THE REPULBIC OF UGANDA

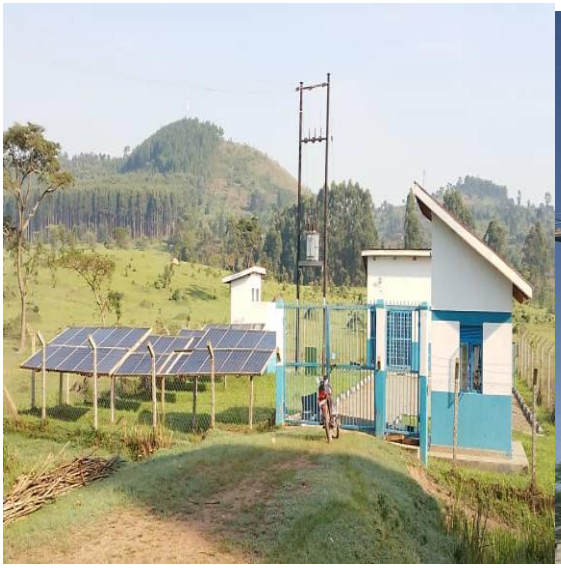
MINISTRY OF WATER AND ENVIRONMENT

Sustainable Water Supply Service Delivery in Uganda's Refugee Settlements and Host Communities

A Strategic Transition Framework for the Transitioning of Water Services-2025/26-2034/35









February 2025

TABLE OF CONTENTS

Table of Contents ii
Executive Summary iv
1. Background and Rationale 1
2. Situation Analysis 4
2.1 Overview of the Status of Transition in the Water Sector 4
2.2 Operation and Maintenance Cost implication for the transitioning in select RHDs 7
2.3 Water Sector Actual Releases Against Budget in Select RHDs 8
2.4 Identified Key Challenges During Transitioning 9
2.5 Building Blocks of a Successful Transition 13
2.6 Strategic Focus Areas During Transition 16
3. Strategic Direction Of The Transition Plan 17
3.1 Vision 17
3.2 Mission 17
3.3 Goal 17
3.4 Purpose 17
3.5 Objectives 17
3.6 Transition Principles 18
3.7 Theory of Change 20
3.8 Key Results And Actions 21
3.9 Transition Approach 30
3.10 Timeline and Key Milestones 31
3.11 Cross-cutting Issues 36
4. Transition Governance in the Water Sector 39
4.1 Accountability and Coordination Mechanism 39
4.2 Roles And Responsibilities during transition 40
5. Resources And Budget for transition water sector 49
5.1 Cost Estimates 49
5.2 Resource Mobilization 59
6. Risk Management 59
6.1 Risk Context 59
6.2 Water Source Protection Guidelines 63
7. Monitoring, Reporting and Communicating Progress 65
7.1 Monitoring and Reporting 66
7.2 Communicating Progress 66

Appendices 67
8.1 Implementation Framework 67
8.2 M and E Framework for Strategic Interventions and Activities 76
8.3 Detailed Cost Estimates 95
8.4 RACI 115
8.5 Templates for Transition of Water Services 119

EXECUTIVE SUMMARY

This water sector transition roadmap is part of the National Transition Strategy (NTS) 2024/25-2034/35. The Government of Uganda, in collaboration with humanitarian donors and development partners, has prioritized the transition of social services to a government-led, development-oriented system to ensure sustainable service delivery for refugees and host communities. In the water sector, this transition entails shifting from partner-managed water supply systems to government-managed models through national utilities such as the National Water and Sewerage Corporation (NWSC) and regional umbrella utilities like the Northern Umbrella for Water and Sanitation (NUWS).

This transition is driven by Uganda's protracted refugee situation, rising refugee numbers, and declining humanitarian funding, necessitating a shift from parallel humanitarian service delivery to integrated national water management systems. While some progress has been made-such as the handover of Rwamwanja's water supply to NWSC and NUWS managing 100 refugee water systems-financial constraints, infrastructure deficiencies, and operational sustainability remain key challenges.

To address these issues, the Ministry of Water and Environment (MWE), with support from German Development Cooperation, developed the Water Supply and Sanitation for Refugee Settlements and Host Communities in Northern Uganda: Transition Roadmap and Operator Model in 2023, focusing on West Nile. However, a comprehensive national framework is needed to guide the phased transition across all refugee-hosting districts (RHDs). This transition framework seeks to integrate water services for both refugees and host communities, ensuring infrastructure optimization, financial viability, and institutional capacity building to support sustainable service delivery.

Challenges in the Water Sector Transition

Despite progress in handing over water services to government management, several challenges threaten sustainability and efficiency. Key issues include data inaccuracies, poor coordination among stakeholders, and limited access to improved water and sanitation facilities, with inadequate hygiene infrastructure disproportionately affecting women and girls. Financial sustainability remains a critical concern, as water tariffs in utility-managed schemes do not cover operational costs, while heavy reliance on partner funding raises long-term viability risks.

Infrastructure challenges persist, as emergency water systems were not designed for long-term utility management, requiring rehabilitation and optimization. Seasonal water shortages and over-reliance on boreholes and water trucking exacerbate access issues, while water quality concerns pose health risks. The uncertainty of refugees' ability to pay for water services further complicates the transition process.

Staffing shortages and technical capacity gaps hinder effective management of water systems, with recruitment delays and wage bill constraints preventing the hiring of essential personnel. Additionally, land conflicts, population growth, and poor documentation of handovers create further barriers to a seamless transition. Strengthening government capacity, improving coordination mechanisms, and securing financial commitments for system upgrades are essential to ensuring sustainable water service delivery in refugee-hosting districts.

Building Blocks of a Successful Transition

To ensure a successful transition of water services to government management, a **zonal approach** is essential to prevent disparities in service access and willingness to pay. The process must include **system rehabilitation**, addressing infrastructure deficiencies from emergency setups to prevent frequent breakdowns and high operating costs. **Community engagement and sensitization** on water payments are critical to fostering ownership and financial sustainability.

Strengthening **maintenance and monitoring** mechanisms, including effective data collection via the Utility Performance Monitoring and Information System (UPMIS), will enhance service quality and accountability. **Capacity building** is also necessary, equipping local government teams with technical skills and tools to manage water systems effectively. Additionally, **sustained financing** must be secured for priority repairs, metering, and operational subsidies in the early transition phase.

Promoting **self-reliance among refugees** through integration into government economic programs will enhance their ability to pay for services. **Humanitarian actors** should remain engaged in technical support and emergency interventions. **Standardized transition templates**, **capital investment transparency**, and **stronger coordination mechanisms** among stakeholders, including government ministries, donors, and humanitarian agencies, are vital to ensuring a smooth transition.

Finally, clear **service agreements**, **flexible budgeting**, and **innovative funding mechanisms**, such as extending water connections to private homes for a fee, will help sustain water utilities in refugee-hosting districts.

Strategic Direction of the Plan

Vision

A sustainable and equitable water supply system in Uganda's refugee settlements and host communities, ensuring access to safe water facilities for all, fostering resilience and improved health outcomes.

Mission

To enhance water supply service delivery in Uganda's refugee settlements and host communities through the strategic transition of water facilities and systems, promoting collaboration among stakeholders, empowering local communities, and ensuring sustainable management of resources for future generations.

Goal

To achieve integrated and sustainable water supply services in refugee settlements and host communities in Uganda, ensuring universal access to safe water while enhancing community capacity, improving health standards, and fostering resilience against environmental challenges.

Purpose

To establish a sustainable, government-led framework that ensures reliable and equitable water service delivery in Uganda’s refugee-hosting districts. This plan aims to shift from emergency-based, partner-managed water services to an integrated system aligned with national MWE policies and development goals. By enhancing local capacity, strengthening infrastructure, and promoting coordinated stakeholder engagement, the transition plan seeks to create long-term resilience in water access for both refugee and host communities, supporting social cohesion and sustainable development.

Transition Principles

The following principles provide guidance to all the stakeholders in the implementation of a successful water sector transition plan:

Shared Responsibility: This principle acknowledges that the transition from humanitarian-managed to government-led water services requires a collective commitment from government entities, humanitarian organizations, development partners, local authorities, and communities. Each stakeholder has a distinct role to play.

Sustainability and Resilience: Prioritize long-term, resilient water solutions that can withstand population growth, environmental pressures, and climate change, ensuring ongoing service delivery for both refugees and host communities.

Government Ownership and Leadership: Align with national policies and foster strong government leadership to ensure that water services transition effectively into government-managed systems, promoting accountability and continuity.

Inclusivity and Equity: Ensure equal access to safe water for all, addressing the specific needs of vulnerable groups, including women, children, and individuals with disabilities in both refugee and host populations.

Stakeholder Collaboration: Promote robust partnerships among government, humanitarian organizations, NGOs, and the private sector, leveraging diverse expertise and resources to support the transition process.

Evidence-Based Decision-Making: Utilize data-driven insights for planning, monitoring, and adjusting interventions to ensure adaptive management and the effective use of resources.

Community Engagement and Empowerment: Involve local communities in the planning, implementation, and maintenance of water services to foster ownership, build capacity, and enhance service sustainability.

Transparency and Accountability: Maintain open communication channels and transparent reporting processes to build trust among stakeholders, enabling mutual accountability and informed decision-making.

Environmental Stewardship: Implement water solutions that minimize environmental impact and protect local water resources to ensure a sustainable water supply for future generations.

Enhancing Refugees' Self-Reliance: Promote livelihood projects to build the capacity of refugees to pay for water services.

Transition Approach

This transition plan adopts with modifications the model that was developed for the Northern Region under the Transition Roadmap and the Gazette Develop Transfer (GDT) Model. The phased strategic framework for the water sector emphasizes the need to stabilize immediate access to water while building resilient, sustainable water systems.

Phase 1: Preparatory (Gazette and Formal Handover)

Gazette Settlements:

1. MWE officially gazettes all refugee settlements under designated authorities of Areas Service Providers
2. Conduct joint assessments of water supply infrastructure to establish inventories.
3. Clarify land ownership and secure water source abstraction permits.
4. Develop master plans and detailed engineering designs.

Formal Handover:

5. Zone-by-zone formal transfer of service delivery responsibility to NUWS or other designated authorities.
6. Create zonal water boards with refugee and host community representatives.

Phase 2: Develop

MoU Design and Lifecycle:

1. Operationalize MoUs and financial commitments during the transition.

Capacity Development:

2. Recruit, train, and equip NUWS staff for technical and managerial roles.
3. Build operational capacity

Infrastructure Optimization and Development:

4. Undertake priority repairs, metering, and upgrades to existing water systems.
5. Replace diesel generators with cost-efficient and climate-resilient systems
6. Extend and interconnect water infrastructure to optimize service coverage.

Financial Viability Preparation:

7. Implement promotional connection campaigns with subsidized fees

Phase 3: Transfer Operations and Management

Operational Takeover:

1. National water utilities (e.g. NUWS) assumes full responsibility for O&M and financial management of water systems.
2. Begin phased billing for individual and institutional connections using electronic systems.

Performance Monitoring and Reporting:

3. Set and monitor performance targets for service providers.

Customer and Community Engagement on Billing systems:

4. Conduct community sensitization on billing systems, customer rights, transition to paid services.
5. Introduce pro-poor tariffs and initiate payment for water at PSPs based on vulnerability categories.

Cost Reduction Investments:

Phase 4: Sustainable Operations

Cost-Recovery Operations:

1. Achieve full cost recovery through gradually increased tariffs while maintaining affordability for vulnerable groups.
2. Subsidies maintained only for extremely vulnerable individuals

Sustainable Service Delivery:

3. Ensure stable, long-term utility operations with resilient financial and technical systems.
4. Strengthen partnerships with development actors for ongoing technical support and capital investments.

Ongoing Monitoring:

5. Regularly assess and adjust operational and financial performance to maintain sustainability.

6. Conduct periodic evaluations to

Cross-Phase Actions

Coordination: Strengthen multi-stakeholder collaboration, partnership and ownership, with national and district governments leading the process with and development partners acting as catalytic and facilitators.

Stakeholder Engagement: Stakeholder mapping and consensus building; Engage communities and key actors to ensure inclusivity, trust, and support for transition actions; Mapping Vulnerabilities

Capacity Building and Investment: Prioritize capacity-building efforts and climate-resilient investments to enhance financial and operational viability (Repairs, metering, interconnections, extensions, replacements of diesel generators to reduce operation costs).

Cost Estimates

The costing of the transition plan for the water sector has two components; 1) the costing associated with the transitioning of the water systems; and 2) the costing of the proposed interventions under the specific objectives based on the Strategic Focus Areas to ensure that transition is successful. The total cost estimate for the water sector is **UGX 571,513,278,000** (USD 158,753,688) using an exchange rate of UGX 3,600.

S.N.	Cost Item	Amount (UGX)	
1.	Settlements Gazetted but not handed over	Short-term	Long-term
		9,980,000,000	50,530,000,000
2.	Unfunded gazetted settlements		103,600,000,000
3.	Settlements not gazetted		290,512,278,000
4.	Development of Master Plans and Detailed Engineering Designs for 11 settlements		15,840,000,000
5.	Specific Objectives		
	Objective 1: To enhance data accuracy and documentation for water infrastructure to support effective planning and management in refugee-hosting districts		11,962,000,000
	Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition		8,955,000,000
	Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase		7,940,000,000
	Objective 4: To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions		40,410,000,000
	Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure		24,520,000,000
	Objective 6: To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition		7,264,000,000
	Grand Total		**571,513,278,000**

1. BACKGROUND AND RATIONALE

In order to strengthen a government-led, development-oriented system of service delivery for refugees and host communities, the so-called transition of social services has been one of the strategic priorities of the Government of Uganda and partners for the last five years or so. Transition management describes the smooth transfer from parallel systems of partner-managed services (facilities, human resources, consumables, and management) for refugees and host communities to a system sustainably managed by the Government with support from partners.

The transition process is driven by the protracted refugee situation in Uganda, coupled with continuously rising numbers and declining humanitarian funds, which has led to the recognition that it is not sustainable to maintain the humanitarian model of service delivery (i.e. parallel service delivery through partners) in the long run. Additionally, the integrated approach to service delivery for refugees reflects the Governments commitments to the Global Compact on Refugees (GCR) and its Comprehensive Refugee Response Framework (CRRF). As part of the implementation of the CRRF in Uganda, line ministries developed sector response plans to address service delivery gaps for refugees. In 2019, the Ministry of Water and Environment (MWE) initiated the Water and Environment Sector Refugee Response Plan (WESRRP, 2019) for comprehensive planning of water and environment needs in refugee areas and host communities. The WESRRP expired in June 2023[1] and is currently being revised. It includes measures to strengthen policies and systems for sustainable service delivery, enhance water system operations and maintenance, and improve data management.

As co-convenor of the Global Refugee Forum 2023, the largest international gathering on refugees, the Government of Uganda pledged to continue managing and integrating the infrastructure and services specifically in health, education, and water aligned with the government requirements in a phased approach.

The transfer of water supply services in refugee settlements from humanitarian to Government planning and management requires adopting the country's established water service models through National Water Authorities such as the National Water and Sewerage Corporation (NWSC) and regional umbrella utilities such as the Northern Umbrella for Water and Sanitation (NUWS). Regional utilities such as NUWS were created to improve the management of Uganda's small piped water systems that are not managed

[1] UNHCR (2024). WASH Dashboard: Uganda Country Refugee Response Plan 2024-2025 for Quarter 2, April-June 2024

by NWSC. Their key senior staff are recruited, paid and supervised by the MWE and MWE provides financial support for investments (rehabilitations, extensions, subsidised connections) using funding from the Government of Uganda, World Bank and other donors.

The integration of water supply in refugee resettlements into national water management systems is already ongoing: in 2019, the water supply systems in Rwamwanja settlement were handed over to the NWSC. One of the main challenges in Rwamwanja has been financial constraints, which led to the decision of the NWSC to refuse taking over further settlements unless the funding of the infrastructure improvements and operational deficit is secured so that there is no burden transfer to the government given the fact that the refugees may not be able to pay for water while UNHCR is constrained to subsidize.

The NUWS is currently managing 100 water systems across the West Nile and Northern regions. Out of these, the umbrella is managing 35 refugee water supply systems in Rhino Camp, Bidibidi and Adjumani. Of these, 12 were taken over by NUWS directly after construction and were not handed over from NGO management, while 23 were rehabilitated and handed over with support from German Development Cooperation. Despite being managed by NUWS, they are in practice still operated by Water Mission and can therefore not yet be considered as having fully transitioned.

Successful transition in the water sector hinges on financial viability and the capacity of local authorities (among others the water utilities) to adopt the governance, management, and operational changes needed to integrate water services in refugee-hosting districts. With support from development partners, the MWE is focused on building the capacity of local governments and water authorities to handle these additional responsibilities. This includes ensuring that transferred systems are functional, meet national water standards, and are in good condition to avoid placing an immediate financial and operational burden on the authorities. As the water systems in refugee settlements were constructed in a humanitarian emergency situation and not with a view to long-term sustainable utility operations, they partly require optimization and rehabilitation to ensure that they are fit for handover to the government.

In order to address some of these challenges, the MWE with support from German Development Cooperation, developed the *Water Supply and Sanitation for Refugee Settlements and Host Communities in Northern Uganda: Transition Roadmap and Operator Model for the Handover of Water Supply Systems in West Nile,* which was finalised in July 2023. As the roadmap only covers one region (specifically focusing on the water infrastructure in Bidibidi, Imvempi and Rhino Camp), it does not address unique

challenges in other refugee-hosting Districts (RHDs), e.g. for the South-West, were NWSC rather than NUWS is in charge of management.

However, it provides a good basis to come up with a whole of government framework to guide the smooth transition of water supply services in refugee settlements and RHDs to District Local Governments (DLGs), water supply utilities, area service providers, and communities. Just like the roadmap prepared by MWE for West Nile, this transition framework proposes a phased approach to ensure sustainable water service delivery in RHDs in Uganda. It focuses on integrating services for both refugees and host communities while addressing infrastructure, resource management, and institutional capacity.

2. SITUATION ANALYSIS

This situation analysis provides a comprehensive overview of the current state of transitioning water services within Uganda's refugee response, examining both the achievements and the persistent challenges facing the sector. With Uganda hosting one of the largest refugee populations in the world, the demand for accessible, safe, and sustainable water sources has grown significantly, placing added strain on resources and infrastructure in RHDs.

The analysis highlights the operational frameworks, resource allocation, and service delivery models currently in place, and assesses their alignment with national water standards and sustainable development goals. By identifying gaps, bottlenecks, and areas of opportunity, this assessment aims to inform the development of a strategic transition plan, enabling a shift from emergency-based water service provision to a government-led, resilient water system. Ultimately, this analysis lays the groundwork for a coordinated approach to enhancing water access, equity, and long-term sustainability for both refugees and host communities.

2.1 OVERVIEW OF THE STATUS OF TRANSITION IN THE WATER SECTOR

According to UNHCR's WASH Gap Analysis (February 2024), 89% of the refugee population is supplied by piped water, the remaining 11% by point water sources (handpumps), with about 24.3 million litres of water supplied daily through 221 motorized water systems and 1,057 handpumps, ensuring average access to water of 17 litres per person per day[2]. However, there was a reduction of access to water supply from 17lpd in Q1 of 2024 to 16lpd in Q2 due to prolonged breakdown of water systems in some refugee settlements[3]. Refugees are increasingly involved in service delivery, promoting ownership and sustainability through their willingness to pay for water based on the interactions with the various refugee groups and as demonstrated by those considered wealthy who had individual water connections. However, there is no previous reliable experience of having refugees pay for water across the Country.

In 2019, Malteser International conducted a Willingness to Pay Study in Rhino Camp, which concluded that 87.6% of the interviewed households stated that they are willing to pay for water. All were willing to pay 500 UGX per month, 84% were willing to pay 1000 UGX per month, but only 30% were willing to pay 2000 per month. The study therefore, recommends a monthly water user fee of 1000 UGX per household. The current tariff applied by NUWS was 850 UGX/m³ (excluding VAT) for individual domestic and institutional connections (which is only 20% of the current NWSC tariff for domestic customers), and 500 UGX/m³ for public standpoints (PSPs), which translates to about 10 to 20 UGX per jerrycan. Net revenue only occurred for individual

[2] ibid
[3] ibid

connections (domestic and institutional), while PSPs did not generate any revenue, once the renumeration for PSP attendants was subtracted. With an average household size of 6 and a need of 20 litres per capita per day, a typical household needs 3600 litres of water per month. 1000 UGX per household per month would therefore be equivalent to a tariff of only 278 UGX per m^3, whereas the production costs are of the order of 2000 UGX per m^3.

For the South-Western region (specifically for Rwamwanja), transfer of selected established water systems to NWSC began as early as October 2019 with consultations that led to the signing of a Memorandum of Understanding (MoU) between UNHCR and NWSC for the management of water services in Rwamwanja refugee settlement (UNHCR 2019) in South-West Uganda. The MoU enabled the transfer of water schemes in refugee settlements from UNHCR to NWSC, including steps taken toward charging refugees modest user fees, designed to help sustain water services. An MoU governing transition on national level with MWE, OPM, UNHCR, and utilities has been drafted, but is yet to be signed, due to concerns about financial implications, as well as currently unresolved discussions on the feasibility of introducing a pro-poor tariff for refugees, on the same conditions as nationals. This points to the need to have a very clear sustainable financing framework for water services with clear roles and responsibilities among the stakeholders.

In terms of water services delivery, respondents interviewed during consultations meetings with key stakeholders and communities in the settlements sampled appreciated the efforts of partners like Nsamizi and Water Mission, which provided reliable and affordable water. However, when water services were transitioned to government management, the quality of water supplied initially declined, with frequent delays and shortages. Whereas notable improvements have been registered with transitioned water supply systems to government, none of them is operating completely independently due to financial and other resource constraints. Therefore, sustainable financing solutions will be required in order to provide more consistent, long-term water supply. The table below details water systems that have so far been rehabilitated and transitioned:

Table 1: Water systems rehabilitated and handed over in settlements

Name of Water Supply System Rehabilitated and handed over	Classification by Lot Number	Location Settlement	Sub-county	District
Zone 1-village 14 (World Vision)	Lot 1	Bibibidi	Romogi	Yumbe
Zone 1- Iyete	Lot 1	Bibibidi	Romogi	Yumbe
Zone 2 - Swinga 2	Lot 1	Bibibidi	Kochi	Yumbe
Zone 2-village 5 (ADRA)	Lot1	Bibibidi	Kochi	Yumbe
Zone 3-104m^3/hr BH (UNHCR)	Lot 2	Bibibidi	Kululu	Yumbe
Zone 5-60m^3/hr BH- (UNICEF)	Lot 2	Bibibidi	Odravu	Yumbe

Name of Water Supply System Rehabilitated and handed over	Classification by Lot Number	Location Settlement	Sub-county	District
Zone 5-Okuban system (NRC / OXFAM) Ariwa 1	Lot 2	Bibibidi	Ariwa	Yumbe
Zone 5-village 6 (CRS/ARC) Yangani	Lot 2	Bibibidi	Odravu	Yumbe
Zone 1-village 14 (World Vision)	Lot 1	Bibibidi	Romogi	Yumbe
Zone 1- Iyete	Lot 1	Bibibidi	Romogi	Yumbe
Zone 2 - Swinga 2	Lot 1	Bibibidi	Kochi	Yumbe
Zone 2-village 5 (ADRA)	Lot1	Bibibidi	Kochi	Yumbe
Zone 3-104m3/hr BH (UNHCR)	Lot 2	Bibibidi	Kululu	Yumbe
Zone 5-60m3/hr BH- (UNICEF)	Lot 2	Bibibidi	Odravu	Yumbe
Zone 5-Okuban system (NRC / OXFAM) Ariwa 1	Lot 2	Bibibidi	Ariwa	Yumbe
IAS Swap BH	Lot 3	Imvepi	Odupi	Terego
Longamere Ps	Lot 3	Imvepi	Odupi	Terego
Point H	Lot 3	Imvepi	Odupi	Terego
Yinga 2 UNHCR	Lot 3	Imvepi	Odupi	Terego
Olujobo PS	Lot 4	Rhino Camp	Rigbo	Madi-Okollo
20m3/hr BH, Tika, Rigbo Subcounty	Lot 4	Rhino Camp	Rigbo	Madi-Okollo
Ocea C	Lot 4	Rhino Camp	Ocea A-Katiku	Madi-Okollo
OFUA 2 DRC	Lot 5	Rhino Camp	Rigbo	Madi-Okollo
OFUA III (OXFAM ECHO I)	Lot 5	Rhino Camp	Uriama	Madi-Okollo
Ocea A- Katiku	Lot 5	Rhino Camp	Uriama	Madi-Okollo
Siripi - 50cu.m/hr borehole Artesian well	Lot 5	Rhino Camp	Rigbo	Madi-Okollo
Zone2- ACF Village 4 WSS	Lot 6	Bibibidi	Romogi	Yumbe
Zone 5-ACCORD Ayivu V14 WSS	Lot 6	Bibibidi	Ariwa	Yumbe
Zone 5-CRS/OXFAM Yangani	Lot 6	Bibibidi	Ariwa	Yumbe
Zone 5-village 6 (CRS/ARC) Yangani	Lot 6	Bibibidi	Odravu	Yumbe
Zone1-Likido WSS	Lot 6	Imvepi	Odupi	Terego

Table 2: Water systems pending rehabilitation in the settlements in Northern Uganda

S/N	Name of Water Supply System to be Rehabilitated 2024	Classification by Lot Number	Location Settlement	Sub-county	District
1	Zone 2 - OXFAM Swinga system 1	Lot 7	Kochi	Bidibidi	Yumbe
2	Yinga I, UNHCR	Lot 7	Odupi	Imvepi	Terego

S/N	Name of Water Supply System to be Rehabilitated 2024	Classification by Lot Number	Location Settlement	Sub-county	District
3	Ofua IV - nearby MWE scheme	Lot 7	Uriama	Rhino	Madi-Okollo
4	Zone 5 - Samaritan Purse Yangani Village 9	Lot 7	Ariwa	Bidibidi	Yumbe
5	OXFAM Echo 1- Ore	Lot 7	Odupi	Imvepi	Terego
6	Zone 3, village 5 WMU Yikuru	Lot 7	Odupi	Imvepi	Terego
7	Zone 1- Reception extension	Lot 7	Romogi	Bidibidi	Yumbe

Table 3: Systems that need solarisation

Settlement area	Name of the water systems	Solar/Hybrid	Status of Completion
Bidibidi	Zone 3 - Maltesser V8	Diesel	Solarization required
Bidibidi	Zone 3 - Dadranga V16	Diesel	Solarization required
Bidibidi	Zone 3 - Dada V11	Diesel	Solarization required
Bidibidi	Zone 2 - WM Upgrade V5	Diesel	Solarization required
Palabek Settlement – Lamwo	Zone 9	Diesel	Solarization required
Palabek Settlement – Lamwo	Zone 8	Diesel	Solarization required
Nakivale	Basecamp	Diesel	Solarization required
Nakivale	Misiera	Diesel	Solarization required
Nakivale	CESVI	Diesel	Solarization required
Nakivale	Kibengo	Diesel	Solarization required
Rwamwanja	Kabuga System (Spring)	Diesel	Solarization required

2.2 Operation and Maintenance Cost implication for the transitioning in select RHDs

The findings highlight some infrastructure gaps and funding challenges in the water systems across refugee settlements, which have direct implications for developing a national transition strategy. According to the MWE, an estimated US$ 27.26 million (UGX 103.6 Billion) is required for interventions in unfunded gazetted settlements as elaborated under the costing section (Section 5). The table 4 below shows the estimated monthly Operation and Maintenance (O&M) costs for Boreholes and Piped water systems in host communities by district. This demonstrates the burden of meeting O&M costs after the transition.

Table 4 Budget estimates for O&M in five (05) refugee hosting districts

District	No. of Boreholes	Total cost (UGX)	Piped water system	Total cost	Total monthly cost ALL
Adjumani	644	128,800,000	11	5,500,000	134,300,000
Koboko	405	405,000,000	1	1,500,000	406,500,000
Obongi	128	TBD -	14	TBD -	TBD -
Yumbe	951	142,650,000	6	9,000,000	151,650,000
Madi Okollo	398	TBD -	22	TBD -	-TBD
Terego	599	-	18	-	-

Source: Paper on "*Transition planning and management in the Refugee, Response Situation: overview of West Nile Refugee Hosting Districts and its implications on the Sustainability of Uganda' Refugee Response*" by Lemeriga George Origason, District Planner Obongi, and Chairperson, West Nile Planners' Forum.

2.3 WATER SECTOR ACTUAL RELEASES AGAINST BUDGET IN SELECT RHDS

Figure 1 shows that the budget releases by MoFPED for the water sector is very low, and this equally affects the water planned operations which directly has an impact on the quality of water services provided.

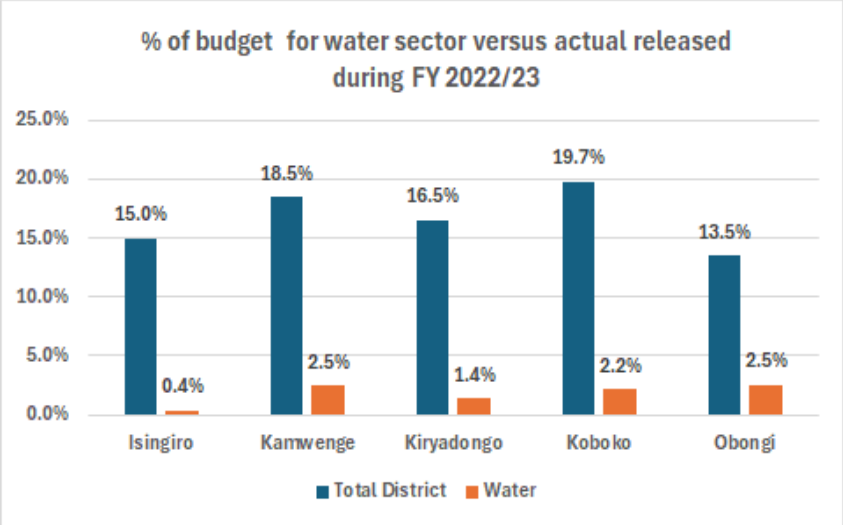


Figure 1: % age of budget for water sector versus actual release for FY 2022/23

This bar chart compares the percentage of the total district budget for the water sector versus the percentage of the sector budget released in five select RHDs during the financial year (FY) 2022/23.

For Isingiro District, the total district water sector budget was 15.0% of the total budget and only 0.4% was actually released. This shows a significant gap between the total district budget for the water sector and the sector release. This is very limited funding compared to the needs and will only become worse if transitioning is completed with an additional cost implication for running the systems by the DLGs. For the case of Kamwenge District, the total district water budget was 18.5% and only 2.5% was actually

released. The water sector received a relatively higher proportion compared to Isingiro, though it still lags behind the overall budget release. For the case of Kiryandongo District, the total district water sector budget was 16.5% and only 1.4% was released for the same FY. The water sector in Kiryandongo received less than 10% of the total district water sector budget, showing underfunding. In Koboko District, the water sector funding was relatively higher compared to other districts, but still significantly lower than the total district water budget. In the FY 2022/23, the total district budget water sector budget was 19.7% and the actual release was only 2.2%. For Obongi District, the total district water sector budget was 13.5% and only 2.5% was released. Although the total district water sector budget is the lowest in Obongi, the water sector received a higher proportion compared to other districts like Isingiro.

The results highlight a consistent pattern of underfunding in the water sector across these districts during FY 2022/23. Although the total district water sector budgets vary, the proportion of water sector allocations is notably small across the board, showing a lack of adequate resources dedicated to water services in these districts.

2.4 IDENTIFIED KEY CHALLENGES DURING TRANSITIONING

Despite the notable progress in the water transition process across all the regions, particularly in expanding the water supply system to improve access, several challenges persist in transitioning water facilities from humanitarian partners to government planning and management, jeopardizing the sustainability and efficiency of service delivery. Key challenges identified include data inaccuracies on the actual status of facilities, poor coordination among the partners (OPM, UNHCR, MWE, DLGs and partners), limited access to improved water and sanitation facilities, inadequate management of faecal sludge and solid waste, and insufficient hygiene infrastructure, particularly affecting women and girls. Moreover, staffing shortages, lack of technical skills, and inadequate financial resources limit the government's capacity to effectively manage the transitioning of water facilities. Continued heavy reliance on partner support even after transition has taken place further raises sustainability concerns especially in terms of the refugees being able to pay for water services, while environmental degradation and land conflicts add to the complexities of the transition.

Seasonal variations and over-reliance on boreholes and water trucking exacerbate the water access challenges. During the dry season, water sources often dry up, leading to severe shortages and forcing refugees to walk long distances to access water. Additionally, water quality is a significant concern, with reports indicating that 30% of

water samples tested in refugee settlements are contaminated with faecal coliforms, posing serious health risks[4].

Other specific challenges for transition in the water sector include:

1) **Financial viability of transition:** For the water schemes under NGO management, refugees do not pay for water, while the utility-managed schemes have introduced tariffs. However, the revenue generated through the tariffs is far from being sufficient to cover the operating costs. Umbrella organisations such as NUWS manage small water supply systems and do not manage any large towns that would generate sufficient revenue to cross-subsidize its operations in refugee settlements. The transition roadmap conducted for West Nile concluded that NUWS's operations in 12 refugee water systems are causing a monthly financial loss of about 15.7 million UGX. This deficit occurs even though the operation costs are being kept as low as possible, in terms of staffing and avoiding the use of diesel generators. Even for NWSC, the financial viability was a challenge. To make the transition viable, a commitment from others (be it GoU or partners) will be needed to cover the start-up costs for handover, the necessary infrastructure adaptations and the unavoidable cover the operational deficit until ability to pay is confirmed and revenue collections cover the operation costs. As also mentioned in the Roadmap for West Nile, handing over the infrastructure without the necessary financial support commitments would constitute a high risk, both for the reliability of water supply services to refugees and for the financial situation of water utilities.

2) **Shortfalls in Emergency Infrastructure:** Structures put in place under emergency situations are liable to mechanical fault, and other deficiencies. For instance, it was noted that some boreholes sunk, and pipelines laid during emergency could only serve for a short period, as some of them were reported to be dysfunctional and others not meeting the capacity to supply adequate water to the planned community due to poor design. Many systems established in emergencies do not meet the Ministry of Water and Environment's requirements for proper records on test pumping and abstraction permits. Additionally, as a lot of the systems still rely on diesel generators for at least a part of the pumping, the operation costs are too high to be financially viable in the long run, especially in areas where there is limited ability to pay for water. A comprehensive assessment of existing water systems, including their rehabilitation and optimization (including solarization), is therefore crucial for effective transition.

[4] UNICEF. (2022). Sanitation Coverage in Uganda's Refugee Settlements. Retrieved from UNICEF.org

3) **Uncertainty on ability of refugees to pay for water:** As refugees have been used to free access to water for a long time, there is need to boost the livelihoods of refugees and host populations to enable increased household incomes and ability to pay. There is also need for community mobilisation and sensitisation activities. For NUWS managed systems, where free-of-charge, NGO managed systems are in walking distance, willingness to pay and usage of the NUWS managed public standpoints (PSPs) is understandably low.

4) **Constraints in staffing:**
   a. **Wage bill constraints** have prevented the government from recruiting the necessary staff to manage water systems, such as scheme attendants, who play a vital role in maintaining water supply infrastructure. Currently, these roles are funded by partners, but with the ongoing transition, the government will need to assume responsibility for these positions. If these wage bill issues are not addressed, the quality of water service delivery in transitioning districts could decline, jeopardizing the success of the transition.
   b. **Recruitment Delays in Water Sector:** Like in the education and health sectors, the water sector faces delays in recruiting necessary staff due to slow processes and insufficient funding. These recruitment delays leave the sector understaffed, particularly in managing water supply systems in refugee settlements. To ensure a successful transition, the recruitment process needs to be streamlined, and additional funds allocated for staffing.
   c. **Staffing Gaps**
   d. **in Maintenance and Technical Roles:** The water sector faces significant gaps in staffing, particularly for roles such as technicians and maintenance workers, who are essential for managing and repairing water systems. This shortage of technical staff affects the reliability of water services, and if not addressed, the government will struggle to maintain water systems after the transition. Recruiting and training more technical staff is crucial for the long-term sustainability of water services.
5) **Dependency on Partner Support:** Despite the transition process, the water sector remains heavily dependent on partner organizations for staffing and technical support. Government capacity to manage water systems independently is still limited, and without proper staffing, the transition remains incomplete. This dependency on partners not only slows down the transition but also makes the sector vulnerable if partners fully withdraw. For a successful transition, the government must strengthen its technical capacity and reduce reliance on external support.

6) **Capacity Gaps in Technical Skills:** The water sector faces critical capacity gaps, especially in technical skills. Many water systems are highly dependent on partner organizations for technical expertise, and once these partners withdraw, the government struggles to fill these gaps. A major challenge is the lack of locally trained personnel who can take over the maintenance and management of water infrastructure. These skill gaps present a long-term challenge for sustaining water systems post-transition, necessitating training programs and capacity building efforts to ensure the sustainability of water services.
7) **Impact of Population Growth:** New refugees strain the existing water points and infrastructure, which are already under pressure. Additionally, poor maintenance and natural events like heavy rains have disrupted water systems.
8) **Land Conflicts:** Land ownership and conflicts emerged as a significant challenge, particularly in refugee settlements. Key informants suggested the need for systematic land registration to reduce conflicts and support development activities. The importance of involving both the Office of the Prime Minister (OPM) and local leaders in land allocation processes to avoid future disputes was emphasized.
9) **Lack of clarity in the handover process:** As much as there has been an effort to handover the hardware system from partner to government, there is no proper documentation to facilitate full management and utilization of the water system in some settlements. There are glaring gaps in terms of roles and responsibilities for the different partners. For example, in Rwamwanja, though there has been transition and an MoU was signed in 2019 between NWSC and UNHCR, there has been negative change where some support to movable properties is not fully transitioned. Humanitarian partners have not fully handed over generators vital for motorizing the water system hence hindering service delivery, access and quality.
10) **Data and Documentation Gaps:** It was noted that one of the biggest challenges is the mismatch between available data and the reality on the ground. The systems established during the first refugee influx are often not accurately reflected in the Ministry's database. For instance, many boreholes have been "decapped," and decommissioned yet remain listed in the system, giving a false representation of the district's water infrastructure.
11) **Coordination and Partnerships:** Coordination among various stakeholders, particularly between local governments and humanitarian partners, was identified as a major issue. Different respondents mentioned that many partners do not attend monthly water coordination meetings, resulting in fragmented efforts. In Obongi, a proposal was made to strengthen coordination through regular meetings and establishing clearer Memorandums of Understanding (MoUs) to ensure that all partners are aligned with district priorities.

2.5 BUILDING BLOCKS OF A SUCCESSFUL TRANSITION

(i) Adopting a Zonal Approach to Transition: transition to payable water-services managed by the national utility bodies needs to happen on a zone-by-zone basis, rather than on a facility-level basis, as people are not likely to pay for water if there are free, partner-managed facilities within walking distance.

(ii) System Rehabilitation: Transition process often involves rehabilitating water systems constructed during emergencies, that set up quickly and may not be durable enough for long-term use. The implication is that if these systems are not rehabilitated during the transition, the government may inherit water systems that are prone to frequent breakdowns and high operating costs, further complicating the provision of water services. Some of the desirable improvements require substantial investments, e.g. to replace generators as source of energy by expanding the solar systems or by connecting pumping stations to the power grid. These investments take time and require mobilization of funding. They are not necessarily a prerequisite for the handover, although the subsidy needs for the handover will be higher to cover the operating costs. However, priority repairs and replacement of damaged or missing components, as well as metering should be a prerequisite for the handover.

(iii) Community Engagement and Sensitization on Payment for Water: Engagement with the local and refugee communities is vital in ensuring the sustainability of water systems post-transition. This includes sensitizing communities on their role in maintaining water infrastructure and setting up water user committees to prevent vandalism, as well as the reasons and usage of the water tariffs. As refugees have been used to free water services for a long period time, it is important to change mindsets and communicate reasons to pay for water. If communities are not fully engaged, the transition may fail due to a lack of ownership and understanding of their role in sustaining water services, as well as their willingness to pay for water services.

(iv) Maintenance and Monitoring: Maintenance and monitoring of water systems are key to ensuring their long-term sustainability. Respondents pointed out that systems require regular upkeep, and DLG teams and those under the utilities must have the capacity to monitor performance effectively. The implication is that without a robust maintenance and monitoring framework, the government could face costly repairs or system failures, putting vulnerable populations at risk. Currently, monthly performance data for each scheme are entered in the web-based Utility Performance Monitoring and Information System (UPMIS)16, which calculates key performance indicators (KPIs). The data stored in UPMIS include water production/supply, consumption/water sales, financial data (amount billed and collected, transferred automatically from the billing/payment system), and service quality data (days without water, water quality), among others. Monitoring

should be conducted along a defined set of indicators such as those highlighted in the sector roadmap for the West Nile.

(v) Capacity Building: Capacity building within DLGs and water authorities is necessary for the effective transition of water services. This includes training staff and providing them with the tools (such as vehicles, water quality testing equipment/simple lab, stores among others) needed to manage water systems post-transition. Without building local capacity, the transition could falter, leading to mismanagement of water resources and a return to reliance on external partners.

(vi) Sustained Financing and Infrastructure Development: Financial support arrangements should be clarified before proceeding with the handover. Funding for the handover itself, including priority repairs, metering, surveys, community mobilisation, office infrastructure, subsidised connections, and capacity building for water utilizes needs to be ensured, as well as commitments (from Government or partners) to cover the unavoidable deficit during the first years after handover. Larger investments in infrastructure also need to be looked into, to ensure that refugee-hosting districts have adequate facilities to meet the increased demand for services. Additionally, innovative financing mechanisms, such as public-private partnerships, could be explored to sustain water service delivery. Environment and water source management is critical and supporting initiatives such as tree planting is vital.

(vii) Promote Self-Reliance Projects for Refugees and conduct self-reliance assessments: The respondents noted the need to be integrated in government programmes such as Parish Development Model (PDM) and "Emyooga" so that they can also start projects that will generate income on a sustainable basis. This will enable them contribute meaningfully to their host communities by starting businesses and engaging in trade and as such be able to pay for services such as water and also provide for other essential services like health and education to their children. Whereas the issue of categorization had been adopted, the criteria is not very clear and some respondents claimed that it was biased. The recently developed self-reliance measurement framework could be useful to assess refugees' ability to pay for water.

Additional lessons learnt:

(viii) Continued Engagement of Humanitarian Actors: Although the transition aims to move towards government-managed services, humanitarian actors still have a critical role to play in providing expertise, technical support, and emergency services during the transition period. The strategy should foster continued

collaboration and clearly define the evolving role of humanitarian actors in the transition.

(ix) **Capital Investment Reporting:** Lack of transparency in reporting capital expenditures by partners to the Ministry and DLGs makes it difficult to assess the impact of these investments.

(x) **Development of Templates:** Clear and comprehensive district-level and utility templates are essential to guide the transition of services. Such templates include O&M expenditure tracking, staffing plans, staff capacity building, among others. The lack of such templates has led to inconsistent planning and application across districts.

(xi) **Flexibility in Budgeting:** The slow pace of staffing transitions underscores the importance of flexible, incremental staffing plans that account for potential delays in budget allocations. The phasing of the transition becomes critical.

(xii) **Differences between national and international humanitarian service standards:** Humanitarian services often exceed national standards, leading to perceptions of inequality among host communities. These create tensions in refugee-hosting districts. Clear agreements in form of MoUs on service standards across transitioned facilities are essential for sustainable service delivery.

(xiii) **Accountability and Coordination Mechanisms:** The transition process lacks clear accountability and coordination among stakeholders, especially between OPM, UNHCR, LGs, and line ministries. The transition process requires a more robust coordination mechanism with governance structures that engage all relevant stakeholders, ensuring that planning, approval, and execution steps are clearly defined.

(xiv) **Sustainable Management of the Water Authorities** will require innovative funding mechanisms including refugees paying for water and also extending water to private homes at a fee.

(xv) **Agreements among implementing partners and government:** There is need to have clear agreements among the MDAs, DLGs, DPs, Humanitarian Donors (e.g. MWE, DLG, UNHCR, and a member of the DPG) with clear roles and responsibilities, especially the responsibility of financing capital expenditure, O&M, wages, among others.

(xvi) **Strengthen disability inclusion in existing water schemes:** Given that most existing water infrastructure was not designed for accessibility, the transition is a good opportunity to promote inclusion across all water schemes. Low-cost adaptations should be prioritized, such as handrails, ramps (with no more than 1:12 slope), lower taps, and improved drainage. Water User Committees (WUCs) and utility staff should be trained on identifying and addressing accessibility barriers for persons with disabilities. Organizations of Persons with Disabilities

(OPDs) should be engaged as technical advisors to assess challenges, train local actors, and collaborate with refugee-led organizations to ensure inclusion in community-led water governance.

(xvii) Adapt payment systems to recognize socioeconomic differences: Introducing a tiered or vulnerability-based payment system can ensure that low-income and high-risk groups still have access to water. Consider cross-subsidization, where institutions and higher-income users pay slightly more to offset costs for vulnerable groups.

2.6 STRATEGIC FOCUS AREAS DURING TRANSITION

From the situation analysis, six strategic focus areas have been identified to guide the transition of water services and systems. These include;

1. **Enhancing data accuracy and documentation** for water infrastructure to improve planning and management in refugee-hosting districts.
2. **Addressing operational capacity of the water sector through staffing shortages and building technical capacity** in water system management to ensure sustainable service delivery post-transition.
3. **Integrating emergency water systems into long-term water management plans through standardized water infrastructure** and ensuring adherence to national service delivery standards.
4. **Strengthening sustainable financing mechanisms** for water infrastructure maintenance and emergency response, ensuring equitable resource allocation during the transition.
5. **Improving coordination and partnerships** between local governments and humanitarian partners to align Water interventions with district priorities.
6. **Establishing Operation and Maintenance Systems for water infrastructure** to facilitate a smooth transition from emergency to long-term operations.

3. STRATEGIC DIRECTION OF THE TRANSITION PLAN

3.1 VISION

A sustainable and equitable water supply system in Uganda's refugee settlements and host communities, ensuring access to safe water facilities for all, fostering resilience and improved health outcomes.

3.2 MISSION

To enhance water supply service delivery in Uganda's refugee settlements and host communities through the strategic transition of water facilities and systems, promoting collaboration among stakeholders, empowering local communities, and ensuring sustainable management of resources for future generations.

3.3 GOAL

To achieve integrated and sustainable water supply services in refugee settlements and host communities in Uganda, ensuring universal access to safe water while enhancing community capacity, improving health standards, and fostering resilience against environmental challenges.

3.4 PURPOSE

To establish a sustainable, government-led framework that ensures reliable and equitable water service delivery in Uganda's refugee-hosting districts. This plan aims to shift from emergency-based, partner-managed water services to an integrated system aligned with national MWE policies and development goals. By enhancing local capacity, strengthening infrastructure, and promoting coordinated stakeholder engagement, the transition plan seeks to create long-term resilience in water access for both refugee and host communities, supporting social cohesion and sustainable development.

3.5 OBJECTIVES

Based on the strategic focus areas, the following are the specific objectives;

1. To enhance data accuracy and documentation for Water infrastructure to support effective planning and management in refugee-hosting districts.
2. Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition.
3. To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase.

4. To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions.
5. To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure.
6. To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition.

3.6 TRANSITION PRINCIPLES

The following principles provide guidance to all the stakeholders in the implementation of a successful water sector transition plan:

Shared Responsibility: This principle acknowledges that the transition from humanitarian-managed to government-led water services requires a collective commitment from government entities, humanitarian organizations, development partners, local authorities, and communities. Each stakeholder has a distinct role to play.

Sustainability and Resilience: Prioritize long-term, resilient water solutions that can withstand population growth, environmental pressures, and climate change, ensuring ongoing service delivery for both refugees and host communities.

Government Ownership and Leadership: Align with national policies and foster strong government leadership to ensure that water services transition effectively into government-managed systems, promoting accountability and continuity.

Inclusivity and Equity: Ensure equal access to safe water for all, addressing the specific needs of vulnerable groups, including women, children, and individuals with disabilities in both refugee and host populations.

Stakeholder Collaboration: Promote robust partnerships among government, humanitarian organizations, NGOs, and the private sector, leveraging diverse expertise and resources to support the transition process.

Evidence-Based Decision-Making: Utilize data-driven insights for planning, monitoring, and adjusting interventions to ensure adaptive management and the effective use of resources.

Community Engagement and Empowerment: Involve local communities in the planning, implementation, and maintenance of water services to foster ownership, build capacity, and enhance service sustainability.

Transparency and Accountability: Maintain open communication channels and transparent reporting processes to build trust among stakeholders, enabling mutual accountability and informed decision-making.

Environmental Stewardship: Implement water solutions that minimize environmental impact and protect local water resources to ensure a sustainable water supply for future generations.

Enhancing Refugees' Self-Reliance: Promote livelihood projects to build the capacity of refugees to pay for water services.

3.7 THEORY OF CHANGE

The Theory of Change for the Water Sector Transition Roadmap outlines the pathway through which the desired change will be achieved to ensure equitable access and utilization to sustainable safe water facilities for Uganda's refugee settlements and host communities, along with the underlying assumptions underpinning theory of change.

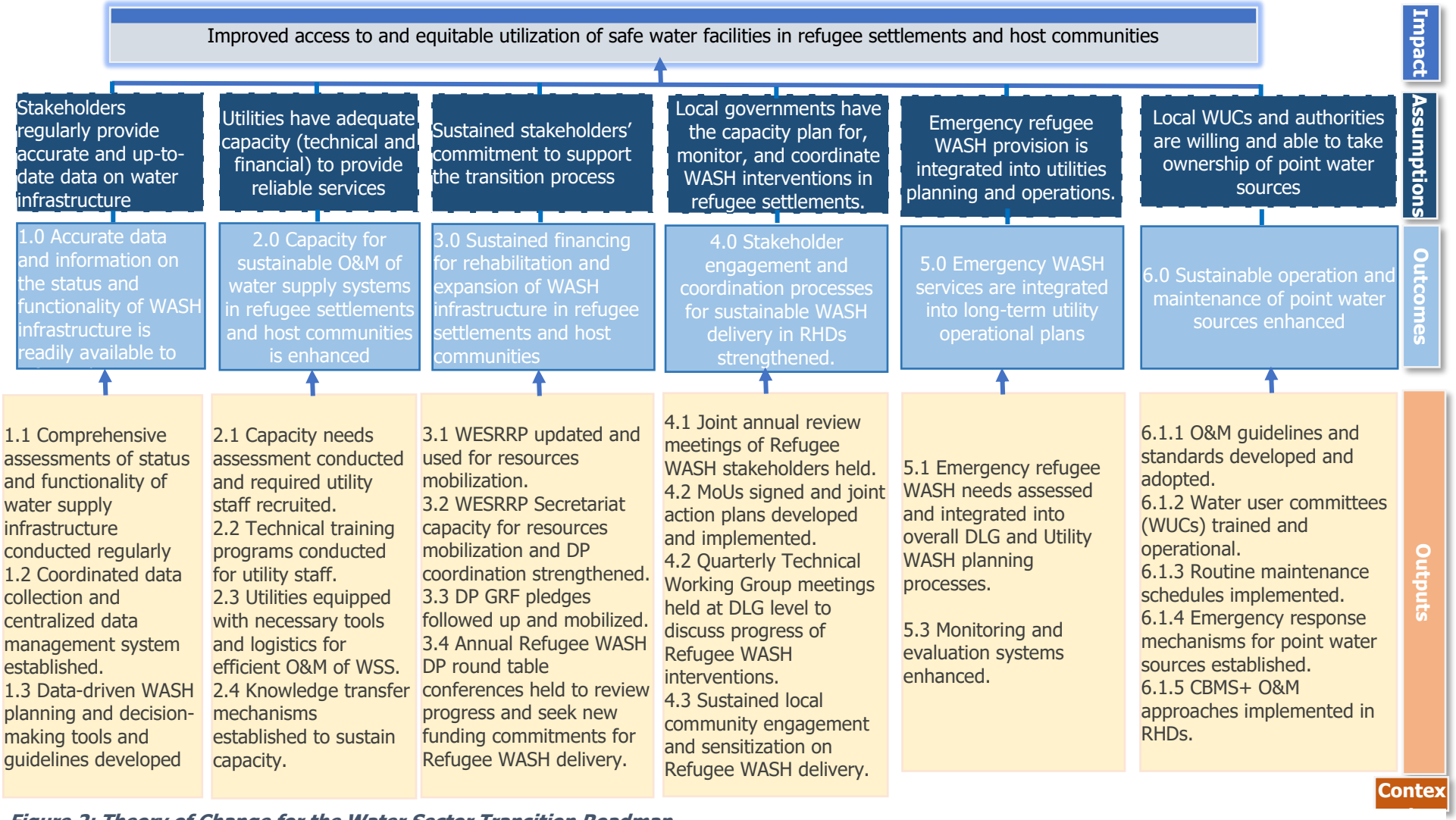


Figure 2: Theory of Change for the Water Sector Transition Roadmap

3.8 KEY RESULTS AND ACTIONS

Table 4: Strategic Interventions and Activities

Strategic Interventions	Key Activities	Responsibility
Objective 1: To enhance data accuracy and documentation for Water infrastructure to support effective planning and management in refugee-hosting districts.		
1.1 Conduct regular comprehensive assessments of status and functionality of water supply infrastructure.	1.1.1 Deploy trained engineers and technicians to perform on-site inspections of water supply infrastructure at regular intervals using standardized diagnostic tools to assess functionality, wear and tear, and compliance with operational standards. 1.1.2 Engage community members, including water user committees and local leaders, to monitor and report issues affecting water infrastructure functionality. 1.1.3 Leverage technology such as remote sensors and Internet of Things (IoT) devices to track real-time data on water flow, pressure, and system performance.	MWE/DLGs/NUWS/NWSC
1.2 Establish coordinated data collection and centralized data management system.	1.2.1 Create and implement standardized tools, templates, and guidelines for collecting data related to water supply infrastructure (e.g., functionality, usage, maintenance needs) 1.2.2 Establish a centralized digital database or dashboard for storing, analyzing, reporting and sharing collected data across stakeholders 1.2.3 Organize workshops to bring together stakeholders, including government agencies, NGOs, and community representatives, to align data collection methods and validate data	OPM/MWE/UNHCR/ DPs/NGOs
1.3 Develop Data-driven WASH planning and decision-making tools and guidelines	1.3.1 Develop digital and manual tools, such as dashboards, mobile apps, and templates, that use WASH data to guide planning and resource allocation 1.3.2 Develop written guidelines outlining best practices, processes, and benchmarks for integrating data into WASH planning and decision-making 1.3.3 Integrate WASH Planning Tools with National and Local Systems	OPM/MoFPED/ NPA/MWE/ MoLG/DLGs/NWSC/NUWS/ UNHCR/DPs/NGOs

Strategic Interventions	Key Activities	Responsibility
Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition.		
2.1 Undertake capacity needs assessment and recruit required utility staff.	2.1.1 Conduct a Comprehensive Capacity Needs Assessment 2.1.2 Develop a Recruitment Plan and Secure Resources 2.1.3 Conduct Recruitment, Onboarding, and Training	MWE/MoPS/MoFPED/DLGs/ DPs/NWSC/NUWS
2.2 Conduct technical training programs for utility staff.	2.2.1 Design a tailored training program based on the needs assessment report 2.2.2 Implement and monitor the training 2.2.3 Evaluate Training Impact and Sustain Capacity Building 2.2.4 Ensure government trainings on water management cover inclusive WASH principles, so that staff can identify and address barriers faced by persons with disabilities. 2.2.5 Partner with OPDs and INGOs with expertise in inclusion to provide training.	MWE/MoPS/NWSC/NUWS /DLGs/DPs/Consultants
2.3 Equip utilities with necessary tools and logistics for efficient O & M of WSS.	2.3.1 Perform a comprehensive inventory of existing tools, equipment, and logistics used for O&M, identify gaps and develop a prioritized list of required equipment based on critical operational needs. 2.3.2 Procure Tools and Equipment 2.3.3 Establish Maintenance Systems for Tools and Logistics 2.3.4 Conduct regular field assessments to evaluate how the tools and equipment are being utilized, document lessons learned and challenges to improve future procurement and allocation processes.	MWE/MoPS/MoFPED/UNHCR/ NWSC /NUWS/DLGs/ DPs/Consultants
2.4 Establish knowledge transfer mechanisms to sustain capacity.	2.4.1 Develop mentorship and coaching programs 2.4.2 Establish a Knowledge Management System (KMS) by developing an online repository for storing and sharing technical manuals, guidelines, and case studies. 2.4.3 Facilitate regular knowledge-sharing workshops and seminars among staff. 2.4.4 Organize staff exchange programs with well-performing utilities across the regions.	MWE/MoPS/MoFPED/UNHCR/ NWSC/NUWS/DLGs/ DPs/Consultants

Strategic Interventions	Key Activities	Responsibility
	2.4.5 Facilitate peer-to-peer learning sessions, such as utility management forums and sector working group meetings. 2.4.6 Document and disseminate insights gained from exchange programs to all staff.	
Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase.		
3.1 Update the WESRRP and use it for resources mobilization.	3.1.1 Conduct a Comprehensive Review of the Current Plan by organizing stakeholder consultations to assess the current plan's gaps, priorities, and emerging needs, particularly in refugee-hosting areas 3.1.2 Integrate Funding and Resource Mobilization Strategies into the Updated Plan and develop a donor engagement strategy outlining targeted interventions and potential funding streams 3.1.3 Disseminate the Updated Plan for Advocacy and Resource Mobilization	OPM/MWE/UNHCR/MoFPED /DPs/NGOs/DLGs/NWSC/ NUWS/Private Sector/Media
3.2 Strengthen WESRRP Secretariat capacity for resources mobilization and DP coordination.	3.2.1 Organize workshops and seminars to build skills in managing multi-stakeholder partnerships and coordinating with development partners (DPs). 3.2.2 Develop a mentorship program where experienced resource mobilization professionals guide the secretariat team. 3.2.3 Establish regular coordination meetings with development partners to align priorities, discuss funding gaps, and monitor progress. 3.2.4 Create a joint working group or task force with representatives from key development partners to streamline resource mobilization efforts. 3.2.5 Develop a shared resource tracking system to monitor and report on funding contributions and gaps. 3.2.6 Develop a Strategic Resource Mobilization Plan for the WESRRP Secretariat	MWE/UNHCR/MoFPED/DPs/ NGOs/DLGs/ NWSC/NUWS/Private Sector
3.3 Follow-up and mobilize DP GRF pledges for the WASH sector.	3.3.1 Track and monitor DP pledges 3.3.2 Initiate high-level follow-up meetings with Development Partners who made WASH-related pledges to discuss progress and address any bottlenecks. 3.3.3 Develop tailored communication materials (e.g., reports, presentations) highlighting the impact of pledges on refugee-hosting communities and the broader WASH sector. 3.3.4 Organize joint missions with development partners to visit refugee-hosting districts and monitor the progress of WASH interventions.	MWE/OPM/UNHCR/DPs/ DLGs/NGOs/NWSC/NUWS

Strategic Interventions	Key Activities	Responsibility
	3.3.5 Create a compelling case for increased investment in the WASH sector through the use of data, success stories, and lessons learned from the implementation of initial pledges. 3.3.6 Organize donor roundtables and sector-specific workshops to showcase the effectiveness of existing pledges and encourage further commitments.	
3.4 Hold annual Refugee WASH DP round table conferences to review progress and seek new funding commitments for Refugee WASH delivery.	3.4.1 Organize and facilitate annual WASH DP Round Table Conference 3.4.2 Develop a funding mobilization strategy and advocacy campaign during the conference	MWE/OPM/UNHCR/DPs/ DLGs/NGOs/NWSC/NUWS
Objective 4: To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions.		
4.1 Hold joint annual review meetings of Refugee WASH stakeholders to review progress of the transition.	4.1.1 Undertake data collection and analysis on WASH activities in RHDs and the progress of the transition process. 4.1.2 Organize the annual joint review meeting by inviting the mapped WASH stakeholders	MWE/OPM/UNHCR/DPs/ DLGs/NGOs/NWSC/NUWS
4.2 Sign MoUs, develop and	4.2.1 Facilitate a Multi-Stakeholder Workshop for MoU Development and Joint Action Plan Formulation	MWE/OPM/UNHCR/ DPs/DLGs/NGOs/NWSC/NUWS

Strategic Interventions	Key Activities	Responsibility
implement joint action plans in the refugee response.		
4.3 Hold quarterly Technical Working Group meetings at DLG level to discuss progress of Refugee WASH interventions under the transition.	4.3.1 Establish and Facilitate Quarterly Technical Working Group Meetings at the DLG Level	DLGs/MWE/ UNHCR/NWSC/NUWS/ NGOs/DEF/REF/RWCs
4.4 Sustain local community engagement and sensitization on Refugee WASH delivery.	4.4.1 Strengthen government ownership of community engagement initiatives. Refugee-led organizations and OPDs should be formally included in engagement efforts to facilitate outreach in multiple languages and accessible formats. 4.4.2 Conduct regular community meetings, radio programs, and village-level sensitization campaigns to raise awareness on the importance of WASH services in refugee-hosting areas. 4.4.3 Conduct community engagement campaigns to explain the rationale behind user fees and affordability measures. Community engagement will be vital to assess vulnerability criteria and identify persons among the community who may have more difficulties to pay for water than others. 4.4.4 Establish community feedback mechanisms 4.4.5 Undertake capacity building for community leaders and volunteers	DLGs/CDOs/UNHCR/Local NGOs/RWCs/WUCs/VHTs/ School Heads/HFIs/RLOs/OPDs

Strategic Interventions	Key Activities	Responsibility
	4.4.6 Develop and implement community-driven action plans for improving WASH facilities and services, ensuring that local voices guide decision-making processes. 4.4.7 Promote School-Based Sensitization Programs 4.4.8 Partner with local radio stations, social media influencers, and community leaders to broadcast educational content on the importance of hygiene, sanitation, and the refugee WASH transition process. 4.4.9 Create and distribute leaflets, posters, videos, and other informative materials in local languages that explain key WASH practices and encourage community participation. 4.4.10 Create spaces for regular interaction between refugees and host communities to foster understanding, collaboration, and joint action on WASH services.	
Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure.		
5.1 Undertake emergency refugee WASH needs assessment and integrate them into the overall DLG and Utility WASH planning processes.	5.1.1 Conduct a Rapid Refugee WASH Needs Assessment 5.1.2 Organize meetings with key stakeholders, including DLG representatives, UNHCR, local utilities, health departments, and community representatives, to review the needs assessment and discuss how to address identified gaps. 5.1.3 Develop a comprehensive emergency WASH response plan that integrates the refugee needs with the existing WASH planning of the DLG and local utilities. This plan should include prioritized interventions, resource allocation, and timelines. 5.1.4 Hold regular coordination meetings between humanitarian organizations (e.g., UNHCR) and development actors (e.g., DLG, MWE, local utilities) to ensure that both short-term emergency needs and long-term WASH goals are addressed cohesively. 5.1.5 Hold regular information sessions with refugees and host communities to explain the outcomes of the WASH needs assessment and the planned interventions. 5.1.6 Provide training on emergency WASH interventions and effective service delivery in refugee contexts to DLG staff, local utilities, and service providers.	DLGs/UNHCR/Local NGOs/ VHTs/RWCs/ District Water Officers

Strategic Interventions	Key Activities	Responsibility
	5.1.7 Train community members, particularly those in leadership roles, on basic WASH maintenance, hygiene promotion, and the management of water and sanitation facilities.	
5.2 Enhance monitoring and evaluation systems for WASH service delivery.	5.2.1 Conduct regular site visits and data collection (e.g., water quality testing, sanitation facility assessments) to ensure that the interventions are effective and meet the refugee population's needs 5.2.2 Regularly report progress to all stakeholders and adapt the emergency WASH response plan as needed based on evolving needs, resources, and emerging challenges.	OPM/MWE/DLGs/UNHCR/ Local NGOs/District Water Officers
Objective 6: To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition.		
6.1 Develop and adopt O&M guidelines and standards for WASH systems.	6.1.1 Organize consultations with key stakeholders, including local government representatives, utility companies, WASH service providers, community leaders, and refugees, to review current WASH operations and maintenance practices. 6.1.2 Develop clear and practical O&M guidelines for water supply systems, sanitation facilities, and hygiene promotion activities. 6.1.3 Conduct workshops, training sessions, and webinars for relevant stakeholders (government staff, utility providers, community members, and WASH service technicians) to familiarize them with the newly developed O&M guidelines and standards. 6.1.4 Produce and distribute user-friendly materials, such as manuals, posters, or digital resources, to guide implementation at the community level and within local government bodies.	MWE/DLGs/DWOs/NWSC/ NUWS/DPs/UNHCR/NGOs
6.2 Train and operationalize water user committees (WUCs) across the RHDs.	6.2.1 Collaborate with local leaders, VHTs, and RWCs to identify and select suitable members for the WUCs in each refugee-hosting area ensuring a balanced representation of refugees, host community members, women, and other vulnerable groups. 6.2.2 Create comprehensive training materials that cover key topics such as water management, maintenance of water sources, conflict resolution, financial management (for maintenance funds), hygiene promotion, and WUC governance structures.	DLGs/MWE/UNHCR/NWSC/ NUWS/Community Leaders /RWCs/NGOs

Strategic Interventions	Key Activities	Responsibility
	6.2.3 Organize training workshops for WUC members across RHDs, focusing on building the skills needed to effectively manage water sources, address community concerns, and ensure equitable water distribution. 6.2.4 Establish a mentorship program where experienced trainers or technical experts provide ongoing support to the WUCs.	
6.3 Implement routine maintenance schedules for WASH systems.	6.3.1 Develop a comprehensive maintenance plan for all WASH systems that outlines routine maintenance tasks, timelines, and responsible parties. 6.3.2 Provide training to WUCs and local maintenance teams on how to carry out routine inspections, identify maintenance needs, and report issues. Ensure that local service providers are contracted to perform complex repairs or upgrades when necessary.	MWE/DLGs/NWSC/NUWS/ WUCs/UNHCR/NGOs
6.4 Establish emergency response mechanisms for point water sources.	6.4.1 Create standardized emergency response protocols that outline the steps to be followed in the event of a point water source failure, contamination, or natural disaster. 6.4.2 Equip emergency response teams with emergency kits that include spare parts (e.g., pump components, filters), tools for quick repairs, and water treatment chemicals and ensure that kits are stored in easily accessible locations near point water sources. 6.4.3 Organize training sessions for local stakeholders (WUCs, water technicians, community health workers, DLG staff) on emergency response procedures for point water sources. 6.4.4 Establish a dedicated emergency response fund to cover the costs of repairs, transportation of water, or emergency infrastructure improvements for point water sources. 6.4.5 Build partnerships with donors, local governments, and humanitarian organizations to ensure financial support is available when emergency interventions are needed.	MWE/DLGs/NWSC/NUWS/ UNHCR/NGOs/Private Sector
6.5 Implement Community-Based Monitoring System (CBMS) plus O&M	6.5.1 Establish a community-based reporting system where local residents, WUCs, or community health workers can report any issues they observe with point water sources. 6.5.2 Integrate disability- and gender-disaggregated data into water service monitoring systems to ensure equitable access.	MWE/DLGs/NWSC/NUWS/ UNHCR/NGOs/Private Sector

Strategic Interventions	Key Activities	Responsibility
approaches in RHDs.	6.5.3 Schedule regular inspections of point water sources by trained technicians or community members.	

3.9 TRANSITION APPROACH

This transition plan adopts with modifications the model that was developed for the Northern Region under the Transition Roadmap and the Gazette Develop Transfer (GDT) Model. The phased strategic framework for the water sector emphasizes the need to stabilize immediate access to water while building resilient, sustainable water systems.

Phase 1: Preparatory (Gazette and Formal Handover)

Gazette Settlements:

1. MWE officially gazettes all refugee settlements under designated authorities of Areas Service Providers
2. Conduct joint assessments of water supply infrastructure to establish inventories.
3. Clarify land ownership and secure water source abstraction permits.
4. Develop master plans and detailed engineering designs.

Formal Handover:

5. Zone-by-zone formal transfer of service delivery responsibility to NUWS or other designated authorities.
6. Create zonal water boards with refugee and host community representatives.
7. Prepare/amend and sign MoUs specifying roles, responsibilities, and commitments of all partners.

Establish baseline performance indicators and monitoring

Phase 2: Develop

MoU Design and Lifecycle:

9. Operationalize MoUs and financial commitments during the transition.

Capacity Development:

10. Recruit, train, and equip NUWS staff for technical and managerial roles.
11. Build operational capacity

Infrastructure Optimization and Development:

12. Undertake priority repairs, metering, and upgrades to existing water systems.
13. Replace diesel generators with cost-efficient and climate-resilient systems
14. Extend and interconnect water infrastructure to optimize service coverage.

Financial Viability Preparation:

15. Implement promotional connection campaigns with subsidized fees
16. Design mechanisms for

Phase 3: Transfer Operations and Management

Operational Takeover:

7. National water utilities (e.g. NUWS) assumes full responsibility for O&M and financial management of water systems.
8. Begin phased billing for individual and institutional connections using electronic systems.

Performance Monitoring and Reporting:

9. Set and monitor performance targets for service providers.

Customer and Community Engagement on Billing systems:

10. Conduct community sensitization on billing systems, customer rights, transition to paid services.
11. Introduce pro-poor tariffs and initiate payment for water at PSPs based on vulnerability categories.

Cost Reduction Investments:

12. Continue infrastructure improvements to lower operating

Phase 4: Sustainable Operations

Cost-Recovery Operations:

7. Achieve full cost recovery through gradually increased tariffs while maintaining affordability for vulnerable groups.
8. Subsidies maintained only for extremely vulnerable individuals

Sustainable Service Delivery:

9. Ensure stable, long-term utility operations with resilient financial and technical systems.
10. Strengthen partnerships with development actors for ongoing technical support and capital investments.

Ongoing Monitoring:

11. Regularly assess and adjust operational and financial performance to maintain sustainability.
12. Conduct periodic evaluations to ensure alignment with community needs and government priorities.

Cross-Phase Actions

Coordination: Strengthen multi-stakeholder collaboration, partnership and ownership, with national and district governments leading the process and development partners acting as catalytic and facilitators.

Stakeholder Engagement: Stakeholder mapping and consensus building; Engage communities and key actors to ensure inclusivity, trust, and support for transition actions; Mapping Vulnerabilities

Capacity Building and Investment: Prioritize capacity-building efforts and climate-resilient investments to enhance financial and operational viability (Repairs, metering, interconnections, extensions, replacements of diesel generators to reduce operation costs).

Figure 3: shows overview of the proposed transition process of water supply and sanitation for refugee settlements and host communities.

Given the heavy investments required in the water sector for capital expenditure, we propose that the transition period spans over a period of 10 years, covering the NDP IV and NDP V. Therefore, short-term refers to NDP IV and long-term is NDP V. However, all pending investments after the ten-year period including cost recovery mechanisms can be considered under NPD VI. As a result, the M&E framework will focus on the activities under the standard phases rather than the timeline.

Through collaboration with various stakeholders and integrating refugee needs into broader national policies, the framework ensures that water services are equitably distributed and sustainable for both refugees and host communities.

3.10 Timeline and Key Milestones

Milestone	Date Range	Resource Needs	Responsible Party(ies)
Phase 1: Preparatory (Gazette and Formal Handover)			
Gazette Settlements:			
1. Gazette the remaining five out of the 13 refugee settlements.	Year 1–2	Staff for field assessments, gazettement costs, legal resources	Ministry of Water and Environment (MWE), Local Governments (LGs)
2. Conduct joint assessments of water supply systems	Year 1–2	Technical experts, assessment tools, funding for fieldwork	MWE, DLG, Humanitarian Partners, Area Service Providers (ASPs)
3. Clarify land ownership and secure water permits	Year 1–3	Legal consultants, community engagement resources, government coordination	MWE/MoLHUD/DLGs/OPM/UNHCR
4. Develop master plans and detailed engineering designs.	Year 1-2	Master Plans and Detailed Engineering Designs	MWE/Utilities/UNHCR/DPs

Milestone	Date Range	Resource Needs	Responsible Party(ies)
Formal Handover:			
5. Zone-by-zone formal handover to NUWS or other authorities	Year 2–4	Facilitation for meetings, documentation, stakeholder engagement	UNHCR/MWE/LGs/OPM/NWSC/Water Umbrellas
6. Create zonal water boards	Year 2–4	Stakeholder engagement resources, training for board members	MWE, Local Governments, Refugee and Host Community Leaders
7. **Establish baseline performance indicators and monitoring frameworks.**	Year 1–2	Monitoring and evaluation experts, data collection tools, baseline survey costs	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs
Phase 2: Develop			
MoU Design and Lifecycle:			
8. Operationalize MoUs and financial commitments between MWE, Utilities, DLGs, and Partners	Year 3–6	Legal advisors, financial modeling consultants, stakeholder coordination	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs
Capacity Development:			
9. Recruit, train, and equip NUWS/NWSC/Water Umbrella staff	Year 3–8	Training programs, recruitment budgets, office and field equipment	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs
10. Build operational capacity			
Infrastructure Optimization and Development:			
11. Priority repairs and upgrades to water systems	Year 1–4	Engineers, construction materials, funds for upgrading and extending infrastructure	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs
12. Replace diesel generators with resilient systems	Year 1–4	Funding for renewable energy systems, technical experts for solar or hydropower installation	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs

Milestone	Date Range	Resource Needs	Responsible Party(ies)
Financial Viability Preparation:			
13. Implement promotional connection campaigns with subsidized fees	Year 2–7	Policy development consultants, financial support mechanisms	MWE, NWSC/Water Umbrellas, MoFPED
14. Design mechanisms such as service fees for subsidy allocation and vulnerability-based support systems.	Year 5 +		MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs
Phase 3: Transfer Operations and Management			
Operational Takeover:			
15. National water utilities (e.g. NUWS) assumes full responsibility for O&M and financial management of water systems.	Year 7–10	Staff deployment, equipment, financial resources for initial takeover	UNHCR/MWE/LGs/OPM/NWSC/Water Umbrellas
16. Begin phased billing for individual and institutional connections using electronic systems.	Year 8–10	Community outreach resources, billing software, hardware installation	MWE/ NWSC/Water Umbrellas, LGs/OPM
17. Set and monitor service provider performance	Year 7–10	M&E systems, performance audit tools, trained personnel	MWE, MoFPED, DLG, UNHCR / INGOs/Humanitarian Donors, DPs
Customer and Community Engagement on Billing systems:			
18. Conduct community sensitization on billing systems, customer rights, transition to paid services.	Year 7–10	Community mobilization budgets, communication materials, workshops	NUWS, Local Governments, Community Leaders
19. Introduce pro-poor tariffs and initiate payment for water at PSPs based on vulnerability categories.	Year 8–10	Policy consultants, stakeholder engagements, economic modeling	NUWS, MWE, Ministry of Finance
Cost Reduction Investments:			
20. Continue infrastructure improvements to lower operating costs and enhance system efficiency.	Year 10+		

Milestone	Date Range	Resource Needs	Responsible Party(ies)
Phase 4: Sustainable Operations			
Cost-Recovery Operations:			
21. Achieve full cost recovery through gradually increased tariffs while maintaining affordability for vulnerable groups.	Year 10+	Revenue tracking systems, capacity-building resources	NUWS/Umbrella Authorities, Ministry of Finance
22. Subsidies maintained only for extremely vulnerable individuals	Year 10+	Financial allocation frameworks, subsidy distribution mechanisms	NUWS /Umbrella Authorities, MWE, Ministry of Finance
Sustainable Service Delivery:			
23. Ensure stable, long-term utility operations with resilient financial and technical systems.	Year 10+	Skilled staff, operational reserves, partnerships for ongoing support	NUWS /Umbrella Authorities, MWE
24. Strengthen partnerships with development actors for ongoing technical support and capital investments.			MWE/LGs/OPM/NWSC/Water Umbrellas, UNHCR
Ongoing Monitoring:			
25. Regularly assess and adjust operational and financial performance to maintain sustainability.			MWE/NWSC/Water Umbrellas/LG, OPM,
26. Conduct periodic evaluations to ensure alignment with community needs and government priorities.	Year 1-10	Monitoring teams, evaluation tools, survey costs	NUWS, Development Partners, MWE
Cross-Phase Actions			
Coordination:			
27. Strengthen multi-stakeholder collaboration	Throughout transition	Stakeholder engagement platforms, workshops, communication tools	MWE, DLGs, Development Partners
Stakeholder Engagement:			
28. Stakeholder mapping and consensus building;	Year 1–4	Mapping tools, community engagement resources	DLGs/MWE/UNHCR/Development Partners

Milestone	Date Range	Resource Needs	Responsible Party(ies)
29. Engage communities and key actors to ensure inclusivity, trust, and support for transition actions;	Throughout the transition		DLGs/MWE/UNHCR/Development Partners
30. Mapping Vulnerabilities	Throughout the transition		DLGs/MWE/UNHCR/Development Partners
Capacity Building and Investment:			
31. Prioritize capacity-building efforts and climate-resilient investments to enhance financial and operational viability (Repairs, metering, interconnections, extensions, replacements of diesel generators to reduce operation costs).	Year 1-10	Training programs, climate-resilient technology, investment budgets	MWE, NWSC/Water Umbrellas, UNHCR / INGOs/Humanitarian Donors, DPs

3.11 CROSS-CUTTING ISSUES

Objective: Reduce land ownership conflicts in refugee settlements through systematic land registration, improved land allocation processes, and enhanced stakeholder collaboration.

Key Interventions and Activities	Intervention	Activities:
Systematic Land Registration	Implement a comprehensive and transparent land registration system to formalize land ownership and reduce conflicts	Conduct a baseline survey to identify land ownership patterns and existing disputes within refugee settlements.
		Design and roll out a systematic land registration program in collaboration with the Ministry of Lands, Housing, and Urban Development.
		Develop a user-friendly digital land registry system to document land ownership and allocation transparently.
		Provide legal and technical support to refugees and host communities during the registration process to ensure clarity and compliance.
		Establish mobile land registration teams to reach remote and underserved areas within the refugee settlements.
Strengthening Land Allocation Processes	Improve the land allocation process by involving key stakeholders and ensuring transparency to minimize future disputes	Involve the Office of the Prime Minister (OPM) and local leaders in all stages of land allocation decisions.
		Set up clear and accessible guidelines for land allocation, including criteria for eligibility and procedures for applying.
		Create land allocation committees at the settlement and district levels, with representation from refugees, host communities, OPM, and local government.

Key Interventions and Activities	Intervention	Activities:
		Organize regular public forums to disseminate information on land allocation policies and procedures to ensure community awareness.
		Monitor and audit land allocation processes regularly to prevent corruption, bias, or favouritism.
Conflict Resolution and Mediation Mechanisms	Establish and strengthen land conflict resolution mechanisms to address disputes quickly and equitably	Create community-based land dispute resolution committees, including representatives from refugee and host communities, local government, and traditional leaders.
		Offer mediation and legal aid services for resolving land disputes through alternative dispute resolution (ADR) methods.
		Train local leaders and settlement authorities on conflict resolution, focusing on land ownership and allocation issues.
		Partner with civil society organizations (CSOs) to provide legal education and raise awareness about land rights and conflict resolution.
		Establish a grievance redress mechanism with clear reporting channels to ensure transparency in addressing land-related grievances.
Capacity Building for Key Stakeholders	Build the capacity of stakeholders involved in land management and conflict resolution.	Conduct training programs for OPM staff, local government officials, and community leaders on land management, registration, and conflict mitigation.
		Develop capacity-building workshops for refugee and host community leaders on land rights, dispute resolution, and collaborative governance.
		Foster partnerships between local universities or training institutions and the government to offer specialized courses on land administration for government officials.
Monitoring and Evaluation of Land Management Initiatives	Establish monitoring and evaluation mechanisms to	Create a task force to monitor the implementation of land registration and allocation activities within refugee settlements

Key Interventions and Activities	Intervention	Activities:
	assess the effectiveness of land registration and allocation processes	
		Develop key performance indicators (KPIs) for tracking the reduction in land conflicts and the success of registration efforts.
		Conduct periodic evaluations and community consultations to assess the satisfaction of refugees and host communities with the land registration process.
		Publish regular reports on the progress of land registration and conflict resolution efforts, ensuring transparency and accountability.

4. TRANSITION GOVERNANCE IN THE WATER SECTOR

4.1 ACCOUNTABILITY AND COORDINATION MECHANISM

The transition from partner-led to government-led planning and service delivery in refugee response requires a robust accountability and coordination mechanism. To address gaps between the OPM, the UNHCR, DLGs, and MWE, the following mechanism will ensure streamlined operations, clear roles, and effective oversight. This mechanism ensures that all stakeholders are engaged, accountable, and coordinated throughout the transition process, with clear oversight, reporting structures, and conflict resolution pathways in place. It addresses the gaps in planning, approval, and execution, promoting a smooth and sustainable transition. The sector will operate within the Governance Structure of the National Transition Strategy (NTS). However, sector strategic and accountability efforts will continue to ensure that transition is successful.

Sector-Specific Task Force

Role: The water sector task force will operate under the TCC and provide detailed coordination and accountability at the sector level, focusing on ensuring that the transition plan is implemented efficiently.

Membership: Representatives from the existing secretariat, respective line ministries, UNHCR, DLGs, DPs and sector experts.

Exit Strategy

Definition of Milestones: These have been defined under the phases and should be clearly monitored until when DLGs have full capacity to manage services and/or sector plans are fully integrated into national development frameworks.

Evaluation of Readiness: Regular evaluations to determine when the sector is ready to exit partner support and transition fully to government-led service delivery.

4.2 ROLES AND RESPONSIBILITIES DURING TRANSITION

Table 5: Stakeholder Roles and Responsibilities

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
Government Ministries, Departments and Agencies (MDAs)		
1.	Office of the Prime Minister (OPM)	i) Act as the lead coordinating body for the transition, ensuring alignment with national policies and frameworks such as Uganda's Refugee Response Plan (RRP) and the Comprehensive Refugee Response Framework (CRRF). ii) Provide high-level policy guidance to ensure refugee water services are fully integrated into national and local planning frameworks. iii) Ensure that the transition is aligned with national development priorities and facilitate communication between stakeholders (UNHCR, DLGs, line ministries). iv) Oversee the monitoring of progress in collaboration with the MWE, and RHDs, ensuring that refugee water services are incorporated into national water data and reporting systems. v) Support efforts to mobilize resources from national and international partners to fund water infrastructure development and capacity-building for LGs in RHDs. vi) Serve as the primary government liaison with partners and donors. vii) Clarification of land ownership matters.
2.	Ministry of Finance, Planning and Economic Development (MoFPED)	i) Allocate and manage financial resources for the transition of water services in RHDs ii) Develop budget frameworks that incorporate refugee water needs iii) Monitor financial sustainability of transitioned water services.
3.	Ministry of Water and Environment (MWE)	i) Provide technical leadership for the planning, implementation, and monitoring of water services in refugee-hosting districts. ii) Ensure the integration of refugee water services into national water and sanitation planning systems, including data collection and reporting. iii) Provide technical support and capacity-building to local governments to manage water services in refugee-hosting areas. iv) Oversee the development and rehabilitation of water infrastructure in refugee-hosting districts, ensuring sustainability beyond the transition period.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		v) Gazettement of ungazetted settlements vi) Resource mobilization for infrastructure development vii) Drafting and signing performance contracts with Utilities viii) Setting and approval of tariffs. ix) Track water service delivery and access for both refugees and host communities, feeding data into national reporting systems (e.g., water point functionality, sanitation access). x) Ensure sustainable water resource management post-transition.
4.	Ministry of Local Government (MoLG)	i) Oversee the integration of water services within local government structures ii) Support DLGs in managing transitioned services iii) Facilitate decentralization of resources and responsibilities.
5.	Ministry of Public Service	▪ Set policies for recruitment, retention, and remuneration of government staff; ▪ Manage public sector wage bill and job classifications; ▪ Ensure alignment of partner-supported staff with government structures.
6.	National Planning Authority (NPA)	▪ Ensure that MDAs and RHDs develop strategic plans that integrate refugee water issues into NDPs ▪ Set guidelines for monitoring and evaluation of transition progress (M&E) ▪ Facilitate evidence-based planning for refugee water services.
7.	National Water and Sewerage Corporation (NWSC) and Northern Umbrella for Water and Sanitation (NUWS)	▪ Manage and maintain water supply infrastructure in refugee-hosting areas in the ▪ Ensure equitable access to water services for both refugees and host communities ▪ Collaborate with DLGs on water system upgrades. ▪ Establish a complaints and grievance redress mechanism for effective management of complaints and feedback.
		▪ Responsible for the Operation and Maintenance (O&M) of water supply systems. ▪ Ensure that water services are accessible to the refugee and host populations. ▪ Ensure sustainability of water systems ▪ Educating the refugees and host community about the need to pay for water services ▪ Respond and restore water services ▪ Conduct monthly reporting and sharing out performance results of the water systems with the Ministry and other stakeholders.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		▪ Facilitate capacity-building for local governments in water management ▪ Monitor water service standards during and after transition.
District Local Governments (DLGs)		
8.	District Local Governments	i) Responsible for the overall management and delivery of water services transition at the local level, ensuring equitable access for both refugees and host communities. ii) Ensure that refugee water needs are integrated into district-level development plans and budgets. iii) Collect water data from refugee settlements and host communities, submitting it to national systems (MWE) and the CRRF Steering Committee for regular reviews. iv) Build local capacity, including water service management, infrastructure maintenance, and data reporting systems. v) Engage with refugee and host communities to ensure the effective delivery of water services and resolve any challenges related to access, distribution, or service delivery. vi) Coordinate between sectors (education, health, water) at the local level. vii) Clarification of land ownership.
9.	District Service Commission	i) Recruit and appoint staff for government-managed facilities (district staff under water) ii) Ensure fair and timely hiring processes. iii) Address human resource gaps in the water sector in RHDs.
10.	District Planning Office	i) Coordinate data collection and water services needs assessments in refugee-hosting districts. ii) Integration of Refugee Needs into District Planning: Ensuring that refugee-related issues, needs, and water service delivery areas are included in work plans and budgets to facilitate comprehensive service provision. iii) Coordination of Partner Involvement: Facilitating joint planning and coordination meetings with partners, including NGOs and government agencies, to ensure all activities align with district priorities and needs. iv) Monitoring and Evaluation: Conducting joint performance reviews and monitoring activities to assess progress and identify gaps in service delivery, focusing on collaborative oversight with partners and stakeholders.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		v) Monitor the progress of transitioned water services to ensure alignment with district development plans.
11.	District Water Officers (DWOs)	i) Monitor and maintain water facilities during and post-transition; ii) Coordinate water service delivery with partners and local stakeholders; iii) Ensure sustainable water supply and infrastructure. iv) Data Collection and Technical Guidance: Gathering accurate information on the state of water facilities, offering expertise, and guiding interventions for proper water management in refugee settlements. v) Coordination of Partners: Leading the coordination of partners to ensure transparency, proper planning, and alignment of activities with district priorities, particularly in relation to water management and resource sustainability. vi) Collaboration with OPM: Working closely with the OPM to manage social services for refugees, integrating district-level activities with broader government frameworks for cohesive water service delivery. vii) Long-term Planning and Sustainability: Advocating for long-term partnerships with organizations that have sustainable goals, particularly for projects like tree planting, to ensure continuity and water resource sustainability.
United Nations (UN) Agencies		
12	United Nations High Commissioner for Refugees (UNHCR)	i) Provide technical assistance to the government and LGs in the transition process, ensuring that water services for refugees meet minimum humanitarian standards during the transition. ii) Work with LGs and national authorities to monitor the quality and access to water services in refugee settlements, feeding data into both national and global reporting mechanisms. iii) Support local governments and utilities by providing capacity-building programs, including infrastructure management, emergency preparedness, and service continuity planning. iv) Advocate for sufficient funding from donors to support water service integration, ensuring adequate resources for infrastructure, maintenance, and staffing in refugee-hosting areas.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		v) Provide emergency water support in times of crisis, working with the government to rapidly scale up services when necessary (e.g., disease outbreaks, influx of new refugees).
Development Partners (DPs) and Humanitarian Partners		
13.	Development Partners	i) Provide financial resources to support the development of water infrastructure ii) Provide technical assistance and capacity-building support toward water services management during and after the transition in RHDs. iii) Support LGs, OPM, and MWE with technical expertise, ensuring that WATER programs are sustainable and aligned with international best practices. iv) Partner with the government to pilot innovative WATER solutions, such as solar-powered water systems or eco-friendly sanitation solutions, that can be scaled during the transition. v) Assist in monitoring and evaluating the transition process by supporting the development of indicators, data collection methods, and reporting systems. vi) Engage in joint planning and coordination with MWE, DLGs in RHDs for water service delivery
14.	Humanitarian Donors	i) Provide funding and financial support for transition activities in the water sector within RHDs. ii) Ensure accountability and transparency in the use of funds. iii) Facilitate capacity-building programs.
15.	International Non-Governmental Organizations (INGOs)	i) Provide technical assistance and financial resources to DLGs in RHDs to deliver water services to refugees and the host communities. ii) Facilitate community participation in water programs, particularly focusing on refugee and host community engagement to ensure inclusiveness and demand-driven service delivery. iii) Advocate for the rights of refugees and vulnerable host community members, ensuring that water services are accessible and equitable. iv) Provide training to community water committees and service providers on managing water points, latrines, and promoting hygiene practices. v) Work closely with DLGs and partners to monitor service delivery and report on any gaps or challenges related to access to water services for refugees. vi) Collaborate with DLGs to transfer knowledge and best practices in water management

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
16.	National Non-Governmental Organizations (INGOs)	i) Advocate for local and refugee community needs during the transition period within the water sector. ii) Implement community-level projects in partnership with local governments specifically in the water sector. iii) Provide supplementary services in the water sector.
17.	Implementing Partners (IPs) in the Water Sector	i) Coordination with District and Key Stakeholders: Collaborating closely with district authorities, OPM, and UNHCR to ensure all water-related activities are aligned with local and national transition efforts. ii) Community Sensitization and Engagement: Engaging and educating refugee and host communities about the transition process, future utility changes, and the importance of sustainable water practices. iii) Support in Transition Communication: Disseminating information regarding the transition through printed materials, community meetings, and other channels to keep all stakeholders informed and prepared for upcoming changes. iv) Technical Implementation and Problem-Solving: Carrying out technical aspects of water projects, including construction, maintenance, and service delivery, often with oversight from OPM and other authorities. v) Resource Management and Donor Coordination: Managing dwindling resources and collaborating with donors to maintain service levels despite decreasing partner presence in the area.
▪ **Refugees and Host Communities**		
18.	Host Communities	i) Collaborate with local governments and partners during the transition and post transition within the water sector. ii) Actively participate in the management of water services, including the formation of water user committees. iii) Provide feedback through local governments and partners on the quality of water services, reporting issues such as non-functional water points. iv) Support the integration of refugees into the community. v) Participate in community meetings and provide input on water services delivery discussions.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		vi) Collaborate with partners and local governments to support the transition of water services. vii) Advocate for quality and accessible water services.
19.	Refugee-Led Organizations (RLOs)	i) Advocate for the rights and needs of refugees during the transition within the water sector. ii) Facilitate community-level projects related to water. iii) Build capacity of refugees and their leadership structures in peaceful co-existence, GBV, livelihoods, environment, literacy among others. iv) Provide a communication channel between refugees and other stakeholders.
20.	Refugee Engagement Forum (REF)[5]	i) Facilitate dialogues between refugees, government, and partners in the water sector ii) Promote continued involvement of refugees in national decision-making processes in relation to the transition process. iii) Collect and present relevant data related to water transitioned facilities for informed decision-making. iv) Ensure that refugee voices are included in decision-making processes; v) Monitor water service delivery in refugee communities.
21.	Refugee Camp Commandants	i) Implementation of Government Policy: Enforcing government policy in refugee operations by overseeing its execution and ensuring adherence to established standards and guidelines within the water sector. ii) Coordination of Stakeholders: Collaborating with partners, district governments, and other agencies in water service delivery to refugees, facilitating cooperation among various stakeholders involved in the camps. iii) Monitoring and Oversight: Conducting oversight of refugee operations, organizing and participating in coordination forums such as water sector working groups to ensure proper implementation of activities. iv) Stakeholder Engagement and Management: Facilitating discussions with key stakeholders to align on the objectives and timelines of transition, acknowledging the diverse reactions from local and district officials.

[5] Refugee Engagement Forum in Uganda: Good Practice Study, 2021

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
22.	Refugee Leaders / Refugee Welfare Councils (RWC I, RWC II, and RWC III)	i) Represent refugee communities in discussions about the transition in the water sector. ii) Address grievances and advocate for improvements. iii) Provide leadership and guidance during the transition process. iv) Advocacy for Refugees and Host Communities: Acting as a representative to advocate for the needs and rights of refugees and host communities, ensuring their concerns are addressed within the water sector. v) Sensitization and Mindset Change: Educating and raising awareness among the refugees and host communities, fostering better understanding and changing attitudes towards co-existence and collaboration. vi) Bridging Communication Gaps: Serving as a mediator between service providers, local government, and the community to facilitate effective communication and collaboration during the transition. vii) Monitoring and Evaluation: Overseeing the delivery of services to ensure they meet the needs of both refugees and host communities, providing feedback and identifying gaps in service provision. viii) Advocacy against vandalism of water infrastructure. Coordination with Stakeholders: Collaborating with partners, OPM, district officials, and other key stakeholders to share information and ensure that the transition process is understood and effectively implemented. ix) **Spokespersons for the Community**: Refugee leaders are viewed as the "spokesperson and ears of the grassroots challenges," playing a vital role in representing community views to government and partners. x) **Information Dissemination**: Effective communication is a significant aspect of their role. Leaders serve to relay vital information regarding transitions, ensuring that it reaches the community accurately and effectively. xi) **Mobilization and Community Engagement**: Leaders are tasked with mobilizing community members and fostering resilience. xii) **Advocacy for Community Concerns**: The leaders play a critical role in advocating for community needs and concerns during transitions.
23.	Refugees	i) Responsible for actively participating in livelihood programs, education, and community activities that promote and build their capacity for integration.

S.N.	STAKEHOLDER	ROLES AND RESPONSIBILITIES
		ii) Refugees are encouraged to engage positively work with host communities, contributing to social cohesion and mutual understanding. Their involvement in community activities will help build trust and collaboration under the transition process. iii) Refugees have a role in advocating for their own rights and needs, both individually and collectively. This can include participating in decision-making processes that affect their lives, such as local governance structures or refugee committees. This will be critical under the transition process.
24.	Religious Leaders	i) Provide guidance and mobilize communities to support the transition in the water sector. ii) Advocate for the needs of vulnerable populations regarding water services delivery. iii) Facilitate dialogue between stakeholders within the water sector.
25.	The Private Sector (e.g. Telecommunication Companies, Commercial Banks, Construction Companies,	i) Engage in partnerships to enhance refugee livelihoods through employment, skills training, and investment in refugee-hosting areas. ii) Through CSR initiatives, companies can support refugee communities by funding social programs, offering internships, or donating goods and services. iii) Drive innovation in service delivery for refugees, such as developing digital financial services, and mobile water payment applications. iv) Engage in PPPs with the government and NGOs to deliver services and infrastructure projects in refugee-hosting areas, such as building schools, health centers, and water supply systems.

5. RESOURCES AND BUDGET FOR TRANSITION WATER SECTOR

5.1 COST ESTIMATES

The costing of the transition plan for the water sector has two components; 1) the costing associated with the transitioning of the water systems; and 2) the costing of the proposed interventions under the specific objectives based on the Strategic Focus Areas to ensure that transition is successful.

a. Costing of the transitioning of the water systems

It is imperative to note that the assignment did not involve undertaking detailed assessments associated with transitioning water systems which requires heavy investment in capital costs, O&M including wage and non-wage costs. However, we have adopted the approach that was used by MWE with support from GIZ under the water sector transition road map for West Nile[6]. It was noted that a number of studies have been undertaken with full costings in the water sector. These have been benchmarked to provide the basis for estimating the costs associated with optimizing water systems before they can be handed over to government under a utility.

Sources of information for the estimation of infrastructure costs

Author/study	Location	no. of systems	Nature of infrastructure investments	Total estimated cost
MWE Report on Due Diligence, MWE/DWD team with UNHCR support (March 2024)[7]	All 3 settlements, 11 zones assessed	33	Two levels: Short-term[8]: Limited improvements Long-term: Reconstruction into new large systems	Short-term: UGX 2.62 bn Long-term: UGX 48.77 bn
GIZ WatSSUP, actual costs of	All 3 settlements	23	Repairs and improvements	UGX 8.07 bn EUR 1.97m

[6] Transition Roadmap for the Handover of Water Supply Systems to NUWS, July 2024

[7] Report on Due Diligence of Water Supply Systems Proposed for Transitioning to National Utilities in West Nile, MWE/DWD, 27 February to 8 March, 2024

[8] In the MWE Due Diligence report, typical short-term measures include: Well camera assessments, interconnections with neighbouring systems, repairs of leaking reservoirs, replacement of damaged/ missing solar panels, replacement of electro-mechanical components, chlorine dosing units, lightning protection, guard houses, sanitation facilities, painting, fencing, and additional PSPs.
Long-term measures are not described in detail but assume a substantial reconstruction of large, interlinked and optimized systems including new wells (as needed) and the related feasibility and design studies.

upgrades/ rehabilitations			but no major investments in replacing the source of energy or extensions	
GIZ WatSSUP, costs estimate of proposed measures to optimise O&M	Bidibidi Zone 1	7	Merge systems into 2 only, increase production and storage capacity, additional energy supply (but no replacement of energy source)	UGX 3.35bn EUR 0.82m
Feasibility Study for Bidi Bidi Zones 2 and 5, Fichtner/M&E for MWE, funded by KfW	Bidibidi Zones 2 and 5	17	Comprehensive optimisation, creating 4 new systems only, replacing all generator usage by grid or solar supply plus extension to host community	UGX 26.65 bn EUR 6.50 m

Source: Adopted from MWE Transition Roadmap for West Nile, July 2024

We propose that the water sector adopts lifecycle costing methodology to provide a holistic approach to fully cost the water the systems. The lifecycle costs include; Capital Expenditure ((CapEx); Operations and Minor Maintenance Expenditure (OpEx); Capital Maintenance Expenditure (CapManEx); Cost of Capital (CoC); Direct Support (ExpDS); and Indirect Support (ExpIDS). Cost projections for the ungazetted settlements have been worked out by MWE following the sector established standards that require estimating demand for water based on population numbers per zone.

The MWE and partners like UNHCR and GIZ have adopted the zonal approach as a sustainable basis for transiting the water supply systems. We also agree that this is a cost effective and sustainable way. Therefore, this approach should continue to be used under the transition period for all the RHDs and settlements. The available costs should be used

as a benchmark for the development of the remaining water systems across the RHDs. The following tables present detailed cost estimates for transitioning of water systems with detailed interventions. The combined total cost estimate is UGX **UGX 571,513,278,000** (USD 158,753,688).

Cost Implications for the transition of water systems-Details in the Next Table

Table 5: **Costs of Required Interventions Derived from Due Diligence Mission by Ministry of Water and Environment – 17 April 2024**

S/No.	REFUGEE SETTLEMENT	GAZETTEMENT STATUS	FUNDING STATUS	NUMBER OF WSS	SHORT TERM INTERVENTION	LONG TERM INTERVENTION	COMBINED COST OF INTERVENTIONS
1	Rhino Camp	Gazetted; Not Transitioned	Funding required	38	USD$ 0.2M	USD$5.67M	USD$ 5.87M
2	Imvepi	Gazetted; Not Transitioned	Funding required	23	USD$ 0.3M	USD$ 4.54M	USD$ 4.83M
3	Bidibidi	Gazetted; Not Transitioned	Funding required	44	USD$ 2.07M	USD$ 4.55M	USD$ 6.62M
4	Rwamwanja	Gazetted; Transitioned	Funding required	10	USD$ 1.94M	USD$ 8M	USD$ 9.94M
5	Nakivale	Gazetted; Not Transitioned	EU INTPA Funding to UNHCR & NWSC	-	N/A	N/A	Undisclosed
6	Oruchinga	Gazetted; Not Transitioned	EU INTPA Funding to UNHCR & NWSC	-	N/A	N/A	Undisclosed
7	Kiryandongo	Gazetted; Not Transitioned but NWSC has presence	World Bank (IWMDP) funding to MWE	6	N/A	N/A	Funding to the RWSSD of MWE for Bulk Water Supply
8	Palorinya	Not Gazetted	Funding TBD	TBD	-	-	TBD
9	Adjumani	Not Gazetted	Funding TBD	TBD	-	-	TBD
10	Palabek	Not Gazetted	Funding TBD	TBD	-	-	TBD
11	Kyaka II	Not Gazetted	WB Funding to be verified	TBD	-	-	TBD
12	Kyangwali	Not Gazetted	Funding TBD	TBD	-	-	TBD
13	Lobule	Managed by Koboko DLG	N/A	1	N/A	N/A	Koboko DLG FY Budget

S/No.	REFUGEE SETTLEMENT	GAZETTEMENT STATUS	FUNDING STATUS	NUMBER OF WSS	SHORT TERM INTERVENTION	LONG TERM INTERVENTION	COMBINED COST OF INTERVENTIONS
SUMMATION OF FUNDS REQUIRED FOR ALL INTERVENTIONS IN UNFUNDED GAZETTED SETTLEMENTS (Exclusive of funds required for interventions in ungazetted settlements)							**USD$ 27.26M (UGX. 103.6 Billion)**

Source: Ministry of Water and Environment Secretariat of Refugee Response

Status: Settlements Gazetted but not handed over				
District and Settlement	**Zone**	**Estimated Cost and Timeline**		**Key Action**
		Short-Term (UGX/USD)	**Long-Term (UGX/USD)**	
Kiryandongo refugee settlement				• Find out the design for ongoing World Bank project and areas that will be served. Then Plan pipeline extension as appropriate. • Wait for World Bank project to be completed and then decommission all the systems • **Transition to NWSC by January 2026**
Rhino Camp Refugee Settlement	Zone 1	**UGX 276M; US$ 71,688**		• Merge Base Camp and Wanguru WSS distribution networks to augment distribution to the supply area. • Construct 38 No PSPs • Decommission low yielding wells and use them as monitoring wells
			UGX. 4.31billion	Sight and drill a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
	Zone 2	**UGX. 174,900,000; US$ 45,425**		• Enyau is being upgraded by GIZ WATSSUP • Optimize plan1 Ariwa 2 & plan 2 Ariwa 3WSS
			UGX. 3.08billion	Sight and drill a high yield production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system
	Zone 3	**UGX. 133,030,000; US$ 34,553**		• Optimize and integrate Eden 4, Eden 6 and Eden1 since they overlap. • Decommission low yielding wells, cap and use them as monitoring wells.

			UGX. 4.31billion	Sight and drill a high yield production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
	Zone 4	**UGX. 77,850,000; US$ 22,000**		• Olujobu H/C, Olujobu p/s, and Tika1 should be integrated with Tika5, which has 20m3/hr and supplies relatively near areas to this system • Rehabilitate Odobu 2 WSS, merge with Odubu1 WSS
			UGX. 4.31billion	Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
	Zone 5- Supported by GIZ	**UGX. 311,915,000; US$ 85,000**		Tika Rigbo & Tika Settlement are under upgrade by GIZ, Additional funds may be required for an additional reservoir of $200m^{3.}$
			UGX. 4.31billion	Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system**.**
Imvepi Refugee Settlement	Zone 1	**UGX. 333,625,000; US$ 87,000**		• Merge Oxfarm-Longamere 2(10m3/hr) should be connected as boost system to DRC well, and Yinga 1 which are currently sharing tank of 75m3- **UGX. 250,000,000** • Decommission low yielding wells, cap and use them as monitoring wells • Merge point H and Yinga2 WSS since the supply areas are adjacent to each other, redesign and expand distribution accordingly - **UGX. 83,625,000** • Longamere 1 should be taken as standalone system due to the settlement pattern of Refugee
			UGX. 4.31billion	Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
	Zone 2	**UGX. 418,875,000; US$ 110,000**		• Merge and optimize IAS BH (60M3/hr) with Jue 2(40m3/hr) they share distribution areas and have 150m3 and75m3 strategically situated in supply areas **UGX. 83,625,000** • Decommission Malteser point F (3.5m3/hr), point I (5M3/hr), nyau (6m3/hr). • Likido and Jue should be interconnected but tank capacity of likido under GIZ capacity should be increased to about 200m3 with extra distribution points **UGX. 335,250,000**
			UGX. 4.31billion	Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system**.**
	Zone 3	**UGX. 99,660,000; US$ 26,000**		• Decommission Amia water Supply system (4.5m3/hr)

				• Rehabilitate Nyaranga Water supply system (10m3/hr) **UGX.99,660,000**
			UGX. 4.31billion	• Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
	Zone-4 Supported by GIZ	**UGX. 275,115,000; US$ 72,000**		• Yikuru (WMU) is under upgrade by GIZ, there should be additional connection to serve entire Zone **UGX. 275,115,000** • Backup power source either generator or grid should be put in place.
			UGX. 4.31billion	• Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
Bidibidi Refugee Settlement	Zone1-GIZ supporting Transition to Northern Umbrella	**UGX. 179,775,000; US$ 47,000**		• The base camp water system should be turned into hand pump to serve purely base camp police station but reinforced by other near system. • Lyete WSS under GIZ upgrade, its reservoir should be expanded to about 100m3/day and intensified to cover host community. • World Vision water supply system should be interconnected with reception extension system after rehabilitation **UGX. 179,775,000**
	Zones 2,3,4 & 5	**UGX 7.7Bn; US$ 2M**		• Optimize/rehabilitate water supply systems in the remaining four zones using zone one as a benchmark**.** • Decommission low yielding wells, cap and use them as monitoring wells.
			UGX. 17.28Bn	• Sight a production well and conduct a full feasibility study, detailed engineering design and construction of large water supply system.
Total		**UGX. 9,980,745,000**	**UGX. 50.53Bn**	

Table b: Projected Investment Costs in the ungazetted Settlements and Development of Master Plans and Detailed Engineering Designs

District	Refugee Settlement	Population (2025)	Projected Population 2030 (3% Average Growth Rate)	Per Capita Investment Costs for Water Supply and Sanitation services (USD)	Investment Costs for Water Supply and Sanitation Infrastructure (USD)
Adjumani	Adjumani	228,570	264,975.3	95	25,172,651
Kikuube	Kyangwali	145,275	168,413.5	95	15,999,286
Obongi	Palorinya	137,735	159,672.6	95	15,168,898
Kyegegwa	Kyaka II	133,010	154,195.0	95	14,648,529
Lamwo	Palabek	88,154	102,194.6	95	9,708,491
Total					**USD 80,697,855**
Exchange Rate				UGX 3,600	**UGX 290,512,278,000**
Development of Master Plans and Detailed Engineering Designs	11 Settlements			USD 400,000	**USD 4,400,000**
Exchange Rate				UGX 3,600	**UGX 15,840,000,000**

Source: MWE Computations, 2025

b. **Cost Estimates for the Proposed Interventions for a successful Transition in the Water Sector**
Detailed cost estimates are in the annex

c. Summary of the Estimated Costs Per Objective

Objectives	Years										Total (UGX'000)
	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	
	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	
Objective 1: To enhance data accuracy and documentation for water infrastructure to support effective planning and management in refugee-hosting districts	2,302,000	1,500,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000	**11,962,000**
Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition	1,555,000	1,080,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	790,000	**8,955,000**
Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase	1,010,000	770,000	770,000	770,000	770,000	770,000	770,000	770,000	770,000	770,000	**7,940,000**
Objective 4: To strengthen coordination	4,500,000	3,990,000	3,990,000	3,990,000	3,990,000	3,990,000	3,990,000	3,990,000	3,990,000	3,990,000	**40,410,000**

Objectives	Years										Total (UGX'000)
	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	
	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	UGX'000	
and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions											
Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure	3,190,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	2,370,000	**24,520,000**
Objective 6: To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition	934,000	720,000	720,000	720,000	720,000	690,000	690,000	690,000	690,000	690,000	**7,264,000**
Grand Total	13,491,000	10,430,000	9,660,000	9,660,000	9,660,000	9,630,000	9,630,000	9,630,000	9,630,000	9,630,000	**101,051,000**

5.2 Resource Mobilization

This strategic resource mobilization strategy for implementing the water Transition Interventions recognizes the fact that humanitarian aid is increasingly becoming insufficient while development funding is also on the decline with an upward increase in the demand for services in RHDs. The strategy also recognizes existing challenges with the Public Financial Management system in Uganda that hampered the UgIFT Programme. For example, recruitment and deployment of staff were significantly delayed due to PFM-related constraints, including wage adjustments and audits. Any transition plan must account for these delays and incorporate interim solutions to maintain service delivery. Therefore, this strategy focuses on securing diverse funding sources as elaborated in the NTS, fostering partnerships, and ensuring sustainable financial flows, bearing in mind the real challenges presented by Uganda's PFM system. Through diversification of funding sources, leveraging innovative financing, and building strong partnerships, the strategy can secure the necessary resources for the sustainable implementation of water services during and post-transition transition.

6. Risk Management

This section identifies key strategic and operational risks associated with the transition of water services in the RHDs over the transition period.

6.1 Risk Context

In refugee-hosting areas, water services are often established through humanitarian efforts aimed at meeting urgent needs. However, as crises become protracted, the transition from humanitarian-managed services to sustainable, government-led systems becomes imperative. This shift, crucial for long-term resilience, demands a robust approach to risk management, given the complexity of integrating emergency-focused, partner-led water provision into structured government frameworks.

Effective risk management is essential in mitigating the challenges inherent to this transition. These challenges include aligning partner-funded infrastructure with national standards, addressing potential funding shortfalls, maintaining water quality, and ensuring equitable access across both refugee and host communities. Additionally, the transition must contend with operational risks, such as inadequate local capacity and inconsistent monitoring systems, which may hinder service continuity and quality.

Table 6: Risks associated with the Transition of Water Services and Mitigation Measures

Risk Observed or Anticipated	Risk Contributors / Factors	Probability of Occurrence	Impact of Risk	Risk Mitigation Measures
Decline in Quality of Service	- Reduced funding for O&M - Insufficient training for government staff - Lack of accountability mechanisms	High	- Poor water quality - Inefficient service delivery - Increase in community dissatisfaction	- Capacity building for staff - Regular training sessions - Clear accountability systems - Enhanced monitoring -Gradually introduce user fees to support O&M costs
Mismanagement and Corruption	- Weak governance structures - Lack of transparency in fund allocation - Poor financial oversight	Medium	- Misuse of funds - Limited resources for infrastructure - Delay in service delivery	- Introduce robust financial management systems - Regular audits - Strengthen governance structures
Vandalism of Water Systems	- Poor community engagement - Inadequate security measures - Lack of legal consequences	High	- Increased maintenance costs - Frequent disruptions in water supply - Decreased lifespan of equipment	- Community awareness on consequences - Increase security measures - Engage local law enforcement for monitoring
Reduced Access to Affordable Water Services	- Increase in water tariffs - Economic constraints among refugee populations - Removal of subsidies	High	- Decreased water access for vulnerable groups - Increase in health risks related to poor hygiene	- Subsidize tariffs for vulnerable groups - Introduce tiered pricing models - Partner with NGOs for targeted subsidies
Inadequate Staffing and Resource Management	- Limited recruitment of skilled staff - Low wages for government positions - Increased workload post-transition	Medium	- Increased workload on existing staff - Poor service quality - Low staff morale	- Increase wages to match partner standards - Recruit additional staff - Capacity-building programs for government employees

Risk Observed or Anticipated	Risk Contributors / Factors	Probability of Occurrence	Impact of Risk	Risk Mitigation Measures
Insufficient Funding for Water Projects	- Reduction in partner funding - Delayed government budget allocation - Dependence on donor aid	High	- Incomplete infrastructure projects - Poor maintenance of water systems - Limited expansion capacity	- Diversify funding sources - Secure commitments for long-term funding - Engage international donors for project-specific aid
Inadequate Infrastructure for Water Management	- Aging infrastructure - Lack of investment in modern technology - Incomplete transition of projects	Medium	- Increased breakdowns of water systems - High repair costs - Limited capacity to meet water demand	- Invest in modern, climate-smart technology - Complete pending projects - Engage private sector for infrastructure investment
Inconsistent Water Quality Monitoring	- Lack of regular inspections - Inadequate equipment for quality testing - Limited technical expertise	Medium	- Health risks from contaminated water - Decreased community trust in services	- Schedule regular water quality checks - Train local teams on water testing - Invest in quality monitoring equipment
Limited Community Willingness to Pay for Water Services	- Economic hardships - Negative perception of government services - Lack of sensitization	High	- Low revenue collection - Inability to maintain water systems - Increased dependency on subsidies	- Conduct sensitization campaigns - Use affordable payment structures - Incentivize timely payments with discounts
Climate Change Impacts on Water Availability	- Frequent droughts - Flood-prone areas affecting boreholes - Unpredictable rainfall patterns	High	- Decreased water availability - Increased pressure on existing systems - Higher maintenance costs	- Invest in drought-resistant infrastructure - Implement rainwater harvesting - Use solar-powered pumping systems

Risk Observed or Anticipated	Risk Contributors / Factors	Probability of Occurrence	Impact of Risk	Risk Mitigation Measures
High Operational Costs due to Aging Systems	- Use of outdated equipment - High repair and maintenance costs - Poor energy efficiency	Medium	- Increased operational costs - Lower service efficiency - Higher reliance on external support	- Upgrade to energy-efficient systems - Invest in modern equipment - Train staff on cost-effective maintenance practices
Challenges with Water System Maintenance	- Inadequate funding for repairs - Limited technical expertise for maintenance - Dependence on partner expertise	Medium	- Frequent system breakdowns - High repair costs - Increased downtime for water services	- Establish local maintenance teams - Regular training for maintenance staff - Secure budget allocations for repairs
Loss of Training Opportunities for Local Staff	- Transition of training programs to government - Limited access to capacity-building resources	Medium	- Decreased technical capacity - Poor service quality - Limited professional development	- Partner with NGOs for training sessions - Secure budget for regular staff training - Utilize e-learning platforms
Dependency on External Support	- High reliance on donor funding - Limited government budget flexibility - Slow adaptation to reduced external aid	High	- Disruption in water service continuity - Decreased sustainability of water projects - Service gaps	- Develop a self-sustainability plan - Reduce reliance on external aid gradually - Increase local revenue collection
Logistical and Supply Chain Challenges	- Inefficient supply chain for spare parts - Delays in procurement - Limited local suppliers for specialized parts	Medium	- Increased downtime for repairs - Higher operational costs - Service interruptions	- Build a network of reliable local suppliers - Create a centralized procurement system - Stock essential spare parts locally
Increased Community	- Negative perception of government-led services	High	- Increased vandalism	- Engage local leaders in transition communication

Risk Observed or Anticipated	Risk Contributors / Factors	Probability of Occurrence	Impact of Risk	Risk Mitigation Measures
Resistance to Transition	- Lack of community involvement - Poor communication on transition		- Non-payment of tariffs - Decline in service acceptance	- Conduct community awareness campaigns - Regular community dialogues
Security Issues Around Water Infrastructure	- Lack of security personnel - Limited community ownership - Inadequate lighting and fencing	Medium	- Increased vandalism - Frequent repairs - Theft of equipment	- Hire local security personnel - Increase community ownership through engagement - Install lighting and secure fencing

6.2 WATER SOURCE PROTECTION GUIDELINES

Reliable access to clean water is critical for health, livelihoods, and social stability in the refugee settlements and RHDs. However, protecting water sources from contamination, depletion, and environmental degradation remains a significant challenge. The following guidelines should help in the protection of the water sources during and after the transition period.

Site Selection and Development

- Conduct hydrogeological surveys before establishing water sources to ensure sustainable extraction.
- Locate water points at least 30 meters from potential contamination sources (e.g., latrines, waste dumps).
- Avoid flood-prone or erosion-prone areas when siting water sources.

Infrastructure Design and Maintenance

- Install fences around water points to prevent access by animals and reduce vandalism.
- Construct drainage systems to channel wastewater away from the water source.
- Regularly maintain and repair boreholes, hand pumps, and water storage tanks.

Vegetative and Environmental Protection

- Establish buffer zones around water sources, planted with indigenous trees to stabilize soils.
- Prevent deforestation near water catchment areas and promote afforestation programs.
- Educate communities on sustainable farming practices to minimize soil erosion.

Wastewater Management

- ❖ Designate washing areas and provide drainage systems to manage graywater effectively.
- ❖ Promote graywater reuse for agricultural activities or landscaping.

Community Engagement and Ownership: Water User Committees (WUCs)

- ❖ Train and support WUCs to oversee the maintenance and protection of water sources.
- ❖ Ensure WUCs include representation from refugees, host communities, women, and youth.

Capacity Building

- ❖ Conduct regular training on water source management, sanitation, and hygiene practices.
- ❖ Develop public awareness campaigns on the importance of water conservation.

7. MONITORING, REPORTING AND COMMUNICATING PROGRESS

A critical element in implementing a successful change process is to monitor and evaluate the project. A robust monitoring, reporting, and communication framework is central to the process, providing essential data to track progress, evaluate impact, and guide decision-making. It involves continuous tracking of key performance indicators (KPIs), systematic data collection, and transparent reporting. These processes not only foster accountability but also promote stakeholder engagement, reinforcing trust among development partners, government bodies, and affected communities. Additionally, a well-defined communication strategy ensures that insights and outcomes are shared effectively, enabling adaptive management and fostering a shared vision among stakeholders. This approach not only helps to identify what was effective and understand the reasons behind its success, but it also allows for adaptability in response to evolving circumstances.

The overall goal of M&E in the implementation of this Transition Framework is to assess progress toward the goals and objectives of the framework, and ensuring that the strategy remains relevant, effective, and responsive to the water needs of refugees and host communities. It calls for dynamic results-based monitoring, evaluation and reporting as well as learning functions that generates adequate, timely, and appropriate information to inform and influence policy interventions in the water sector. The M & E is based on a framework, which consists of various components, including the definition of responsibilities, performance indicators and monitoring mechanisms as outlined below:

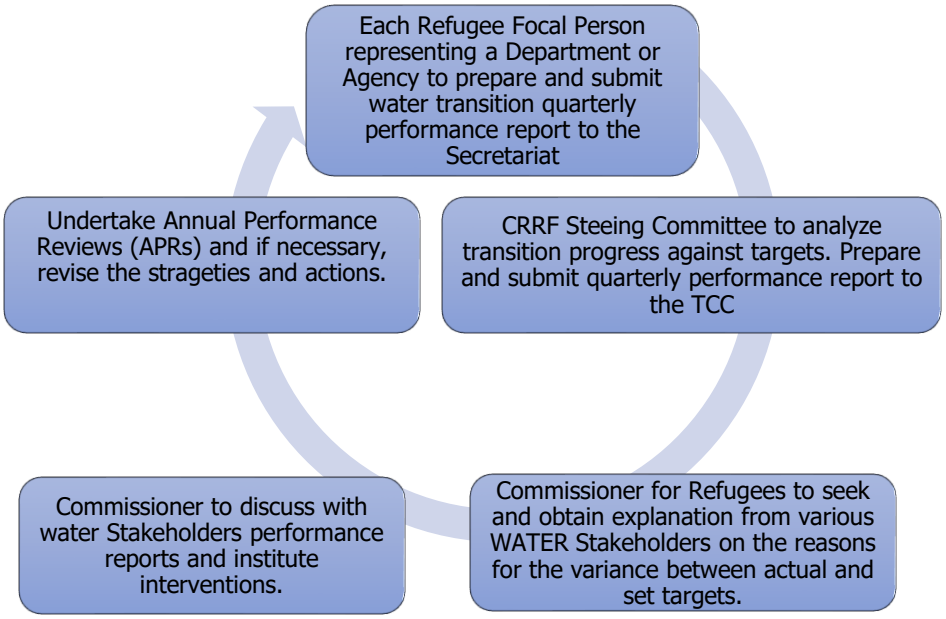


Figure 3: The Monitoring and Evaluation Cycle

7.1 MONITORING AND REPORTING

Monitoring the Water Sector Transition Plan and reporting on milestone achievements are integral parts of a continuous cycle carried out across all the phases.

7.2 COMMUNICATING PROGRESS

A key element for the successful implementation of the Water Sector Transition Plan lies in effective communication and knowledge sharing among stakeholders. As the transition progresses from emergency-based to government-led water service provision in RHDs, it is essential to foster a collaborative and coordinated approach across all involved parties. This shift in service delivery approach requires moving away from siloed interventions toward a more integrated, programmatic approach aligned with Uganda's national development frameworks.

The MWE will establish a forum that unites focal points from key ministries, local governments, humanitarian partners, development partners, and other stakeholders involved in the transition. This platform will support regular engagement and information sharing around planning, budgeting, and monitoring progress, reinforcing transparency and accountability in the process. It will also facilitate the annual reporting and evaluation cycle, contributing to adaptive management and a cohesive strategy that leaves no community underserved.

To ensure widespread awareness and involvement, the Water Sector Transition Plan will be disseminated across various media platforms, both digital and print. The communication strategy will serve as a public awareness and mobilization tool, informing stakeholders and the public about the significance of a sustainable, equitable water sector in refugee-hosting regions. The transition plan will also be embedded within the communication strategies of relevant sector agencies, ensuring alignment across all programs and agencies. By actively engaging and educating stakeholders, the Ministry aims to foster a sense of shared responsibility and collective action toward a sustainable water future for refugees and host communities alike.

APPENDICES

8.1 IMPLEMENTATION FRAMEWORK

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
Objective 1: To enhance data accuracy and documentation for water infrastructure to support effective planning and management in refugee-hosting districts:												
1.1 Conduct regular comprehensive assessments of status and functionality of water supply infrastructure.	1.1.1 Deploy trained engineers and technicians to perform on-site inspections of water supply infrastructure at regular intervals using standardized diagnostic tools to assess functionality, wear and tear, and compliance with standards.	X	X	X	X	X	X	X	X	X	X	MWE, DLGs, NUWS, NWSC
	1.1.2 Engage community members, including water user committees and local leaders, to monitor and report issues affecting water infrastructure functionality.	X	X	X	X	X	X	X	X	X	X	DLGs, NUWS, Water User Committees (WUCs)
	1.1.3 Leverage technology such as remote sensors and Internet of Things (IoT) devices to track real-time data on water flow, pressure, and system performance.	X	X	X								MWE, NWSC, NUWS
1.2 Establish coordinated data collection and centralized data management system.	1.2.1 Create and implement standardized tools, templates, and guidelines for collecting data related to water supply infrastructure (e.g., functionality, usage, maintenance needs).	X	X									MWE, UNHCR, DPs
	1.2.2 Establish a centralized digital database or dashboard for storing, analyzing, reporting, and sharing collected data across stakeholders.	X	X									OPM, MWE, DPs

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	1.2.3 Organize workshops to bring together stakeholders, including government agencies, NGOs, and community representatives, to align data collection methods and validate data.	X	X	X	X	X	X	X	X	X	X	MWE, NGOs, UNHCR, OPM
1.3 Develop data-driven WASH planning and decision-making tools and guidelines.	1.3.1 Develop digital and manual tools, such as dashboards, mobile apps, and templates, that use WASH data to guide planning and resource allocation.	X										OPM, MWE, MoFPED, NWSC
	1.3.2 Develop written guidelines outlining best practices, processes, and benchmarks for integrating data into WASH planning and decision-making.	X										MWE, DLGs, NUWS
	1.3.3 Integrate WASH Planning Tools with National and Local Systems.	X	X									MWE, OPM, MoLG, NWSC
Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition												
2.1 Undertake capacity needs assessment and recruit required utility staff.	2.1.1 Conduct a Comprehensive Capacity Needs Assessment	X										MWE, MoPS, MoFPED, DLGs, NWSC, NUWS
	2.1.2 Develop a Recruitment Plan and Secure Resources	X										MWE, MoPS, DPs
	2.1.3 Conduct Recruitment, Onboarding, and Training		X	X	X	X	X	X	X	X	X	MoPS, NWSC, NUWS, DLGs
2.2 Conduct technical training programs for utility staff.	2.2.1 Design a tailored training program based on the needs assessment report	X	X									MWE, MoPS, Consultants

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	2.2.2 Implement and monitor the training		X	X	X	X	X	X	X	X	X	NWSC, NUWS, DPs
	2.2.3 Evaluate Training Impact and Sustain Capacity Building		X	X	X	X	X	X	X	X	X	MWE, NWSC, NUWS, DLGs
2.3 Equip utilities with necessary tools and logistics for efficient O&M of WSS.	2.3.1 Perform a comprehensive inventory of existing tools, equipment, and logistics used for O&M, identify gaps, and develop a prioritized list of required equipment.	X	X									MWE, UNHCR, DPs
	2.3.2 Procure Tools and Equipment		X	X	X	X	X	X	X	X	X	MWE, MoFPED, NWSC, NUWS
	2.3.3 Establish Maintenance Systems for Tools and Logistics		X	X	X	X	X	X	X	X	X	MWE, DPs, NGOs
	2.3.4 Conduct regular field assessments to evaluate how the tools and equipment are being utilized, document lessons learned, and challenges.		X	X	X	X	X	X	X	X	X	MWE, UNHCR, Consultants
2.4 Establish knowledge transfer mechanisms to sustain capacity.	2.4.1 Develop mentorship and coaching programs	X	X									MWE, NWSC, NUWS, DPs
	2.4.2 Establish a Knowledge Management System (KMS) by developing an online repository for storing and sharing technical manuals, guidelines, and case studies.	X										MWE, Consultants
	2.4.3 Facilitate regular knowledge-sharing workshops and seminars among staff.	X	X	X	X	X	X	X	X	X		NWSC, NUWS, DLGs
	2.4.4 Organize staff exchange programs with well-performing utilities across the regions.	X	X	X	X	X	X	X	X	X		MWE, NWSC, NUWS

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	2.4.5 Facilitate peer-to-peer learning sessions, such as utility management forums and sector working group meetings.	X	X	X	X	X	X	X	X	X		MWE, NWSC, DPs
	2.4.6 Document and disseminate insights gained from exchange programs to all staff.	X	X	X	X	X	X	X	X	X		MWE, Consultants, NGOs
Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase:												
3.1 Update the WESRRP and use it for resource mobilization.	3.1.1 Conduct a Comprehensive Review of the Current Plan by organizing stakeholder consultations to assess gaps, priorities, and emerging needs in refugee-hosting areas.	X	X	X	X	X	X	X	X	X		OPM, MWE, UNHCR, DLGs, NGOs
	3.1.2 Integrate Funding and Resource Mobilization Strategies into the Updated Plan and develop a donor engagement strategy.	X	X									OPM, MWE, UNHCR, MoFPED
	3.1.3 Disseminate the Updated Plan for Advocacy and Resource Mobilization.		X	X	X	X	X	X	X	X		OPM, MWE, UNHCR, Private Sector
3.2 Strengthen WESRRP Secretariat capacity for resource mobilization and DP coordination.	3.2.1 Organize workshops and seminars to build skills in managing multi-stakeholder partnerships and coordinating with development partners (DPs).	X	X	X	X	X	X	X	X	X		MWE, UNHCR, DPs, NGOs
	3.2.2 Develop a mentorship program where experienced resource mobilization professionals guide the secretariat team.	X	X	X	X	X	X	X	X	X		MWE, MoFPED, Private Sector
	3.2.3 Establish regular coordination meetings with development partners.	X	X	X	X	X	X	X	X	X		MWE, UNHCR, DPs

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	3.2.4 Create a joint working group or task force with representatives from key development partners to streamline resource mobilization efforts.	X	X	X	X	X	X	X	X	X		MWE, UNHCR, NGOs, DLGs
	3.2.5 Develop a shared resource tracking system to monitor and report on funding contributions and gaps.	X	X									MWE, UNHCR, DPs, NGOs
	3.2.6 Develop a Strategic Resource Mobilization Plan for the WESRRP Secretariat.	X	X									MWE, UNHCR, NGOs
3.3 Follow-up and mobilize DP GRF pledges for the WASH sector.	3.3.1 Track and monitor DP pledges.	X	X	X	X	X	X	X	X	X		OPM, MWE, UNHCR
	3.3.2 Initiate high-level follow-up meetings with DPs to discuss progress and address bottlenecks.	X	X	X	X	X	X	X	X	X		OPM, MWE, UNHCR, DPs
	3.3.3 Develop tailored communication materials highlighting the impact of pledges on refugee-hosting communities and the WASH sector.	X	X	X	X	X	X	X	X	X		OPM, MWE, UNHCR
	3.3.4 Organize joint missions with development partners to visit refugee-hosting districts and monitor progress.	X	X	X	X	X	X	X	X	X		MWE, UNHCR, DLGs, NGOs
	3.3.5 Create a compelling case for increased investment in the WASH sector using data, success stories, and lessons learned.	X	X	X	X	X	X	X	X	X		MWE, OPM, UNHCR, NGOs
	3.3.6 Organize donor roundtables and sector-specific workshops to encourage further commitments.	X	X	X	X	X	X	X	X	X		MWE, OPM, UNHCR
3.4 Hold annual Refugee WASH DP roundtable conferences.	3.4.1 Organize and facilitate annual WASH DP Roundtable Conference.	X	X	X	X	X	X	X	X	X		MWE, OPM, UNHCR, DPs

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	3.4.2 Develop a funding mobilization strategy and advocacy campaign during the conference.	X	X									MWE, OPM, UNHCR
Objective 4: To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions:												
4.1 Hold joint annual review meetings of Refugee WASH stakeholders to review progress of the transition.	4.1.1 Undertake data collection and analysis on WASH activities in RHDs and the progress of the transition process.	X	X	X	X	X	X	X	X	X		MWE, OPM, UNHCR, NGOs
	4.1.2 Organize the annual joint review meeting by inviting the mapped WASH stakeholders.	X	X	X	X	X	X	X	X	X		MWE, OPM, UNHCR, DPs, DLGs
4.2 Sign MoUs, develop and implement joint action plans in the refugee response.	4.2.1 Facilitate a Multi-Stakeholder Workshop for MoU Development and Joint Action Plan Formulation.	X	X									MWE, OPM, UNHCR, DPs, NGOs, NWSC
4.3 Hold quarterly Technical Working Group meetings at DLG level to discuss progress of Refugee WASH interventions under the transition.	4.3.1 Establish and facilitate quarterly Technical Working Group meetings at the DLG level.	X	X	X	X	X	X	X	X	X		DLGs, MWE, UNHCR, NGOs, NWSC
4.4 Sustain local community engagement and sensitization on Refugee WASH delivery.	4.4.1 Conduct regular community meetings, radio programs, and village-level sensitization campaigns to raise awareness on the importance of WASH services in refugee-hosting areas.	X	X	X	X	X	X	X	X	X		DLGs, NGOs, RWCs, VHTs
	4.4.2 Establish community feedback mechanisms.	X	X	X	X	X	X	X	X	X		DLGs, CDOs, RWCs

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
	4.4.3 Undertake capacity building for community leaders and volunteers.	X	X	X	X	X	X	X	X	X		DLGs, NGOs, RWCs
	4.4.4 Develop and implement community-driven action plans for improving WASH facilities and services.	X	X	X	X	X	X	X	X	X		DLGs, RWCs, WUCs, NGOs
	4.4.5 Promote School-Based Sensitization Programs.	X	X	X	X	X	X	X	X	X		School Heads, NGOs
	4.4.6 Partner with local radio stations, social media influencers, and community leaders to broadcast educational content on WASH and the transition process.	X	X	X	X	X	X	X	X	X		NGOs, DLGs, Local Radio Stations
	4.4.7 Create and distribute materials in local languages explaining key WASH practices and encouraging participation.	X	X	X	X	X	X	X	X	X		DLGs, NGOs, CDOs
	4.4.8 Create spaces for regular interaction between refugees and host communities to foster understanding and collaboration.	X	X	X	X	X	X	X	X	X		DLGs, NGOs, RWCs, VHTs
Strategic Interventions	**Key Activities**											**Responsibility**
Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure:												
5.1 Undertake emergency refugee WASH needs assessment and integrate them into the overall DLG and utility WASH planning processes.	5.1.1 Conduct a Rapid Refugee WASH Needs Assessment.	X	X	X	X	X	X	X	X	X		DLGs, UNHCR, Local NGOs
	5.1.2 Organize meetings with key stakeholders to review the needs assessment and address gaps.	X	X	X	X	X	X	X	X	X		DLGs, UNHCR,

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
												VHTs, RWCs
	5.1.3 Develop a comprehensive emergency WASH response plan.	X	X									DLGs, MWE, UNHCR, NGOs
	5.1.4 Hold regular coordination meetings between humanitarian and development actors.	X	X	X	X	X	X	X	X	X		MWE, DLGs, UNHCR, Local Utilities
	5.1.5 Conduct information sessions with refugees and host communities.	X	X	X	X	X	X	X	X	X		DLGs, VHTs, RWCs, NGOs
	5.1.6 Train DLG staff, utilities, and providers on emergency WASH interventions.	X	X	X	X	X	X	X	X	X		MWE, DLGs, NGOs
	5.1.7 Train community leaders on WASH maintenance, hygiene promotion, and facility management.	X	X	X	X	X	X	X	X	X		DLGs, RWCs, NGOs, Local Utilities
5.2 Enhance monitoring and evaluation systems for WASH service delivery.	5.2.1 Conduct regular site visits and data collection to monitor intervention effectiveness.	X	X	X	X	X	X	X	X	X		OPM, MWE, DLGs, UNHCR
	5.2.2 Regularly report progress to stakeholders and update the WASH response plan as needed.	X	X	X	X	X	X	X	X	X		OPM, MWE, DLGs, Local NGOs
Objective 6: To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition.												

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
6.1 Develop and adopt O&M guidelines and standards for WASH systems.	6.1.1 Organize consultations with stakeholders to review current O&M practices.	X	X	X	X	X	X	X	X	X		MWE, DLGs, NWSC, UNHCR, NGOs
	6.1.2 Develop practical O&M guidelines for water supply systems and sanitation facilities.	X	X									MWE, NWSC, DPs, NGOs
	6.1.3 Conduct workshops and training sessions for stakeholders on the guidelines.		X	X	X	X						MWE, NGOs, NUWS
	6.1.4 Distribute user-friendly O&M materials to community-level implementers.		X	X	X	X						MWE, DLGs, NGOs
6.2 Train and operationalize water user committees (WUCs) across RHDs.	6.2.1 Identify and select WUC members ensuring balanced representation.	X										DLGs, Community Leaders, RWCs
	6.2.2 Develop training materials for WUC capacity-building.	X	X									NGOs, DLGs, UNHCR
	6.2.3 Organize WUC training workshops.		X	X	X	X	X	X	X	X	X	NGOs, DLGs, UNHCR, NUWS
	6.2.4 Establish mentorship programs for WUCs.		X	X	X	X	X	X	X	X	X	NGOs, DLGs, MWE
6.3 Implement routine maintenance schedules for WASH systems.	6.3.1 Develop a comprehensive maintenance plan for WASH systems.	X	X									MWE, DLGs, NWSC, NUWS
	6.3.2 Train WUCs and local teams on conducting routine inspections.		X	X	X	X	X	X	X	X	X	MWE, DLGs, NGOs

Strategic Interventions	Key Activities	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Responsibility
6.4 Establish emergency response mechanisms for point water sources.	6.4.1 Develop standardized emergency response protocols.	X	X									MWE, DLGs, NGOs, Private Sector
	6.4.2 Equip emergency response teams with necessary kits.		X	X	X	X	X	X	X	X	X	MWE, NGOs, DLGs
	6.4.3 Train stakeholders on emergency response procedures.		X	X	X	X	X	X	X	X	X	MWE, UNHCR, NGOs
6.5 Implement Community-Based Monitoring System (CBMS) plus O&M approaches in RHDs.	6.5.1 Establish a community-based reporting system for water source issues.	X	X	X								MWE, DLGs, NGOs, Private Sector
	6.5.2 Schedule regular inspections of water sources by trained technicians.	X	X	X	X	X	X	X	X	X	X	MWE, NWSC, NUWS, NGOs

8.2 M AND E FRAMEWORK FOR STRATEGIC INTERVENTIONS AND ACTIVITIES

NB: Targets should be revised as informed by the baseline study findings

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
Objective 1: To enhance data accuracy and documentation for water infrastructure to support effective planning and management in refugee-hosting districts:							

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
1.1 Conduct regular comprehensive assessments of status and functionality of water supply infrastructure.	1.1.1 Deploy trained engineers and technicians to perform on-site inspections of water supply infrastructure at regular intervals using standardized diagnostic tools to assess functionality, wear and tear, and compliance with standards.	Number of infrastructure assessments conducted.	TBD	1 assessment per district biannually	Biannually	Assessment reports, inspection checklists.	MWE, DLGs, NUWS, NWSC
	1.1.2 Engage community members, including water user committees and local leaders, to monitor and report issues affecting water infrastructure functionality.	Number of community-reported issues addressed.	TBD	90% of reported issues resolved within 3 months.	Quarterly	Community meeting minutes, issue logs, resolution reports.	DLGs, NUWS, Water User Committees (WUCs)
	1.1.3 Leverage technology such as remote sensors and Internet of Things (IoT) devices to track real-time data on water flow, pressure, and system performance.	Number of IoT devices installed and operational. Number of water systems in RHDs integrated with IoT technology	TBD	60% of water systems in RHDs integrated with IoT technology by Year 3.	Semi-Annually	IoT device logs, performance dashboards.	MWE, NWSC, NUWS
1.2 Establish coordinated data collection and centralized	1.2.1 Create and implement standardized tools, templates, and guidelines for collecting data related to water supply	Number of standardized tools and templates developed and disseminated.	TBD	100% of stakeholders use standardized	Annually	Approved tools, stakeholder feedback reports.	MWE, UNHCR, DPs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
data management system.	infrastructure (e.g., functionality, usage, maintenance needs).			tools by Year 2			
	1.2.2 Establish a centralized digital database or dashboard for storing, analyzing, reporting, and sharing collected data across stakeholders.	Functional centralized database established and operational.	TBD	1 database/dashboard functional and accessible to stakeholders by Year 2.	Annually	Database access logs, stakeholder utilization reports.	OPM, MWE, DPs
	1.2.3 Organize workshops to bring together stakeholders, including government agencies, NGOs, and community representatives, to align data collection methods and validate data.	Number of workshops conducted; percentage of stakeholders aligned on data collection standards.	TBD	1 workshop per RHD annually	Annually	Workshop attendance sheets, validation meeting reports.	MWE, NGOs, UNHCR, OPM
1.3 Develop data-driven WASH planning and decision-making tools and guidelines.	1.3.1 Develop digital and manual tools, such as dashboards, mobile apps, and templates, that use WASH data to guide planning and resource allocation.	Number of tools developed and operational.	TBD	Tools operational in all refugee-hosting districts by Year 2.	Annually	Tool demonstrations, user feedback reports.	OPM, MWE, MoFPED, NWSC

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	1.3.2 Develop written guidelines outlining best practices, processes, and benchmarks for integrating data into WASH planning and decision-making.	Number of guidelines developed and disseminated.	TBD	Guidelines finalized and disseminated by Year 2.	Annually	Guideline documents, distribution records.	MWE, DLGs, NUWS
	1.3.3 Integrate WASH Planning Tools with National and Local Systems.	Percentage of WASH planning tools integrated with national/local systems.	TBD	100% integration of developed tools by Year 3	Annually	Integration reports, system performance reviews.	MWE, OPM, MoLG, NWSC
Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition							
2.1 Undertake capacity needs assessment and recruit required utility staff.	2.1.1 Conduct a Comprehensive Capacity Needs Assessment	Number of capacity needs assessments conducted.	TBD	Completed capacity needs assessments in all districts by Year 1.	Annually	Assessment reports, stakeholder validation documents.	MWE, MoPS, MoFPED, DLGs, NWSC, NUWS
	2.1.2 Develop a Recruitment Plan and Secure Resources	Recruitment plan finalized and funding secured.	TBD	1 recruitment plan per district by Year 1	Annually	Recruitment plans, funding approval documents.	MWE, MoPS, DPs
	2.1.3 Conduct Recruitment, Onboarding, and Training	Number of new staff recruited and trained.	TBD	At least 90% of identified staffing gaps	Quarterly	Recruitment records, training attendance	MoPS, NWSC, NUWS, DLGs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
				filled by year 2		sheets, onboarding reports.	
2.2 Conduct technical training programs for utility staff.	2.2.1 Design a tailored training program based on the needs assessment report	Number of training programs designed and approved.	TBD	Training programs developed for all identified needs by Year 2.	Annually	Approved training curricula, feedback from stakeholders.	MWE, MoPS, Consultants
	2.2.2 Implement and monitor the training	Number of utility staff trained.	TBD	At least 80% of technical staff trained by Year 4.	Semi-Annually	Training attendance sheets, monitoring reports.	NWSC, NUWS, DPs
	2.2.3 Evaluate Training Impact and Sustain Capacity Building	Percentage of trained staff reporting improved skills and knowledge.	TBD	80% of trainees	Annually	Post-training evaluation reports, participant feedback forms.	MWE, NWSC, NUWS, DLGs
2.3 Equip utilities with necessary tools and logistics for efficient O&M of WSS.	2.3.1 Perform a comprehensive inventory of existing tools, equipment, and logistics used for O&M, identify gaps, and develop a prioritized list of required equipment.	Inventory reports completed and gaps identified.	TBD	Inventory completed for all RHDs by Year 2.	Annually	Inventory reports, prioritized equipment lists.	MWE, UNHCR, DPs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	2.3.2 Procure Tools and Equipment	Number of tools and equipment procured against the prioritized list.	TBD	100% of critical tools procured annually	Annually	Procurement records, delivery receipts.	MWE, MoFPED, NWSC, NUWS
	2.3.3 Establish Maintenance Systems for Tools and Logistics	Number of Functional maintenance systems established and operational.	TBD	At least 1 system per utility	Semi-Annually	Maintenance logs, system review reports.	MWE, DPs, NGOs
	2.3.4 Conduct regular field assessments to evaluate how the tools and equipment are being utilized, document lessons learned, and challenges.	Number of field assessments conducted.	TBD	2 assessments annually	Annually	Field assessment reports, lessons learned documentation.	MWE, UNHCR, Consultants
2.4 Establish knowledge transfer mechanisms to sustain capacity.	2.4.1 Develop mentorship and coaching programs	Number of mentorship and coaching programs established.	TBD	Mentorship programs in all refugee hosting districts (RHDs) by Year 2.	Annually	Mentorship program documentation, participant feedback.	MWE, NWSC, NUWS, DPs
	2.4.2 Establish a Knowledge Management System (KMS) by developing an online repository for storing and sharing technical manuals, guidelines, and case studies.	Number of Functional KMS established and accessible.	TBD	1 KMS established	Annually	KMS access logs, system reports.	MWE, Consultants

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	2.4.3 Facilitate regular knowledge-sharing workshops and seminars among staff.	Number of workshops and seminars conducted.	TBD	At least 2 annually	Semi-Annually	Workshop reports, attendance records.	NWSC, NUWS, DLGs
	2.4.4 Organize staff exchange programs with well-performing utilities across the regions.	Number of staff participating in exchange programs.	TBD	5 staff per district annually	Annually	Exchange program reports, feedback forms.	MWE, NWSC, NUWS
	2.4.5 Facilitate peer-to-peer learning sessions, such as utility management forums and sector working group meetings.	Number of peer-to-peer learning sessions held.	TBD	At least 2 sessions annually	Semi-Annually	Session reports, attendance lists.	MWE, NWSC, DPs
	2.4.6 Document and disseminate insights gained from exchange programs to all staff.	Number of documented and shared insights.	TBD	At least 3 insights documented annually	Annually	Documentation reports, dissemination logs.	MWE, Consultants, NGOs
Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase:							
3.1 Update the WESRRP and use it for resource mobilization.	3.1.1 Conduct a Comprehensive Review of the Current Plan by organizing stakeholder consultations to assess gaps, priorities, and emerging needs in refugee-hosting areas.	Number of stakeholder consultations conducted.	TBD	At least 1 consultation per RHD annually	Annually	Consultation reports, updated WESRRP draft.	OPM, MWE, UNHCR, DLGs, NGOs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	3.1.2 Integrate Funding and Resource Mobilization Strategies into the Updated Plan and develop a donor engagement strategy.	Presence of an updated WESRRP with resource mobilization strategies.	TBD	1 updated WESRRP	Annually	Updated WESRRP document, donor engagement strategy.	OPM, MWE, UNHCR, MoFPED
	3.1.3 Disseminate the Updated Plan for Advocacy and Resource Mobilization.	Number of dissemination activities conducted.	TBD	At least 5 dissemination events per year	Annually	Dissemination materials, event attendance lists.	OPM, MWE, UNHCR, Private Sector
3.2 Strengthen WESRRP Secretariat capacity for resource mobilization and DP coordination.	3.2.1 Organize workshops and seminars to build skills in managing multi-stakeholder partnerships and coordinating with development partners (DPs).	Number of workshops or seminars conducted.	TBD	2 workshops annually	Annually	Workshop reports, participant feedback forms.	MWE, UNHCR, DPs, NGOs
	3.2.2 Develop a mentorship program where experienced resource mobilization professionals guide the secretariat team.	Number of mentorship programs established.	TBD	At least 1 program	Annually	Mentorship program plans, progress reports.	MWE, MoFPED, Private Sector
	3.2.3 Establish regular coordination meetings with development partners.	Number of coordination meetings held.	TBD	4 meetings annually	Quarterly	Meeting minutes, attendance records.	MWE, UNHCR, DPs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	3.2.4 Create a joint working group or task force with representatives from key development partners to streamline resource mobilization efforts.	Number of task forces or working groups established.	TBD	At least 1 working group	Semi-Annually	Task force terms of reference, meeting reports.	MWE, UNHCR, NGOs, DLGs
	3.2.5 Develop a shared resource tracking system to monitor and report on funding contributions and gaps.	Functional resource tracking system in place.	TBD	1 system	Annually	Resource tracking system reports, updates.	MWE, UNHCR, DPs, NGOs
	3.2.6 Develop a Strategic Resource Mobilization Plan for the WESRRP Secretariat.	Availability of a strategic resource mobilization plan.	TBD	1 plan	Annually	Resource mobilization plan document.	MWE, UNHCR, NGOs
3.3 Follow-up and mobilize DP GRF pledges for the WASH sector.	3.3.1 Track and monitor DP pledges.	Number of DP pledges tracked and monitored.	TBD	All pledges tracked annually	Annually	Pledge tracking reports, monitoring updates.	OPM, MWE, UNHCR
	3.3.2 Initiate high-level follow-up meetings with DPs to discuss progress and address bottlenecks.	Number of high-level meetings held.	TBD	At least 2 meetings per year	Semi-Annually	Meeting minutes, follow-up reports.	OPM, MWE, UNHCR, DPs
	3.3.3 Develop tailored communication materials highlighting the impact of pledges on refugee-hosting	Number of communication materials developed and shared.	TBD	At least 3 materials annually	Annually	Reports, presentations, brochures,	OPM, MWE, UNHCR

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	communities and the WASH sector.					distribution records.	
	3.3.4 Organize joint missions with development partners to visit refugee-hosting districts and monitor progress.	Number of joint missions conducted.	TBD	At least 1 mission annually	Annually	Joint mission reports, field visit records.	MWE, UNHCR, DLGs, NGOs
	3.3.5 Create a compelling case for increased investment in the WASH sector using data, success stories, and lessons learned.	Number of advocacy materials developed.	TBD	At least 2 materials annually	Annually	Advocacy briefs, success story compilations.	MWE, OPM, UNHCR, NGOs
	3.3.6 Organize donor roundtables and sector-specific workshops to encourage further commitments.	Number of donor roundtables or workshops held.	TBD	At least 1 annually	Annually	Roundtable/workshop reports, attendance records, commitment updates.	MWE, OPM, UNHCR
3.4 Hold annual Refugee WASH DP roundtable conferences.	3.4.1 Organize and facilitate annual WASH DP Roundtable Conference.	Number of roundtable conferences held.	TBD	1 conference annually	Annually	Conference reports, attendance records.	MWE, OPM, UNHCR, DPs
	3.4.2 Develop a funding mobilization strategy and	Number of funding mobilization strategies developed	TBD	1 strategy per conference	Annually	Conference outputs, strategy	MWE, OPM, UNHCR

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	advocacy campaign during the conference.	and campaigns launched.				documents, advocacy campaign materials.	
Objective 4: To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions:							
4.1 Hold joint annual review meetings of Refugee WASH stakeholders to review progress of the transition.	4.1.1 Undertake data collection and analysis on WASH activities in RHDs and the progress of the transition process.	Number of data collection exercises completed.	TBD	1 exercise per RHD annually	Annually	Data collection reports, analysis summaries.	MWE, OPM, UNHCR, NGOs
	4.1.2 Organize the annual joint review meeting by inviting the mapped WASH stakeholders.	Number of annual review meetings conducted.	TBD	1 meeting per RHD annually	Annually	Meeting minutes, attendance records, action plans.	MWE, OPM, UNHCR, DPs, DLGs
4.2 Sign MoUs, develop and implement joint action plans in the refugee response.	4.2.1 Facilitate a Multi-Stakeholder Workshop for MoU Development and Joint Action Plan Formulation.	Number of MoUs signed and joint action plans developed.	TBD	1 MoU and action plan per RHD annually	Annually	Workshop reports, signed MoUs, finalized action plans.	MWE, OPM, UNHCR, DPs, NGOs, NWSC

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
4.3 Hold quarterly Technical Working Group meetings at DLG level to discuss progress of Refugee WASH interventions under the transition.	4.3.1 Establish and facilitate quarterly Technical Working Group meetings at the DLG level.	Number of Technical Working Group meetings conducted quarterly.	TBD	4 meetings per RHD annually	Quarterly	Meeting minutes, attendance records, progress updates.	DLGs, MWE, UNHCR, NGOs, NWSC
4.4 Sustain local community engagement and sensitization on Refugee WASH delivery.	4.4.1 Conduct regular community meetings, radio programs, and village-level sensitization campaigns to raise awareness on the importance of WASH services in refugee-hosting areas.	Number of community engagement activities conducted quarterly.	TBD	10 activities per RHD annually	Quarterly	Community meeting reports, radio program logs, campaign materials.	DLGs, NGOs, RWCs, VHTs
	4.4.2 Establish community feedback mechanisms.	Number of functional community feedback mechanisms established.	TBD	At least 1 mechanism per RHD	Semi-Annually	Feedback logs, records of community responses.	DLGs, CDOs, RWCs
	4.4.3 Undertake capacity building for community leaders and volunteers.	Number of leaders and volunteers trained.	TBD	50 participants	Annually	Training reports,	DLGs, NGOs, RWCs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
				per RHD annually		attendance records.	
	4.4.4 Develop and implement community-driven action plans for improving WASH facilities and services.	Number of community-driven action plans implemented.	TBD	1 action plan per RHD annually	Annually	Action plans, implementation progress reports.	DLGs, RWCs, WUCs, NGOs
	4.4.5 Promote School-Based Sensitization Programs.	Number of schools implementing WASH sensitization programs.	TBD	50% of schools implement WASH sensitization programs per RHD annually	Quarterly	School reports, sensitization materials, student feedback.	School Heads, NGOs
	4.4.6 Partner with local radio stations, social media influencers, and community leaders to broadcast educational content on WASH and the transition process.	Number of broadcast sessions conducted.	TBD	20 broadcasts per RHD annually	Quarterly	Broadcast schedules, program recordings.	NGOs, DLGs, Local Radio Stations
	4.4.7 Create and distribute materials in local languages explaining key WASH practices and encouraging participation.	Number of materials developed and distributed.	TBD	500 materials per RHD annually	Semi-Annually	Copies of materials, distribution logs.	DLGs, NGOs, CDOs
	4.4.8 Create spaces for regular interaction between refugees and host	Number of interactive sessions organized between refugees	TBD	4 sessions per RHD annually	Quarterly	Interaction session reports,	DLGs, NGOs, RWCs, VHTs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	communities to foster understanding and collaboration.	and host communities to foster understanding and collaboration.				attendance lists.	
Strategic Interventions	**Key Activities**	**Indicators**	TBD	**Target**	**Frequency of Data Collection**	**Means of Verification**	**Responsibility**
Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure:							
5.1 Undertake emergency refugee WASH needs assessment and integrate them into the overall DLG and utility WASH planning processes.	5.1.1 Conduct a Rapid Refugee WASH Needs Assessment.	Number of WASH rapid needs assessments conducted.	TBD	1 assessment per RHD annually	Annually	Assessment reports, meeting minutes.	DLGs, UNHCR, Local NGOs
	5.1.2 Organize meetings with key stakeholders to review the needs assessment and address gaps.	Number of stakeholder meetings conducted.	TBD	1 meeting per RHD annually	Annually	Meeting minutes, attendance lists.	DLGs, UNHCR, VHTs, RWCs
	5.1.3 Develop a comprehensive emergency WASH response plan.	Emergency WASH response plan developed and	TBD	1 integrated response plan per RHD	One-time	Published response plans, stakeholder	DLGs, MWE, UNHCR, NGOs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
		integrated into DLG/utility plans.				validation reports.	
	5.1.4 Hold regular coordination meetings between humanitarian and development actors.	Number of coordination meetings held quarterly.	TBD	Quarterly coordination meetings	Quarterly	Meeting agendas, minutes, and attendance lists.	MWE, DLGs, UNHCR, Local Utilities
	5.1.5 Conduct information sessions with refugees and host communities.	Number of information sessions held.	TBD	8 sessions per RHD annually	Semi-Annually	Session reports, community feedback forms.	DLGs, VHTs, RWCs, NGOs
	5.1.6 Train DLG staff, utilities, and providers on emergency WASH interventions.	Number of staff and providers trained.	TBD	50 staff trained per RHD annually	Annually	Training reports, attendance records.	MWE, DLGs, NGOs
	5.1.7 Train community leaders on WASH maintenance, hygiene promotion, and facility management.	Number of community leaders trained.	TBD	100 leaders trained per RHD annually	Annually	Training logs, pre- and post-training assessments.	DLGs, RWCs, NGOs, Local Utilities
5.2 Enhance monitoring and evaluation systems for WASH service delivery.	5.2.1 Conduct regular site visits and data collection to monitor intervention effectiveness.	Number of site visits conducted.	TBD	Monthly site visits per RHD	Monthly	Monitoring reports, water quality test results.	OPM, MWE, DLGs, UNHCR

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	5.2.2 Regularly report progress to stakeholders and update the WASH response plan as needed.	Number of progress reports shared with stakeholders.	TBD	Quarterly progress reports	Quarterly	Reports, stakeholder feedback.	OPM, MWE, DLGs, Local NGOs
Objective 6: To establish sustainable operation and maintenance system for water facilities to ensure reliable functionality and service delivery post-transition.							
6.1 Develop and adopt O&M guidelines and standards for WASH systems.	6.1.1 Organize consultations with stakeholders to review current O&M practices.	Number of stakeholder consultations conducted.	TBD	4 consultations in targeted RHDs	Quarterly	Meeting minutes, attendance lists.	MWE, DLGs, NWSC, UNHCR, NGOs
	6.1.2 Develop practical O&M guidelines for water supply systems and sanitation facilities.	O&M guidelines developed and disseminated.	TBD	1 comprehensive guideline	One-time	Published guidelines, distribution records.	MWE, NWSC, DPs, NGOs
	6.1.3 Conduct workshops and training sessions for stakeholders on the guidelines.	Number of stakeholders trained.	TBD	200 stakeholders trained	Semi-Annually	Training reports, attendance records.	MWE, NGOs, NUWS
	6.1.4 Distribute user-friendly O&M materials to community-level implementers.	Number of materials distributed.	TBD	1,000 copies distributed	Annually	Distribution records, community feedback.	MWE, DLGs, NGOs
6.2 Train and operationalize water user committees	6.2.1 Identify and select WUC members ensuring balanced representation.	Number of WUC members selected.	TBD	300 members identified	Quarterly	Selection lists, stakeholder	DLGs, Community Leaders, RWCs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
(WUCs) across RHDs.						validation reports.	
	6.2.2 Develop training materials for WUC capacity-building.	Training materials developed.	TBD	1 comprehensive WUC training toolkit	One-time	Training toolkit, review feedback.	NGOs, DLGs, UNHCR
	6.2.3 Organize WUC training workshops.	Number of WUC workshops conducted quarterly.	TBD	10 workshops per RHD	Quarterly	Training reports, workshop attendance records.	NGOs, DLGs, UNHCR, NUWS
	6.2.4 Establish mentorship programs for WUCs.	Mentorship programs established and operationalized.	TBD	2 programs operationalized in RHDs	Semi-Annually	Mentorship plans, progress reports.	NGOs, DLGs, MWE
6.3 Implement routine maintenance schedules for WASH systems.	6.3.1 Develop a comprehensive maintenance plan for WASH systems.	Maintenance plan for WASH Systems developed and adopted.	TBD	1 maintenance plan per RHD	Annually	Maintenance plans, stakeholder validation reports.	MWE, DLGs, NWSC, NUWS
	6.3.2 Train WUCs and local teams on conducting routine inspections.	Number of WUCs and teams trained.	TBD	20 teams trained	Annually	Training reports, participant lists.	MWE, DLGs, NGOs

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
6.4 Establish emergency response mechanisms for point water sources.	6.4.1 Develop standardized emergency response protocols.	Emergency response protocols developed and shared.	TBD	1 emergency response protocol developed by Year 2	One-time	Published protocols, dissemination records.	MWE, DLGs, NGOs, Private Sector
	6.4.2 Equip emergency response teams with necessary kits.	Number of emergency kits distributed.	TBD	50 kits distributed across RHDs	Semi-Annually	Distribution records, inventory lists.	MWE, NGOs, DLGs
	6.4.3 Train stakeholders on emergency response procedures.	Number of stakeholders trained on emergency response.	TBD	100 stakeholders trained per RHD	Semi-Annually	Training attendance, feedback surveys.	MWE, UNHCR, NGOs
	6.4.4 Establish a dedicated emergency response fund to cover the costs of repairs, transportation of water, or emergency infrastructure improvements for point water sources.	Dedicated emergency response fund established.	N/A	1	Yearly	Reports from sector players	DLGs, MWE, UNHCR, NWSC, NUWS
	6.4.5 Build partnerships with donors, local governments, and humanitarian organizations to ensure financial support is	Number of partnerships established with different stakeholders to fund O&M	TBD	10	Quarterly	Reports from DLGs, NUWS, NWSC, MWE	MWE, DLGs, NWSC, NUWS

Strategic Interventions	Key Activities	Indicators	Baseline	Target	Frequency of Data Collection	Means of Verification	Responsibility
	available when emergency interventions are needed.	activities during emergencies.					
6.5 Implement Community-Based Monitoring System (CBMS) plus O&M approaches in RHDs.	6.5.1 Establish a community-based reporting system for water source issues.	Community-based reporting system operationalized.	TBD	System operational in all RHDs by…	Semi-Annually	Reports from community members, feedback logs.	MWE, DLGs, NGOs, Private Sector
	6.5.2 Schedule regular inspections of water sources by trained technicians.	Number of inspections conducted quarterly.	TBD	4 inspections per RHD annually	Quarterly	Inspection logs, maintenance reports.	MWE, NWSC, NUWS, NGOs

8.3 DETAILED COST ESTIMATES

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
Objective 1: To enhance data accuracy and documentation for water infrastructure to support effective planning and management in refugee-hosting districts:													
1.1 Conduct regular comprehensive assessments of status and functionality of water supply infrastructure.	1.1.1 Deploy trained engineers and technicians to perform on-site inspections of water supply infrastructure at regular intervals using standardized diagnostic tools to assess functionality, wear and tear, and compliance with standards.	50M UGX annually per each of the 12 RHDs.	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000
	1.1.2 Engage community members, including water user committees and local leaders, to monitor and report issues affecting water infrastructure functionality.	20M UGX	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000
	1.1.3 Leverage technology such as remote sensors and Internet of Things (IoT) devices to track	44M UGX per RHD	480,000	480,000									960,000
													-

	In '000 UGX												
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	real-time data on water flow, pressure, and system performance.												
1.2 Establish coordinated data collection and centralized data management system.	1.2.1 Create and implement standardized tools, templates, and guidelines for collecting data related to water supply infrastructure (e.g., functionality, usage, maintenance needs).	Cost of creating and implementing the tools	120,000										120,000
	1.2.2 Establish a centralized digital database or dashboard for storing, analyzing, reporting, and sharing collected data across stakeholders.	1 database/dashboard functional and accessible to stakeholders by Year 2.	330,000										330,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	1.2.3 Organize workshops to bring together stakeholders, including government agencies, NGOs, and community representatives, to align data collection methods and validate data.	15M UGX. Per workshop per RHD	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,800,000
1.3 Develop data-driven WASH planning and decision-making tools and guidelines.	1.3.1 Develop digital and manual tools, such as dashboards, mobile apps, and templates, that use WASH data to guide planning and resource allocation.		220,000										220,000
	1.3.2 Develop written guidelines outlining best practices, processes, and benchmarks for integrating data into WASH planning and decision-making.	Costs of developing and disseminating guidelines	120,000										120,000

	In '000 UGX												
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	1.3.3 Integrate WASH Planning Tools with National and Local Systems.		12,000										12,000
sub-total			**2,302,000**	**1,500,000**	**1,020,000**	**1,020,000**	**1,020,000**	**1,020,000**	**1,020,000**	**1,020,000**	**1,020,000**	**1,020,000**	**11,962,000**
Objective 2: Enhance the operational capacity of the water sector by addressing staffing shortages, streamlining recruitment processes, and building local technical capacity in water system management to ensure sustainable service delivery post-transition													-
2.1 Undertake capacity needs assessment and recruit required utility staff.	2.1.1 Conduct a Comprehensive Capacity Needs Assessment		480,000										480,000
	2.1.2 Develop a Recruitment Plan and Secure Resources		20,000										20,000
	2.1.3 Conduct Recruitment, Onboarding, and Training	40M UGX annual for per staff per RHD		480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	4,320,000
2.2 Conduct technical training programs for utility staff.	2.2.1 Design a tailored training program based on the needs assessment report		165,000,000										165,000,000
	2.2.2 Implement and monitor the training		240,000	240,000									480,000

	In '000 UGX												
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	2.2.3 Evaluate Training Impact and Sustain Capacity Building		50,000	50,000									100,000,000
2.3 Equip utilities with necessary tools and logistics for efficient O&M of WSS.	2.3.1 Perform a comprehensive inventory of existing tools, equipment, and logistics used for O&M, identify gaps, and develop a prioritized list of required equipment.	20M UGX per RHD	240,000										240,000
	2.3.2 Procure Tools and Equipment	TBD											-
	2.3.3 Establish Maintenance Systems for Tools and Logistics	TBD											-
	2.3.4 Conduct regular field assessments to evaluate how the tools and equipment are being utilized, document lessons learned, and challenges.			120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,080,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
2.4 Establish knowledge transfer mechanisms to sustain capacity.	2.4.1 Develop mentorship and coaching programs		50,000										50,000
	2.4.2 Establish a Knowledge Management System (KMS) by developing an online repository for storing and sharing technical manuals, guidelines, and case studies.		120,000										120,000
	2.4.3 Facilitate regular knowledge-sharing workshops and seminars among staff.	2 Workshops annually	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
	2.4.4 Organize staff exchange programs with well-performing utilities across the regions.	For a maximum of 60 Staff annually	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	2.4.5 Facilitate peer-to-peer learning sessions, such as utility management forums and sector working group meetings.		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
	2.4.6 Document and disseminate insights gained from exchange programs to all staff.		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Sub-Total			**1,555,000**	**1,080,000**	**790,000**	**790,000**	**790,000**	**790,000**	**790,000**	**790,000**	**790,000**	**790,000**	**8,955,000**
Objective 3: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response in refugee-hosting districts by ensuring equitable resource allocation during the transition phase:													-
3.1 Update the WESRRP and use it for resource mobilization.	3.1.1 Conduct a Comprehensive Review of the Current Plan by organizing stakeholder consultations to assess gaps, priorities, and emerging needs in refugee-hosting areas.		240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	3.1.2 Integrate Funding and Resource Mobilization Strategies into the Updated Plan and develop a donor engagement strategy.		50,000										50,000
	3.1.3 Disseminate the Updated Plan for Advocacy and Resource Mobilization.			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
3.2 Strengthen WESRRP Secretariat capacity for resource mobilization and DP coordination.	3.2.1 Organize workshops and seminars to build skills in managing multi-stakeholder partnerships and coordinating with development partners (DPs).		120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	3.2.2 Develop a mentorship program where experienced resource mobilization professionals guide the secretariat team.		50,000										50,000
	3.2.3 Establish regular coordination meetings with development partners.		60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
	3.2.4 Create a joint working group or task force with representatives from key development partners to streamline resource mobilization efforts.	cost of facilitating the working group meetings	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
	3.2.5 Develop a shared resource tracking system to monitor and report on funding contributions and gaps.	1 system	120,000										120,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	3.2.6 Develop a Strategic Resource Mobilization Plan for the WESRRP Secretariat.	1 plan	120,000										120,000
3.3 Follow-up and mobilize DP GRF pledges for the WASH sector.	3.3.1 Track and monitor DP pledges.	Cost of communication, transport, holding meetings	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
	3.3.2 Initiate high-level follow-up meetings with DPs to discuss progress and address bottlenecks.	At least 2 meetings per year	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	400,000
	3.3.3 Develop tailored communication materials highlighting the impact of pledges on refugee-hosting communities and the WASH sector.	Cost of developing the materials, and disseminating them	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	3.3.4 Organize joint missions with development partners to visit refugee-hosting districts and monitor progress.	Assuming a Maximum of 20 DPs	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
	3.3.5 Create a compelling case for increased investment in the WASH sector using data, success stories, and lessons learned.	Cost of developing the materials, and disseminating them	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
	3.3.6 Organize donor roundtables and sector-specific workshops to encourage further commitments.	At least 1 annually	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
3.4 Hold annual Refugee WASH DP roundtable conferences.	3.4.1 Organize and facilitate annual WASH DP Roundtable Conference.	1 conference annually	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	3.4.2 Develop a funding mobilization strategy and advocacy campaign during the conference.	1 strategy per conference	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Sub-Total			**1,010,000**	**770,000**	**770,000**	**770,000**	**770,000**	**770,000**	**770,000**	**770,000**	**770,000**	**770,000**	**7,940,000**
Objective 4: To strengthen coordination and partnerships between local governments and humanitarian and development partners in refugee-hosting districts to enhance alignment with district priorities and improve the effectiveness of water interventions:													-
4.1 Hold joint annual review meetings of Refugee WASH stakeholders to review progress of the transition.	4.1.1 Undertake data collection and analysis on WASH activities in RHDs and the progress of the transition process.	1 exercise per RHD annually	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000
	4.1.2 Organize the annual joint review meeting by inviting the mapped WASH stakeholders.	1 meeting per RHD annually	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
4.2 Sign MoUs, develop and implement joint action plans in the refugee response.	4.2.1 Facilitate a Multi-Stakeholder Workshop for MoU Development and Joint Action Plan Formulation.	1 MoU and action plan per RHD annually	30,000										30,000
4.3 Hold quarterly Technical Working Group meetings at DLG level to discuss progress of Refugee WASH interventions under the transition.	4.3.1 Establish and facilitate quarterly Technical Working Group meetings at the DLG level.	4 meetings per RHD annually	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	180,000	1,800,000
4.4 Sustain local community engagement and sensitization on Refugee WASH delivery.	4.4.1 Conduct regular community meetings, radio programs, and village-level sensitization campaigns to raise awareness on the importance of WASH services in refugee-hosting areas.	200M UGX for 10 activities per RHD annually	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	24,000,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	4.4.2 Establish community feedback mechanisms.	At least 1 mechanism per RHD	240,000										240,000
	4.4.3 Undertake capacity building for community leaders and volunteers.	25M UGX. For 50 participants per RHD annually	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
	4.4.4 Develop and implement community-driven action plans for improving WASH facilities and services.	1 action plan per RHD annually	240,000										240,000
	4.4.5 Promote School-Based Sensitization Programs.	40M UGX per RHD	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	480,000	4,800,000
	4.4.6 Partner with local radio stations, social media influencers, and community leaders to broadcast educational content on WASH and the transition process.	3M UGX per broadcast	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	4.4.7 Create and distribute materials in local languages explaining key WASH practices and encouraging participation.	5M UGX. for 500 materials per RHD	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	600,000
	4.4.8 Create spaces for regular interaction between refugees and host communities to foster understanding and collaboration.	20M UGX. For 4 sessions per RHD annually	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000
Sub-Total			**4,500,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**3,990,000**	**40,410,000**
Strategic Interventions	**Key Activities**												-
Objective 5: To integrate emergency water systems into long-term, standardized water management plans to ensure sustainable and equitable water infrastructure:													-

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
5.1 Undertake emergency refugee WASH needs assessment and integrate them into the overall DLG and utility WASH planning processes.	5.1.1 Conduct a Rapid Refugee WASH Needs Assessment.	60M UGX. For each assessment per RHD annually	720,000										720,000
	5.1.2 Organize meetings with key stakeholders to review the needs assessment and address gaps.	1 meeting per RHD annually	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
	5.1.3 Develop a comprehensive emergency WASH response plan.	1 integrated response plan per RHD	100,000										100,000
	5.1.4 Hold regular coordination meetings between humanitarian and development actors.	Quarterly coordination meetings	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	5.1.5 Conduct information sessions with refugees and host communities.	10M UG. Per 8 sessions per RHD annually	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	960,000	9,600,000
	5.1.6 Train DLG staff, utilities, and providers on emergency WASH interventions.	50 staff trained per RHD annually	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000, 0	3,000,000
	5.1.7 Train community leaders on WASH maintenance, hygiene promotion, and facility management.	100 leaders trained per RHD annually	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000
5.2 Enhance monitoring and evaluation systems for WASH service delivery.	5.2.1 Conduct regular site visits and data collection to monitor intervention effectiveness.	5M UGX. Per Monthly site visits per RHD annually	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000
	5.2.2 Regularly report progress to stakeholders and update the WASH response plan as needed.	Cost of writing and disseminating the quarterly progress report	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
Sub-Total			**3,190,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**2,370,000**	**24,520,000**

	In '000 UGX												
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
Objective 6: To establish sustainable operation and maintenance systems for water facilities to ensure reliable functionality and service delivery post-transition.													-
6.1 Develop and adopt O&M guidelines and standards for WASH systems.	6.1.1 Organize consultations with stakeholders to review current O&M practices.		30,000										30,000
	6.1.2 Develop practical O&M guidelines for water supply systems and sanitation facilities.		60,000										60,000
	6.1.3 Conduct workshops and training sessions for stakeholders on the guidelines.		30,000	30,000	30,000	30,000	30,000						150,000
	6.1.4 Distribute user-friendly O&M materials to community-level implementers.	TBD											-
6.2 Train and operationalize water user committees (WUCs) across RHDs.	6.2.1 Identify and select WUC members ensuring balanced representation.		24,000										24,000

	In '000 UGX												
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	6.2.2 Develop training materials for WUC capacity-building.		20,000										20,000
	6.2.3 Organize WUC training workshops.	For a maximum of 30 WUCs each quarter		160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,440,000
	6.2.4 Establish mentorship programs for WUCs.	cost of developing and implementing the mentorship programs		30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	270,000
6.3 Implement routine maintenance schedules for WASH systems.	6.3.1 Develop a comprehensive maintenance plan for WASH systems.	1 maintenance plan per RHD	240,000										240,000
	6.3.2 Train WUCs and local teams on conducting routine inspections.			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
6.4 Establish emergency response mechanisms for point water sources.	6.4.1 Develop standardized emergency response protocols.	1 emergency response protocol developed by Year 2	50,000										50,000

	In '000 UGX											
Strategic Interventions	**Key Activities**	**Notes**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**	**Overall**
	6.4.2 Equip emergency response teams with necessary kits.	TBD											-
	6.4.3 Train stakeholders on emergency response procedures.	20M UGX for 100 stakeholders per RHD		240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,160,000
6.5 Implement Community-Based Monitoring System (CBMS) plus O&M approaches in RHDs.	6.5.1 Establish a community-based reporting system for water source issues.		240,000										240,000
	6.5.2 Schedule regular inspections of water sources by trained technicians.	20M UGX per RHD annually	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	2,400,000
Sub-Total			**934,000**	**720,000**	**720,000**	**720,000**	**720,000**	**690,000**	**690,000**	**690,000**	**690,000**	**690,000**	**7,264,000**
	Total		**13,491,000**	**10,430,000**	**9,660,000**	**9,660,000**	**9,660,000**	**9,630,000**	**9,630,000**	**9,630,000**	**9,630,000**	**9,630,000**	**101,051,000**

8.4 RACI

The transition from a purely humanitarian to a sustainable refugee response involves various stakeholders, each with distinct roles and responsibilities. Whereas stakeholder mapping has been undertaken by CRRF, the transition process calls for defining specific roles and responsibilities for specific actors with regards to transition. Realizing how crucial the transition process is for ensuring long-term stability, resilience, and the well-being of both refugees and host communities, we shall use the responsibility assignment matrix (RACI) in a collaborative and participatory manner to define who is Responsible for what; who has the ultimate Authority; who is to be Consulted; and who should be Informed while implementing the transition strategy and sector specific plans. The critical aspect of the transition is the integration of refugee response into national systems.

	Key Positions															
Transition Phases	**Minister**	**Commissioner for Refugees**	**Director CRRF**	**UNHCR**	**DPG**	**RDO**	**CAO**	**DEF**	**District Planner**	**Sector Leads**			**REF**	**Settlement Commandant**	**RCWs**	**RLO**
										DEO	**DHO**	**Water Officer**				
Phase 1: Preparatory (Gazette and Formal Handover)																
Gazette Settlements:																
1. MWE officially gazettes all refugee settlements under designated authorities of Areas Service Providers																
2. Conduct joint assessments of water supply infrastructure to establish inventories....																
3. Clarify land ownership and secure water source abstraction permits.																
Formal Handover:																
4. Zone-by-zone formal transfer of service delivery responsibility to NUWS or other designated authorities.																
5. Create zonal water boards with refugee and host community representatives.																
6. Prepare/amend and sign MoUs specifying roles, responsibilities, and commitments of all partners.																

Transition Phases	Key Positions															
	Minister	Commissioner for Refugees	Director CRRF	UNHCR	DPG	RDO	CAO	DEF	District Planner	Sector Leads			REF	Settlement Commandant	RCWs	RLO
Establish baseline performance indicators and monitoring frameworks.																
Phase 2: Develop																
MoU Design and Lifecycle:																
1. Operationalize MoUs and financial commitments during the transition.																
Capacity Development:																
2. Recruit, train, and equip NUWS staff for technical and managerial roles.																
3. Build operational capacity																
Infrastructure Optimization and Development:																
4. Undertake priority repairs, metering, and upgrades to existing water systems.																
5. Replace diesel generators with cost-efficient and climate-resilient systems																
6. Extend and interconnect water infrastructure to optimize service coverage.																
Financial Viability Preparation:																
7. Implement promotional connection campaigns with subsidized fees																
8. Design mechanisms for subsidy allocation and vulnerability-based support systems.																
Phase 3: Transfer Operations and Management																
Operational Takeover:																
1. National water utilities (e.g. NUWS) assumes full responsibility for O&M and financial management of water systems.																
2. Begin phased billing for individual and institutional connections using electronic systems.																
Performance Monitoring and Reporting:																
3. Set and monitor performance targets for service providers.																

Transition Phases	Key Positions															
	Minister	Commissioner for Refugees	Director CRRF	UNHCR	DPG	RDO	CAO	DEF	District Planner	Sector Leads			REF	Settlement Commandant	RCWs	RLO
Customer and Community Engagement on Billing systems:																
4. Conduct community sensitization on billing systems, customer rights, transition to paid services.																
5. Introduce pro-poor tariffs and initiate payment for water at PSPs based on vulnerability categories.																
Cost Reduction Investments:																
6. Continue infrastructure improvements to lower operating costs and enhance system efficiency.																
Phase 4: Sustainable Operations																
Cost-Recovery Operations:																
1. Achieve full cost recovery through gradually increased tariffs while maintaining affordability for vulnerable groups.																
2. Subsidies maintained only for extremely vulnerable individuals																
Sustainable Service Delivery:																
3. Ensure stable, long-term utility operations with resilient financial and technical systems.																
4. Strengthen partnerships with development actors for ongoing technical support and capital investments.																
Ongoing Monitoring:																
5. Regularly assess and adjust operational and financial performance to maintain sustainability.																
6. Conduct periodic evaluations to ensure alignment with community needs and government priorities.																
Cross-Phase Actions																
Coordination:																

Transition Phases	Key Positions															
	Minister	Commissioner for Refugees	Director CRRF	UNHCR	DPG	RDO	CAO	DEF	District Planner	Sector Leads			REF	Settlement Commandant	RCWs	RLO
Strengthen multi-stakeholder collaboration, partnership and ownership, with national and district governments leading the process and development partners acting as catalytic and facilitators.																
Stakeholder Engagement:																
Stakeholder mapping and consensus building;																
Engage communities and key actors to ensure inclusivity, trust, and support for transition actions;																
Mapping Vulnerabilities																
Capacity Building and Investment:																
Prioritize capacity-building efforts and climate-resilient investments to enhance financial and operational viability (Repairs, metering, interconnections, extensions, replacements of diesel generators to reduce operation costs).																

8.5 TEMPLATES FOR TRANSITION OF WATER SERVICES

To assist district local governments in implementing the transition strategy for Water facilities based on the identified strategic focus areas, the following key templates can be developed further by the respective implementers.

Strategic Area: Water Infrastructure Data Collection and Reporting

Purpose: To enhance data accuracy and documentation for water infrastructure in refugee-hosting districts.

S.N	Nature of Facility	Key Attributes			
1.	WATER Facility Identification	Location (GPS)	Facility Type (e.g. Borehole, protected water source, tap stands point, , sanitation)	Year Established	Service Coverage(population servered)
2.	Current Operational Status	Functionality	Condition	Access Levels	Service Reliability
3.	Data Collection Frequency	Monthy	Quarterly	Half-Yearly	Yearly
4.	Maintenance History	Past Repairs	Upgrades	Partner Interventions	
5.	Challenges/Issues Indentified	Inadequacies	Discrepancies in Data	Capacity Gaps	
6					

Strategic Area : Capacity Building and Staffing Action Plan

Purpose: To address staffing shortages and build local technical capacity for sustainable WATER system management across RHDs.

S.N	Key Area	Key Attributes			
1.	Current Staffing Levels	Number of Staff by gender	Roles	Staffing Gap	Status

2.	Skills Assessment	Existing Staff Qualifications	Technical Capacity	Training Needs	Status
3.	Recruitment Plan	Job Descriptions	Recruitment Timelines	Processes for Filling Gaps	Status
4.	Training and Capacity Building Plan	Skills Development Programs	Partnerships for Training	Timelines	Status
5.	Monitoring and Evaluation (M&E)	Metrics for assessing improvement in staff capacity			
6	Water source commitee	Number of members by gender	Fees amount collected per person/household	Frequency of meetings	Management and use of funds

Strategic Area : Emergency to Long-Term Water Management Integration

Purpose: To ensure emergency water response systems are integrated into long-term management plans.

S.N	Key Area	Key Attributes			
1.	Emergency Response Inventory	List of temporary/emergency systems in place, their current condition, and management protocols			
2.	National Standards Compliance	Checklist for each system to ensure adherence to national standards			
3.	Tansition Roadmap	Steps for transitioning each system, including timelines, required permits, and approvals			
4.	Long-term Management Plan	Integration of emergency systems into district water management, roles, and responsibilities			
5.	Risk Management Plan	Contingencies and actions for emergencies that may arise during the transition phase			

Strategic Area Sustainable Financing and Resource Allocation Plan

Purpose: To enhance sustainable financing mechanisms for water infrastructure maintenance and emergency response.

S.N	Nature of Facility	Key Attributes			
1.	Current Funding Sources	Government of Uganda Budget Allocations/District	Humanitarian Donors	Development Partners	External Grants
2.	Transition Financing Needs	Detailed cost estimates for WATER facility management during and post-transition			
3.	Resource Allocation Plan	Equitable distribution of financial resources, prioritization based on need			
4.	Sustainable Financing Options	Government of Uganda Budget Allocations	Local government revenue streams	Public-Private Partnerships (PPPs)	Development Partners +Humanitarian Donors
5.	Budget Monitoring FraMWEork	Mechanisms to track expenditure, financial reporting timelines			

Strategic Area : Coordination and Partnership Strengthening

Purpose: To strengthen coordination and partnerships between local governments and humanitarian partners.

S.N	Nature of Facility	Key Attributes			
1.	Stakeholder Mapping	List of Key Partners	Category	Roles	Responsibilities
2.	Condition Meetings Schedule	Regular meeting timelines	Agenda points	Documentation of Agreements	Key Actions + Responsible Party
3.	Alignment Matrix	Mapping of humanitarian interventions against district WATER priorities			

4.	Roles and Responsibilities FraMWEork	Clearly delineated tasks for local governments and partners during the transition			
5.	M&E Plan	Metrics for tracking effectiveness of coordination and partnerships, feedback mechanisms			

Strategic Area : Water Infrastructure Standardization Checklist

Purpose: To ensure water infrastructure in refugee-hosting districts meets Ministry of Water and Environment standards.

S.N	**Nature of Facility**	**Key Attributes**			
1.	Inventory of Existing Infrastructure	Description	Year Constructed	Design Standards Followed	GPS location
2.	Compliance Checklist	Key national standards, including water quality, capacity, durability, and environmental safeguards			
3.	Inspection Schedule	Regular inspections and reporting intervals to ensure continued compliance			
4.	Handover Plan	Documentation required for handover of infrastructure from partners to the government			
5.	Challenges/Issues Indentified				

Template for Capital Expenditure (CAPEX) Estimation for Transitioning Water Facilities in Uganda's Refugee Response

A. Project Overview

Name of Water Facility	
Location (District, Refugee Settlement)	
Current Facility Manager (Partner, NGO, Government)	
Intended Transition Timeline	
Date of Estimation	
Name and Position	

B. Infrastructure Assessment and Upgrade

- **Description of Existing Facility:** (Condition, capacity, technology used, etc.)

Required Infrastructure Upgrades

Item	Description	Unit Cost (UGX'000)	Quantity	Total Cost (UGX'000)
Borehole Rehabilitation	Repairs, pump replacement, piping			
Solar Pumping System	Panels, controllers, pumps			
Storage Tanks	Capacity and type			
Water Distribution Network	Piping, valves, connections			
Water Treatment Units	Filtration, chlorination systems			
Security and Fencing	Perimeter fencing, gates			
Other (Please specify)				
Sub-total				

C. Operational Setup

Installation and Commissioning Costs

Service	Description	Unit Cost (UGX'000)	Quantity	Total Cost (UGX'000)
Technical Surveys	Water quality tests, flow rate measurement			
Engineering Design	Technicians, engineers, support staff			
Installation Labor	Operational testing and quality assurance			

System Testing and Handover	Operational testing and quality assurance			
Other (Please specify)				
Sub-total				

D. Capacity Building and Training

Human Resources and Training Costs

Role	Description	Unit Cost (UGX'000)	Quantity	Total Cost (UGX'000)
Technical Staff Training	Pump operation, maintenance, troubleshooting			
Community Engagement	Water committees, awareness campaigns			
Management Personnel	Facility manager, financial administration			
Other (Please specify)				
Sub-total				

E. Contingencies and Additional Provisions

Contingency Costs: *(Typically, 5-10% of total CAPEX)*

Contingency Item	Description	Percentage (%)	Total Cost (UGX'000)
Unforeseen Repairs			
Price Fluctuations			
Inflation Adjustment			
Other (Please specify)			
Sub-total			

F. Summary of Total CAPEX

Section	Total Cost (UGX'000)
Infrastructure Upgrades	

Installation and Commissioning	
Capacity Building and Training	
Contingencies	
Others	
Grand Total	

G. Assumptions and Notes

- List any assumptions (e.g., exchange rates, inflation rates, availability of materials).
- Note any dependencies (e.g., timelines for approvals or procurement).

Template for Operation and Maintenance (O&M) Cost Estimation for Transitioning Water Facilities in Uganda's Refugee Response

A. Project Overview

Name of Water Facility	
Location (District, Refugee Settlement)	
Current Facility Manager (Partner, NGO, Government)	
Date of Estimation	
Name and Position	

B. Personnel and Staffing Costs

Monthly Staffing Costs

Staff Role	Monthly Salary (UGX)	Quantity	Monthly Cost (UGX)	Annual Cost (UGX'000)
Facility Manager				
Technician/Maintenance Staff				
Security Personnel				
Community Liaison Officer				
Administrative Support				
Etc				
Other (Please specify)				
Sub-total				

C. Energy and Utilities Costs

Monthly Energy and Utilities Costs

Utility	Unit Cost (UGX)	Estimated Monthly Usage	Monthly Cost (UGX)	Annual Cost (UGX'000)
Electricity (Grid/Solar)				
Generator Fuel				
Water Treatment Chemicals				
Communications (Internet, Phone)				
Etc				
Etc				
Other (Please specify)				
Sub-total				

D. Consumables and Supplies

Monthly Consumables Costs

Item	Unit Cost (UGX)	Estimated Monthly Quantity	Monthly Cost (UGX)	Annual Cost (UGX'000)
Chlorine or Disinfectant				
Maintenance Tools/Parts				
Safety Gear (PPE)				
Cleaning Supplies				
Etc				
Etc				
Other (Please specify)				
Sub-total				

E. Routine Maintenance and Repair Costs

Annual Maintenance and Repair Estimates

Maintenance Item	Description	Unit Cost (UGX)	Frequency	Annual Cost (UGX'000)

Pump Servicing	Lubrication, calibration, minor repairs			
Pipeline Inspections	Leak detection and repairs			
Solar Panel Cleaning	If applicable			
Filter and Screen Replacements				
Etc				
Etc				
Other (Please specify)				
Sub-total				

F. Contingency Fund for Emergency Repairs

Annual Contingency Reserve (typically 5-10% of total annual O&M costs)

Contingency Item	Description	Percentage (%)	Total Cost (UGX'000)
Emergency Repairs	Unanticipated breakdowns or failures		
Replacement of Major Components	e.g. pump, electrical components		
Inflation Adjustment			
Other (Please specify)			
Sub-total			

G. Summary of Total O&M Costs

Section	Total Annual Cost (UGX'000)
Personnel and Staffing Costs	
Energy and Utilities	
Consumables and Supplies	
Contingency Fund	
Others	
Grand Total	

H. Assumptions and Notes

- Detail any assumptions (e.g., inflation rates, specific energy source usage, water quality standards).
- Note any dependencies or variable costs based on usage or seasonal demand.