there is transparency, with checks and balances • A management body is composed of: the foundations bodies, representative from parents, Sub-county reps, parish reps, district reps, teachers, reps of the Old boys and Old girls can form a dialogue to handle any issues that arise • In Pekele they held a meeting and realized that the school did not have a latrine for boys. Parents have agreed to contribute money towards construction of a 	<p>staff and politicians was convened to iron out issues</p> <p>Technocrat</p> <ul style="list-style-type: none"> • The project made it easy for us to interact with the Sub-county activities. We hold meetings to evaluate plans and advise where there are challenges • We communicate funding releases through public display of information, posters on Sub-county board awareness has improved at community level • WUC have realized the need for OM, they raise funds and have been advised to open accounts with circles, payments vary according to agreement at community level • <i>“What impressed me is the transparency. This time everybody is transparent no hiding of information e.g. if I want information on water it is readily available”</i> • Collaboration and team work <i>“we do not stick to our professing we are transparent with budgets, politicians play their role of mobilization at all levels”</i> • In the district the practice of good governance is at 70%, it has improved the level of cooperation 	<p>cans are washed</p> <ul style="list-style-type: none"> • In schools PTA meet to discuss WASH issues, we used not to have health prefects • SWSCC meet quarterly • Health of the pupils and teachers has improved <p>Politician</p> <ul style="list-style-type: none"> • The level of understanding in the two Sub-counties is at a higher level compared to other Sub-counties, their conscious has been reawakened, they are able to demand services, other Sub-counties still feel that whatever is in their Sub-counties belongs to the government <p>Technocrat</p> <ul style="list-style-type: none"> • District coordination meetings have improved <p>WO</p> <ul style="list-style-type: none"> • Attitude of people at community level has changed, they have started demanding for water, the district is aware of how governance ensures sustainability/maintenances and disposal of facilities that are redundant • The project helped to highlight O&M, previously it would be the first item to delete from the budget in case of shortage • Regular quarterly meetings • Communities are empowered to demand for water services, the district is able to support areas that were formerly unaddressed
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	<p>temporary latrine.</p> <ul style="list-style-type: none"> The chairman came to make a follow up of their proposal in the Sub-county plan and when I checked for him in the district technical planning record, I found that their proposal was considered but money had not been released <p>Technocrat</p> <ul style="list-style-type: none"> They call us for quarterly water and sanitation meetings, which have a good turnout. Drilling of boreholes area of location, dry water points, now bore holes in refugee camps and are well organized meetings The WO give that safe water coverage used to be 72% and 74%, latrine coverage was 69% but now it has dropped. The problem is staff shortage, two Sub-counties do not have environmental officers, some have been assigned more work Technical planning meetings are regular - when you are absent and represented you are given a verbal report on action to be done The DWSCC are regular, at least ¾ turn up and those who miss are engaged. We do not have problems with politicians. For instance when they find the health centre closed at 10:00am they call us (DMO) and we 	<ul style="list-style-type: none"> There is preconstruction community mobilization The interactive and lecture method, field visits were good Latrine coverage has improved Planning and budgeting are done at Sub-county level, we share work plans on quarterly basis There is good relationship. We hold WSCC meetings before some district leaders were not attending , committee meetings are now frequent <p>Technocrat</p> <ul style="list-style-type: none"> The DWSCC brings together all stakeholders including NGOs, share information in interactive meetings NGO Forum actors share experiences, all NGOs are members The level of consciousness at community level has improved, community members demand for services, issue receipts so that we are able to track payments, they hold people accountable at every level CEFORD introduced tools which will be institutionalized as they are used in planning to ease implementation As a district we are at about 80% in terms of good governance and 	<ul style="list-style-type: none"> In Paidha they employed a security guard for a bore hole <p>Technocrat</p> <ul style="list-style-type: none"> Reporting not yet very regular, coordination at TPC better <p>Technocrat</p> <ul style="list-style-type: none"> The lesson that I learnt is that we should not prescribe: do A, B, C, D. For the first time the communities were able to come up with issues in their own area, they came up with strategies relevant to their own resources The project improved entry into community and the participatory tools stimulated children to think about latrines and hand washing Governance of resources; they learnt that they are for their own good – previously the thinking was that the borehole belongs to the water department Contractors could just begin drilling, these days they ask the community, they are accountable to the people Practice of good governance and accountability at 60%
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	<p>follow up</p> <ul style="list-style-type: none"> School health programme involves us in their meetings, the assistant DHO did water surveillance - testing water or budgeting. There are health unit management committees <p>Technocrat</p> <ul style="list-style-type: none"> At community level there is a change in cleanliness, there is fencing around the water source , taking part in management meetings at village level there was a proposal to roll it out Communities attitude towards WASH have changed. Schools have bathrooms, health clubs, sweeping at water points, availing rubbish pits There are changes within the technical planning committees, they meet monthly, have a penalty if the district did not sit and those who came for monitoring check for minutes and attendance People give information about projects e.g. NAADs, LGMS, NUSURP, progress, plans achieved. Written for all members People are planning, we share resource allocation. There is free interaction with political leaders, schools committees scrutinize the budget. DWSCC involves all sectors 	<p>accountability</p> <p>Technocrat</p> <ul style="list-style-type: none"> The community have understood and are able to participate in meetings People who have attended pass on information to other people especially women Women teach other women how to clean the jerry cans - safe water chain, hand washing facilities etc People take responsibility as assigned. We communicate to the community through radio after news, and sometimes write to them There is improvement, if you do shoddy work the community members who are now monitoring tell you to redo it There is a sense of community ownership The project has encouraged training of more pump mechanics We share reports from the Sub-county and get feedback on what they have done, gave them technical support in opening accounts <p>Technocrat</p> <ul style="list-style-type: none"> Get information from his colleague who attends. The 	
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	<p>and meets quarterly, attendance is good, CSOs are also involved for the bore</p>	<p>project has had impact in terms of O&M</p> <ul style="list-style-type: none"> • Planning is participatory right from the community • Communicated through a newsletter distributed to the lower institutions and Sub-county 	
<p>Sustainability</p>	<ul style="list-style-type: none"> • Civil servants attend the council meetings, where there is need for clarification they are called upon to explain. And whenever there were problems they would call a meeting to discuss issues and solve them. About this time with CEFORD it was routine that people present their views freely, before they are called. People do not get annoyed, they do not say that “they are pointing fingers at me”, they talk freely • For continuity the planning unit will be responsible and there are several sources of funding where the dialogue activities can fit - for instance, under the equalization grant it can be considered under capacity building • With the current Water Officer the technical capacity will be lacking <p>Technocrat</p> <ul style="list-style-type: none"> • Evaluate and forge the way forward • This project was very useful to the district. It should be scaled up to 	<p>School Management</p> <ul style="list-style-type: none"> • Inadequate funding. Schools depend on UPE funds, hand washing facilities are catered for under the emergency funds. “For repair of those that are leaking we are relying on parents and they now know their role. Some parents can contribute towards maintenance and sustainability” <p>Technocrat</p> <ul style="list-style-type: none"> • The presence of structures will ensure sustainability now that they know their roles. Communities at water sources were involved. We have facilitators at Sub-county level, the district gives overall guidance on issues that are not emphasized • Software has been decentralized, the SCC is supposed to work with the communities in the whole district 	<ul style="list-style-type: none"> • Synergy created will ensure sustainability. Both political and technical are involved • Working with the local CBOS and institutions will ensure sustainability. Those institutions are permanent and there are policies • The project should be extended to the Sub-counties along the lake shore <p>Sub-county</p> <ul style="list-style-type: none"> • School foundation body, councilors be sensitized, the project will be integrated <p>Politician</p> <ul style="list-style-type: none"> • This project may fall under community development, government should take it up <p>Technocrat</p> <ul style="list-style-type: none"> • CDO at Sub-county level is better placed to ensure sustainability of the project. They are facilitated with motor cycles • This can be funded under conditional grant, in response to Kampala declaration act whereby model villages are set up with all sanitary requirements. Funds can be committed for sanitary activities alongside continued advocacy for



	<p>Sub- counties where it has not been implemented e.g. Amuru which is new and has challenges, Gulu, especially the recently created districts should benefit. The DEO Gulu said that they gave land for the location of the headquarters and they want payment for it. They have disagreed on the location and it has to be relocated</p> <ul style="list-style-type: none"> • Also in Dzaipi community, the community refused to give land that was near a borehole for school construction with expectation of charging the contractor Ug. Shs. 1000/= for water from the nearby river for construction 	<ul style="list-style-type: none"> • At implementation level we have integrated approach, when we meet the community we handle all issues • There is community contribution which has been turned into a cash round. The DWSCS strengthen them in terms of supervision and WASH will be integrated in the budget • The district will be able to perform effectively, the programme identified gaps the district was able to share • Some programmes will be integrated using local revenue. The district has a small revenue base <p>Technocrat</p> <ul style="list-style-type: none"> • There is flexibility in utilization of funds from the centre. It should be possible to have WASH issues catered for • Women have more access to information than men • There is trust in management and positive change in attitude to about 50% 	<p>resource allocation</p> <p>Technocrat</p> <ul style="list-style-type: none"> • Tasked to harmonize Gantt charts into Sub-county reporting systems, get all Sub-counties to produce Gantt charts they are working on a dummy which will be installed on Sub-county computers • The district is still at 50% in practicing good governance and accountability. <p>Technocrat</p> <ul style="list-style-type: none"> • Water and health will be responsible to ensure that the project is integrated in the annual plan and budgets • SDP operation and maintenance with right leadership community will continue to give accountability • Gantt chart and Maps are good tools
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Annex 2 Stakeholder participants in the Evaluation

Adjumani

Ambayo Mark Dragu	DEO
Unzia Martine	Ag. CAO
Adunia Anne Mary	DMO
Moini Fred	Planner
Habib Abubakar	ACAO
Mawadri Solomon	DCDO
Amoko Daniel Simba	LCV S.Soc.
Adrawa Charles Young	Acord

Nebbi District

Ogamdkogwa Moses	NGO Forum
Betty A.D. Adima	RDC
Amule Julius	DCDO
Biyomotho Jimmy	WO
Yoacel Joseph	LCV Sec
Akera John Bosco	ACAO
Angala Patrick	Educ Officer
Andronzi	DHI

Moyo

Aloka Aloisius	CAO
Edema Wilson	Ass. IoSch
Adibaku Marchello	DHI
Tabu Job	ACAO
Izale Omeni Albert	DCDO
Drangwili Santos	NGO Forum
Ireku George Mbaya	Planner
Mildred Ocokoru	LCV Sec
Sub-county Focus Group discussion	



Ciforo Sub-county team

Mindra Francis	Sub-county chief
Drichi Wilson	Health Asst
Dipio Frances	ACDO

CEFORD

John Bosco Okaya	Nebbi
Kotura James	Moyo

Akworo Sub-county team

Onen John Komakech	C/man LCIII
Pichan Jane Joyce	C/P Women III
Okecho Emanuel	Health Asst
Opira Fred Abok	C/M SMC
Olwor Patrick	DCO

Moyo Sub-county team

Eberuku Pius	SAS
Anyama Charlie	Parish chief
Okidi Titus	H/Asst
Murenza A. Limo	CDO
Apiku Charles Wilson	HTR-Moyo Boys
Apiko Mildred	Accts. Asst
Ariga Richard	Sub Chief

