



UGANDA SANITATION FOR HEALTH ACTIVITY

Quarterly Report I
January 28, 2018 to March 31, 2018



SNV UGANDA

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ACRONYMS AND ABBREVIATIONS

AMELP	Activity Monitoring, Evaluation, and Learning Plan
CDCS	Country Development Cooperation Strategy
CI	Collective Impact
CLA	Collaborating, Learning, and Adapting
CO	Contracting Officer
COP	Chief of Party
COR	Contracting Officer's Representative
DCOP	Deputy Chief of Party
DPM	Deputy Project Manager
FY	USAID Fiscal Year
GMP	Grants Management Plan
GoU	Government of Uganda
MBS	Market Based Sanitation
MEL	Monitoring, Evaluation, and Learning
MELA	Monitoring, Evaluation, and Learning Advisor
MOES	Ministry of Education and Sports
MOF	Ministry of Finance
MOH	Ministry of Health
MOU	Memorandum of Understanding
MWE	Ministry of Water and Environment
NGO	Nongovernmental Organization
NSMS	National Sanitation Marketing Strategy
NSWG	National Sanitation Working Group
NWSC	National Water and Sewerage Corporation
ODF	Open Defecation Free
PM	Project Manager (Home Office)
PSDA	Private Sector Development Advisor
RHITES	Regional Health Integration to Enhance Services
SBC	Social Behavior Change

SanMark	Sanitation Marketing
SSG	Sanitation Solutions Group
STTA	Short-Term Technical Assistance
TSP	Town Sanitation Plan
TSU	Technical Support Units
USAID	United States Agency for International Development
USF	Uganda Sanitation Fund
USG	United States Government
S4H	Uganda Sanitation for Health Activity
WASH	Water Supply, Sanitation and Hygiene

PREFACE

The Uganda Sanitation for Health Activity (S4H) is financed by the United States Agency for International Development (USAID) in Uganda with the goal of increasing the number of people with access to improved and sustainable water, sanitation, and hygiene (WASH) services, ultimately leading to improved health and nutrition status in focus areas and population groups in up to 25 districts in Uganda.

S4H works in close coordination with complementary development programs both within USAID and the Ugandan WASH sector. It aligns with the Government of Uganda's (GOU) development priorities and the needs and wishes of beneficiaries. Through a series of contemporary and integrated WASH interventions at the district, community, and household levels, S4H focuses on achieving three interdependent Outputs:

1. Increased household access to sanitation and water services;
2. Key hygiene behaviors at home, school, and health facilities adopted and expanded; and,
3. Strengthened district water and sanitation governance for sustainable services.

Across all engagements, S4H considers the differential circumstances and opportunities for men and women and youth that influence sustainable access to sanitation and water services and the adoption of hygienic behaviors. Through a systematic approach to collaborating, learning, and adapting (CLA), the activity aims to be embedded within and responsive to local WASH service delivery systems at the district level while contributing to national WASH sector processes and policy discourse.

The S4H contract was effective on January 29, 2018, and runs for a period of five years. Tetra Tech ARD implements the activity in collaboration with a cadre of distinguished nongovernmental organizations (NGOs), SNV, BRAC, and FSG; and a Uganda small-business partner, Sanitation Solutions Group (SSG).

This Quarterly Report covers the period from project inception on January 29, 2018, to March 31, 2018. Section 1 summarizes the major activities and key accomplishments during the quarter under each of the three outputs. Section 2 provides an overview of the key activities programmed for the coming quarter. Section 3 presents a summary of administrative and management actions. Per USAID instruction, the Quarterly Financial Report for the period ending March 31, 2018 was submitted in parallel with this report under separate cover.

I.0 ACTIVITIES ACCOMPLISHED DURING THE QUARTER

Project activities for the quarter ending March 31, 2018, focused primarily on administrative start-up (see Section 2.0), work planning and preparation/submittal of first quarter contract deliverables. Technical activities began under Output 1, driven by subcontractor FSG, to prepare a roadmap for delivering the NSMS by the end of April 2019. Activities under the other two outputs did not begin before the end of March.

Two Key Personnel, two technical staff and an accountant joined the team on March 19th. Tetra Tech's Project Manager (PM) and Deputy Project Manager (DPM) organized a half-day orientation on March 20th. The remainder of their first week was spent familiarizing themselves with the core project documents and preparing for the work planning consultations the following week.

Work Plan Development. S4H organized a three-day work planning session in late March 2018 to develop the Year 1 Work Plan for the period of February – September 2018. Held at the Royal Suites Hotel in Kampala, the first day was an internal Activity meeting to a) formally introduce the project to S4H staff and partners, b) get to know members of the S4H consortium and begin building camaraderie among the team, c) come to a common understanding for how each organization contributes to achieving the objectives of the contract, and d) prepare for the USAID partners meeting March 28th and 29th.

A two-day external consultation followed on 29 March 2018, attended by representatives of each partner organization (Tetra Tech, SNV, SSG, FSG, and BRAC); three participants from USAID; Government of Uganda (GoU) representatives from the Ministries of Health, Water and Environment, Gender and Social Development, and Education and Sports; and participants from key partner organizations including USAID implementing partners (IPs), the World Bank, GIZ and others. Outputs from the consultation were incorporated into the initial eight-month workplan, a first draft of which was submitted to USAID on April 13th.

Monitoring, Evaluation and Learning. S4H's MELA attended the USAID/Uganda Performance Management Plan Workshop from 28th February to 1st March 2018. Attending this event provided her initial exposure to the concepts of Collaborating, Learning and Adapting (CLA), USAID's Country Development Cooperating Strategy (CDCS) 2.0, and how the S4H Activity contributes to USAID's short- and long-term development goals in Uganda.

In February, S4H procured the services of a Kenyan firm ONA to support the Project's data information and infrastructure needs.¹ ONA will enable seamless data collection, viewing, accessing and sharing of activity data across various users. With mobile data collection capabilities and a web-based visualization tool accessible in low-connectivity settings, the platform allows users to capture GPS coordinates which will be used to locate the households, facilities or businesses for future data collection and conduct spatial geographic analysis; take photos of assets (such as a toilet) while using skip-logic and data entry requirements to reduce enumerator errors. A facilitation team from ONA will travel to Kampala in Q3 to train the S4H staff on how to use this tool.

¹ <https://ona.io/home/>

OUTPUT I: INCREASE HOUSEHOLD ACCESS TO SANITATION AND WATER SERVICES

Beginning the first week of March, the PM began to engage subcontractor FSG to prepare a detailed plan (or roadmap) for developing a National Sanitation Marketing Strategy (NSMS) by April 2019. This is contract deliverable is due at the end of April.

Per the S4H proposal, Tetra Tech and FSG will deploy a Collective Impact (CI) process to foster collaboration and alignment across different stakeholder groups (including government, private sector, NGOs and civil society) with long-term interests in developing and implementing the NSMS. The CI process will, under the direction of a CI steering committee, help develop a common agenda and support shared decision-making across groups while the NSMS is being developed and implemented. The NSMS recommendations aim to be nationally representative, encompassing inputs from districts and regions that S4H may not otherwise have a presence in, and be broadly applicable to the diverse geographic and social contexts across the country.

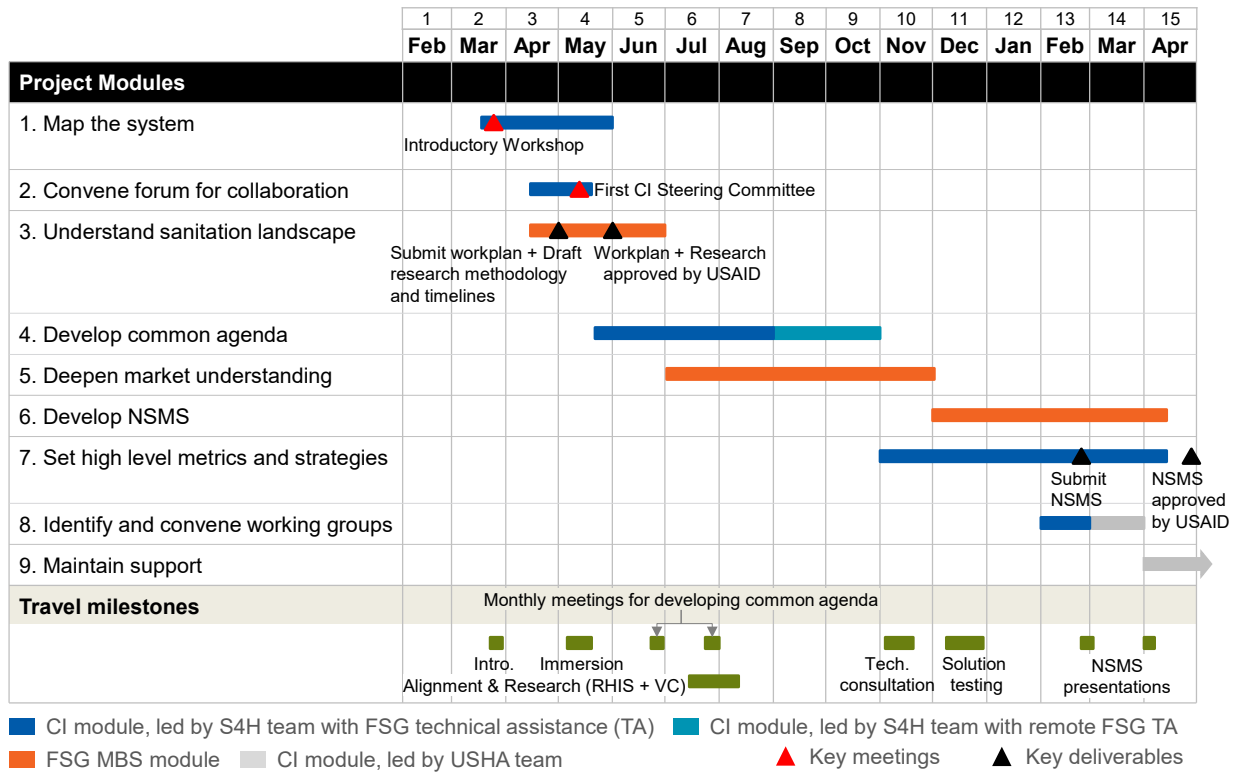
Within the CI process, FSG also will conduct a MBS research study to understand the sanitation landscape in Uganda, challenges faced by customers and consumers, the scaling barriers faced by market actors, and potential solution themes that could advance MBS². MBS research will include a formative Rural Household and Institutional Survey (RHIS) to understand customer preferences for toilet designs and upgrades, usage patterns associated with different designs, the current level of investment in latrine construction, how households (and schools) save and pay for sanitation, the current access to construction materials, local producers, and consumer latrine information needs.

The findings from the MBS research will be shared periodically with the CI steering committee, so that the committee may provide necessary inputs to the study. The CI process will be led by S4H, with FSG providing necessary technical assistance till Month 15 (April 2019) of the award. Through this process, a draft NSMS will be developed and submitted to the CI steering committee in April 2019. Once this is done, the FSG team will wind down their support of CI, while S4H will continue to run the wider CI process thereafter.

An initial draft of the plan for developing the NSMS was shared with USAID on March 23rd and presented for feedback during the work planning consultations. Figure I shows the initial sequencing and scheduled for developing the NSMS broken down into nine ‘modules’ or buckets of activities. The deliverable due at the end of April entitled “Approach and Work Plan for Developing the NSMS” will describe each of these steps in detail, along with associated timelines and deliverables.

² Discussions with USAID during a work planning consultation in late March considered whether the NSMS should include analysis related to Fecal Sludge Management (FSM) services. FSG is now preparing a concept note to describe the repercussions of incorporating FSM into the process of developing the NSMS. A final decision on the scope of the NSMS is pending at the time of submitting this report.

Figure I: Initial High-level Workplan to Develop the NSMS



2.0 PROJECT MANAGEMENT

The first two months of S4H were devoted largely to administrative start-up tasks essential to getting the project up and running. The Project's first contractual deliverable, a draft of the Grants Management Plan was submitted to the CO on March 29th, 2018. Further, S4H began drafting other deliverables due at the 90-day mark (i.e. end of April), including:

- Activity Monitoring, Evaluation and Learning Plan (AMELP)
- Draft plan and schedule for developing a national sanitation marketing strategy (NSMS)
- Initial eight-month Work Plan through the end of September 2018
- Internship Program

The project secured the *uganda-sanitation.org* email domain. All full-time staff, including the Chief of Party, have been issued *uganda-sanitation.org* emails for program communications, consistent with the branding guidelines established in the S4H Branding Implementation and Marking Plan.

Beginning the first week after award, the S4H Project Manager (PM) has held weekly conference calls with the Contracting Officer's Representative (COR) to discuss progress. The post-award conference was held in April with the Contracting Officer (CO) and COR.

Administrative Start-Up. The S4H home office PM mobilized to Kampala within one week of the contract start date to meet with the COR and partner organizations. A team of one local and one international start-up specialist also began working in Kampala at that same time. The team moved quickly to update Tetra Tech ARD's business registration, open a local bank account, secure temporary office space within the SNV compound, begin recruiting staff, and issue Letters to Incur Costs to the three international subcontractors. By the end of March, a standalone S4H Kampala office had been identified and secured; the Chief of Party's residence was identified and secured; bank accounts opened; an accounting system set up; employment contracts signed with local staff and consultants; procurements completed for office supplies, computers, printers, a conference venue; vehicle rental; and procurements started for additional equipment, office furniture, vehicles, and security upgrades. S4H benefited from the deposition of supplies, materials and equipment (including a 2016 Jeep Grand Cherokee) from the USAID/Uganda Private Health Support Program that is closing in June 2018. Letters to Incur costs were issued to all subcontractors in early March to enable them to participate in work planning sessions and contribute substantially to early deliverables. The start-up phase of the project will begin to wind down with the onboarding of the COP and DCOP in late April.

Staffing. All Key Personnel were contacted in the first week after award. The Chief of Party (COP) candidate, Mr. Sean Cantella, required a prolonged transition from his previous position as Country Director for Peace Corps Uganda and did not join the Activity until 21 April 2018. Tetra Tech issued letters of employment to the Private Sector Development Advisor and the Monitoring Evaluation and Learning Advisor in mid-February. Both positions began working full-time in late March after needing to give one month's notice to their former employers. The fourth Key Personnel position of Deputy Chief of Party (DCOP)/Director of Administration and Finance withdrew himself from consideration in March. The replacement candidate for this position started in April.

In terms of non-Key Personnel, apart from the approved Technical Coordinator who is being replaced, other technical and support staff named in the Final Revised Technical Proposal have started their assignments. As of the end of March S4A has hired and onboarded six full time staff.

In late March, S4H began recruiting for other full-time technical and support positions based in Kampala including a Grants Manager, a Gender and Youth Specialist, an Office Manager, a Logistics and Procurement Specialist, a Subcontracts Manager, an Administrative Assistant, a Communications

Specialist, an Accounting Assistant, and drivers. Interviews for the majority of administrative positions were held in March and interviews for the technical positions will take place in April and May. Recruitment for other regionally based technical staff will occur in late in May. The S4H team anticipates the Kampala team being fully staffed by July 2018.

3.0 ACTIVITIES PLANNED FOR NEXT QUARTER

Activity	2018			Collaborators (S4H Partners, NGOs, Government, etc.)	Responsible Party (S4H Team Lead)
	April	May	June		
PROJECT START UP					
Post-award meeting with USAID in Kampala				CO, COR	PM, DPM
Administrative start-up				PM, DPM	
Prepare and submit Draft/Final 9-month Work Plan				PD	PM
Prepare and submit AMELP				PD, DPD	MELA, HO STTA
Finalize Grants Manual				CO, COR	PM, HO STTA
Develop Internship Program				CO, COR	DPM, PM
DISTRICT SELECTION					
Organize introduction meetings in East and Central clusters				MOH, TSUs, MWE	COP, Technical Director
Accepting and evaluating EOLs				MOH, TSUs, MWE	Technical Director
OUTPUT 1: INCREASE HOUSEHOLD ACCESS TO SANITATION AND WATER SERVICES					
Activity 1.1. Increase Access to and Improve Sanitation Products and Services					
Develop a National Sanitation Marketing Strategy (NSMS)					
Prepare and submit roadmap to develop NSMS				FSG, USAID	PM, PSDA
System mapping				FSG, NSWG	PSDA, CI, and Learning Specialist
Convene forum for collaboration (including initial Collective Impact [CI] steering committee meeting)				FSG, NSWG	COP, PSDA, CI, and Learning Specialist
Understand Sanitation Landscape				FSG, SSG	PSDA, Technical Director
Develop Common Agenda				FSG, NSWG	COP, PSDA, CI, and Learning Specialist
Investigate and develop market opportunities for urban and rural sanitation services					
Establish collaboration with local plastics manufactures (e.g., Crestanks and Nice House of Plastics)				SSG, LIXIL	PSDA
Develop strategy for introducing sanitation products into BRAC's Community Health Promoter model				BRAC	PSDA
Develop district sanitation marketing strategies				SSG	PSDA
Organize Financing roundtable				MOF, PostBank, Opportunity Bank, etc.	PSDA
Activity 1.2. Develop New Management Models for Improved Water Supply and Sanitation Service					
Expand access to FSM services					
Support TSP training to government support structures				GIZ, MWE, WSDF	Technical Coordinator
Improve service quality of drinking water supplies through demand-driven local solutions					
Meet with NWSC to discuss expansion of NRW work began under USAID/PREPARED				NWSC	Technical Coordinator

Activity	2018			Collaborators (S4H Partners, NGOs, Government, etc.)	Responsible Party (S4H Team Lead)
	April	May	June		
Drafting strategy to support the umbrella organizations				MWE, TSU	Technical Coordinator
OUTPUT 2: EXPAND ADOPTION OF KEY HYGIENE BEHAVIORS AT HOME, SCHOOL, AND HEALTH FACILITIES					
Activity 2.1. Implement Demand-led CLTS at Scale					
Define an evidence-based CLTS strategy					
Work with CLTS sub-group for peer learning				USF, NSWG	Behavioral Economist
Define CLTS approach				USF	Behavioral Economist
Table ODF options protocol to the CLTS Working Group and National and Sanitation Working Group				NSWG	Behavioral Economist
Activity 2.2: Increase Adoption of Key Hygiene Behaviors at Home					
Develop SBC strategy					
Conduct literature review of WASH knowledge, attitudes and practices, existing SBC materials for communities, schools and health facilities				NSWG, USAID IPs, World Bank	Behavioral Economist
Develop S4H SBC approach				STTA, MOH	Behavioral Economist
Activity 2.3. Improve School WASH Behaviors and Management					
Adapt school WASH guidelines					
Develop abridged versions of school WASH guidelines				MES	Technical Coordinator
Activity 2.4. Integrate Promotion of Essential WASH Actions in Health Facilities					
Prepare approach to WASH in health facilities					
Exchange and Learning Workshop				MOH, RHITES, WHO, MCHP	Technical Coordinator
OUTPUT 3: STRENGTHEN DISTRICT WATER AND SANITATION GOVERNANCE					
Activity 3.1. Strengthen Local Governance and Management					
Define Project services to districts					
Develop a Project Fact Sheet				COR	PM
Create menu of S4H services at district and community level					Technical Coordinator
WASH Institutional Strengthening Index defined					
Develop S4H strategy for Output 3				STTA, IRC	Governance Specialist, Technical Coordinator
Develop District WASH Institutional Strengthening Index				STTA	Governance Specialist, Technical Coordinator
Activity 3.2. Support Selected WASH Sector Policy Reforms					
S4H active in national forums					
Attend Joint Technical Review					PSDA, Behavioral Economist

Activity	2018			Collaborators (S4H Partners, NGOs, Government, etc.)	Responsible Party (S4H Team Lead)
	April	May	June		
Attend National Sanitation Working Group meetings					PSDA, Behavioral Economist
Attend Uganda Sanitation Fund PCM (April, then quarterly)				USF	Behavioral Economist
PROJECT MANAGEMENT and MONITORING, EVALUATION and LEARNING					
Monitoring, Evaluation and Learning					
Prepare study protocol and conduct baseline survey					MELA, HO STTA
Design and operationalize project data management system					MELA, HO STTA
Develop Communication Strategy					Comms Specialist
Project Management					
Prepare and submit Quarterly Progress Report					COP, PM
Recruit and onboard remaining technical staff					PM, DPM
Post Award Conference with USAID					COP, PM, DPM
Attend Monthly COP meetings					COP



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