



# WinS Models that Work

WinS USER GUIDE

STEP-BY-STEP ACTIONS TO REACH THE NATIONAL STANDARDS FOR WASH IN SCHOOLS (WinS) IN LINE WITH THE THREE STAR APPROACH (TSA)



# Table of Contents

Foreword Ministry of Education and Sports Introduction	3 5
1. Three Star Monitoring	6
WinS Three Star Matrix Annual WinS Monitoring Cycle	7 8
2. Water	12
What do I need to do?	13
<b>Drinking Water</b> Drinking Water Brought by Learners Water Sources Water Treatment	<b>14</b> 14 15
3. Sanitation	16
What do I need to do?	17
Toilets Usability Operation and Maintenance Inclusion	<b>18</b> 18 19 21
<b>Menstrual Hygiene Management</b> Supply & Facilities	<b>22</b> 22
4. Hygiene	24
What do I need to do?	25
<b>Handwashing</b> Daily Group Handwashing with Soap How to Wash Your Hands	<b>26</b> 26 27
<b>Handwashing Facilities</b> Group Handwashing Facilities Individual Handwashing Facilities	28 28 29
5. Roles & Responsibilities	30
6. Testimonies of Models that Work	34
Annex Imprint	36 48



# Welcome

The Ministry of Education and Sports recognizes that Water, Sanitation and Hygiene (WASH) programs in schools (WinS) are a key priority area and that improved hygiene practices and a clean school environment are contributory factors to ensuring that learners can enjoy an acceptable standard of health. The need for a clean school environment is highlighted in the 2016 School WASH mapping report. The report pointed out the following gaps: poor hygiene practices and low functionality and usability of WASH facilities, very high pupil to stance ratio (73:1) against the national norm of 40:1, hand wash facilities in schools at 40%, basic hygiene services at 37%, and poor operation and maintenance of WASH facilities in schools.

The Ministry with support from GIZ's Sanitation for Millions programme have implemented several activities within Kampala Capital City Authority (KCCA) and Apac Municipal Council aimed at forming model schools with improved Water, Sanitation and Hygiene in order to create an effective learning environment for all. In that regard, the model schools have now fully embraced these interventions to address their WASH challenges. Therefore, the Ministry in collaboration with KCCA and Apac Municipal Council have supported GIZ in developing a WASH user guide to lead more schools on the Step-by-Step actions needed to reach the national WASH in Schools (WinS) standards.

The WinS user guide has been developed basing on the sustainable development goal (SDG) 4 targets and the National Three Star Approach (TSA) on WASH in Schools (WinS) Standards. The Step-by-Step actions to reach the National WASH in schools (WinS) standards in line with the Three Star Approach as highlighted in the user guide will support the schools to identify WASH issues and take practical actions to create a lasting change.

In addition, the user guide shows the indicators and WASH tools to guide in ranking the schools based on their performance and guidance for continuous improvement, from a zero star to three-star school.

I, therefore, recommend and appeal to all stakeholders to make use of the WinS user guide 'WinS Models that work' in order to improve Water, Sanitation and Hygiene in schools.

#### Dr. C.T. Mukasa Lusambu

Commissioner Primary Education Ministry of Education and Sports



# Introduction

Government reports from 2016 and 2017 identified that Ugandan schools are not meeting the national standards for water, sanitation and hygiene (WASH) in schools (WinS). For this reason, in 2017, the Ministry of Education and Sports adopted the Three Star Approach for WASH in Schools.

The Three Star Approach (TSA) was developed by GIZ and UNICEF and has been implemented in countries around the globe. The approach recognizes that national standards are often very far from the reality in many public schools. The intention of the TSA is to provide schools with tangible activities that they can realistically do as their next step to improve WinS. By meeting all of these TSA criteria, one step at a time, your school will reach national standards. The criteria is designed with the intention to be feasible for schools to implement using the resources that are already available to them.

Sanitation for Millions in collaboration with the KCCA and input from the WinS activities of Apac Municipal council has developed this manual to complement and provide guidance for each school to implement the TSA. This manual provides an orientation on the Three Star standards and how they are measured, the annual WinS monitoring cycle, and technical guidance on aspects of water, sanitation and hygiene.

It is intended that after reading this manual, you will be able to begin your school's journey to reaching Three Star status.

# 1. Three Star Monitoring

### The Three Star Matrix

The Ministry of Education and Sports (MoES) has adopted the Three Star Approach to guide and track implementation of the national WinS standards for schools.

The Three Star Approach provides step-wise guidance for schools to make gradual improvements towards reaching national standards (Star Three). Each school's progress is recognized and awarded when they reach a new star level.

The standards in the Three Star Matrix are set for the entire country by the Ministry of Education and Sports. The indicators in the matrix were developed and piloted with KCCA and support from the GIZ Sanitation for Millions programme to monitor these national standards for schools in Kampala and all other urban centres and rural areas in Uganda.

The matrix indicators are derived from the critical interventions and targets for each star level in the MoES Three Star Approach guideline (see reference in Annex). The indicators are kept simple and to a minimum to reduce the need for extensive orientation and complexity of data analysis. Therefore only key targets were selected to serve as indicators. In terms of standards one adjustment was made. The group handwashing standard was changed from being star level one to star level two, since pilot monitoring showed that most schools face challenges in implementing group handwashing. Providing soap and water at handwashing facilities for star level one instead is achievable by all schools who try and which should be the starting point for practicing handwashing in schools.

Each school should use the indicators as guidance to understand what still needs to be done to improve WASH in their school. The indicators also provide the basis for the annual WinS monitoring and for placing each school into a star category.

The following chapters will guide you through the technical aspects of water, sanitation and hygiene included in the Three Star Matrix.

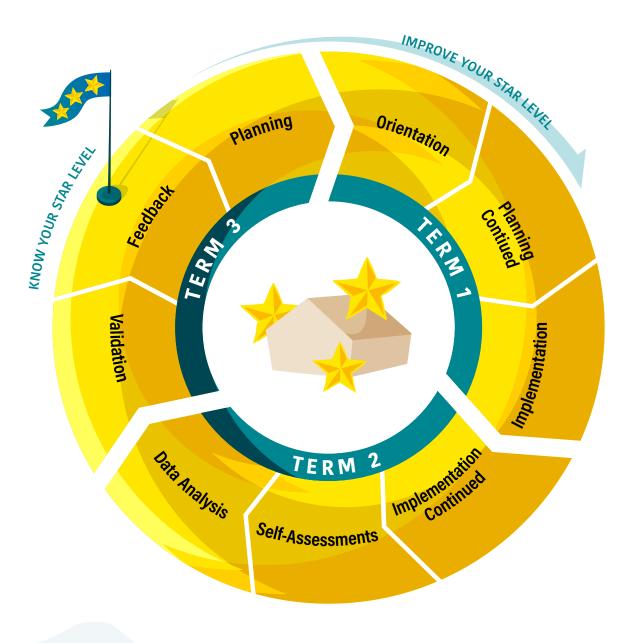
# Wins Three Star Matrix

ADOPTED FROM MOES THREE STAR APPROACH (TSA)

	WATER	SANITATION	HYGIENE	
STANDARD	Every child has, and correctly uses, a personal drinking-water container	Basic gender-segregated toilets that are functional, clean and used by all children (no open defecation)	Children wash their hands with soap after using the toilet	ONE STAR 쑦
INDICATORS	Children bring drinking water from home	<ul> <li>There is at least one usable (accessible, functional, private) toilet for girls and one usable toilet for boys</li> <li>Toilets are clean</li> <li>There are no signs of open defecation</li> </ul>	✓ Soap and water are available at handwashing facilities	ONE
STANDARD	Safe drinking water is available at school and learners have access to it	Improved sanitation and menstrual hygiene facilities are put in place and in use	Daily supervised group hand- washing with soap sessions ideally before the school meal	<b>*</b>
INDICATORS	<ul> <li>Drinking water from an improved source is available</li> <li>School uses some form of water treatment</li> </ul>	<ul> <li>The most common type of toilet/latrine at the school is an improved facility</li> <li>Emergency sanitary pads and spare uniforms are available</li> <li>Budget for WinS is allocated and used</li> </ul>	✓ Students participate in daily group handwashing with soap	TWO STAR 🤸 🔶
STANDARD	Schools provide learners and staff with at least 1.5 litres of safe treated drinking water per person per day	Gender segregated toilets for boys and girls at a ratio of one stance to forty learners (1:40) Separate toilets for children with disabilities*	Schools have one functional Handwashing Facility (HWF) for every 40 learners	* * *
INDICATORS	✓ Quantity of treated water per day is sufficient for all learners and staff	<ul> <li>At least one usable stance for every 40 girls and one usable stance for every 40 boys</li> <li>Incinerators are available for disposal of sanitary pads</li> <li>There is a space available for girls to change with water available</li> <li>School has a toilet/latrine for children with disabilities</li> </ul>	✓ School has at least one handwashing outlet for every 40 learners	THREE STAR

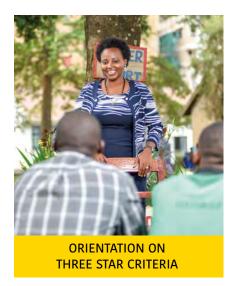
<sup>\*</sup> Additional standards on safely managed sanitation (waste management from pit latrines, septic tanks) and safely managed wastewater shall be added in future to address SDG 6

# Annual WinS Monitoring Cycle





#### TERM 1



Education officers orient school staff regarding the Three Star Criteria and ensure a common understanding regarding the meaning of each criteria. They provide guidance on how planning an implementation should take place. Moreover they will update on the how the next self-assessment will work and how to reply to each question on the WinS monitoring form.



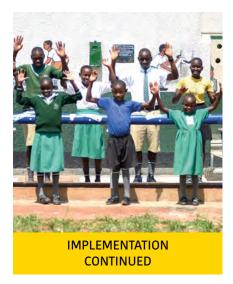
The schools are continuing their WASH related planning at the beginning of the Term 1 by finetuning the roles and responsibilities of school stakeholders concerning daily and weekly routines, maintenance, monitoring and fun activities. Special focus can be on how to involve the pupils through routines and the WASH club to support the teachers in their task to have clean learning environment and build life skills and hygiene habits.



After using the data for planning, the following school term should focus on improving specific aspects of WinS and working towards the next star level in preparation for the next round of WinS monitoring.



### TERM 2



Schools ensure that planned activities like daily hand washing and cleaning routines take place, are monitored and that the short-comings to reach the next star level are addressed to eventually fulfill the national WinS standards (three star).



SCHOOL SELF-ASSESSMENT AND SUBMISSION

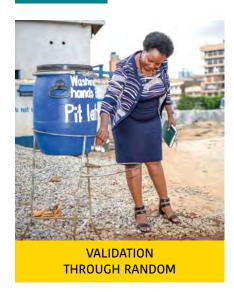
The Head Teacher receives the WinS monitoring form from their local authority via their school email address or a printed form. Each Head Teacher should take this survey around the school to complete each question, together with one or two other school staff or parents. Where possible, School Heads should consider involving their School WASH Committee, if they have one. Each school must then submit their completed form back to their local authority office either online or as a hard copy. The local authority office (e.g. division office) should encode any forms received by hard copy into the online system.



Data will be analyzed by the main education office of the local authority. There is no need for any data analysis to be conducted at school or division level. Based on this analysis, the local authority will categorize schools as one, two or three stars.



#### TERM 3



When conducting regular school visits, education staff should bring with them the submitted results of that school's most recent WinS monitoring form. Once in the school, the division staff should check a few aspects on the completed survey to verify that the submitted answers are accurate.



Based on the analyzed data, main education office of the local authority will award schools as one, two or three star schools and inform each school accordingly. They will also provide next steps for that school to improve to the next star level. The results will also be shared with the division office.



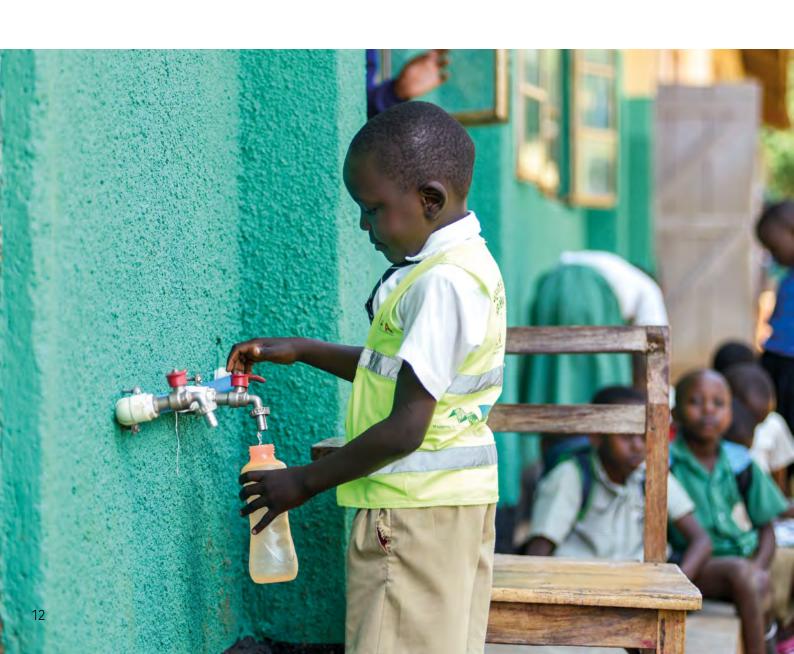
Schools then incorporate the feedback and guidance received into their school-level planning for the coming school year.
Each school should identify specific WASH aspects that they will improve that will enable them to reach the next star level. These aspects should be realistically achievable within the resources of the school. Schools must allocate budget and assign responsibilities for each aspect of WinS that it intends to improve in the coming school year.



# 2. Water

THIS CHAPTER WILL HELP YOU UNDERSTAND HOW THESE WATER ASPECTS CAN BE REALIZED IN YOUR SCHOOL.





## What do I need to do?

TO REACH THREE STAR STATUS,
YOUR SCHOOL MUST FULFILL THE FOLLOWING
WATER INDICATORS:

## WATER

 Children bring drinking water from home



 Drinking water from an improved source is available



School uses some form of water treatment





# Drinking Water

#### DRINKING WATER BROUGHT BY LEARNERS

In cases, where a water source is not available on the school grounds, making drinking water available is still possible.

Even with minimal resources, you can make drinking water available for learners by asking them to bring their own water container filled with drinking water from home every day.

Parents and guardians should always be reminded to ensure that the drinking water that they use or allow children to carry in school comes from a safe source or has undergone treatment. REMEMBER: To reach one star, when the school cannot provide drinking water, children must bring drinking water from home.







REMEMBER: To reach two stars, safe drinking water should be available at the school and accessible to learners.

#### **WATER SOURCES**

All schools should work towards providing drinking water from an improved source for all learners and staff.

An "improved" drinking water source adequately protects the source from outside contamination, especially from faecal matter.

In a school environment, an improved drinking water source could include:

- PIPED WATER
- A PROTECTED WELL
- RAINWATER CATCHMENT
- PACKAGED OR DELIVERED WATER

If your school relies on an unprotected well or surface water (such as a river or lake) for its water, that is considered an "unimproved" water source. These water sources do not meet the national standards and your school should work towards securing an improved water source.



#### **WATER TREAMENT**

The school should use some form of water treatment before making drinking water available to learners. In schools in Kampala, common water treatment options include:

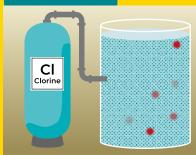
# FILTRATION



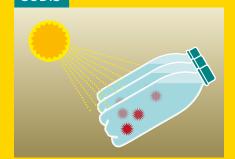
#### BOILING



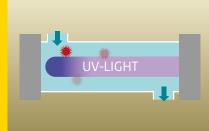
#### **CHLORINATION**



#### SODIS



#### **ULTRAVIOLET DISINFECTION**



# 3. Sanitation



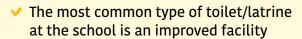


### What do I need to do?

TO REACH THREE STAR STATUS,
YOUR SCHOOL MUST FULFILL THE FOLLOWING
SANITATION INDICATORS:

### **SANITATION**

- There is at least one usable (accessible, functional, private) toilet for girls and one usable toilet for boys
- Toilets are clean
- There are no signs of open defecation





- Emergency sanitary pads and spare uniforms are available
- Budget for WinS is allocated and used
- At least one usable stance for every 40 girls and one usable stance for every 40 boys
- Incinerators are available for disposal of sanitary pads
- There is a space available for girls to change with water available
- School has a toilet/latrine for children with disabilities







# Toilets

IMPROVED SANITATION FACILITIES, SUCH AS PIT LATRINES WITH SLAB OR FLUSH TOILETS, ARE NEEDED IN YOUR SCHOOL AS THEY SEPARATE HUMAN EXCRETA FROM HUMAN CONTACT. IMPROVED FACILITIES
SHOULD BE THE MOST
COMMON TYPE OF
LATRINE IN YOUR SCHOOL.

TO REACH NATIONAL STANDARDS, SCHOOLS MUST HAVE AT LEAST ONE USABLE STANCE FOR EVERY 40 GIRLS AND ONE FOR EVERY 40 BOYS ENROLLED IN YOUR SCHOOL.

#### **USABILITY**

In order to count towards your star status, each latrine counted must be usable.

A usable toilet is accessible, functional and private.

Only usable toilets count towards your school's pupil-stance ratio.

REMEMBER: To reach one star, your school toilets should be gender segregated, clean and usable.

> Urinals should also be counted in your pupil-stance ratio. 65cm of urinal space should be counted as one stance.





A USABLE TOILET IS:

1 ACCESSIBLE



The toilet is not locked from the outside so it can be easily accessed by learners **2** FUNCTIONAL



The toilet is not broken and the hole is not blocked

**3** PRIVATE



The toilet cubicle has a closeable door that can be locked from the inside

There are no major gaps or holes in the toilet cubicle structure where the user can be seen













REMEMBER: To reach one star, toilets should be gender segregated, clean and usable. Your school must not have any signs of open defecation!

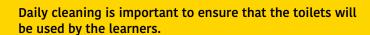
# THREE ASPECTS OF KEEPING A TOILET CLEAN AND FUNCTIONAL:

It all starts with proper toilet manners.

Every student and teacher must know how to use the toilets correctly and clean after use.

Stickers/visual signs remind students on the correct use of the toilet.

Include toilet use talking points during assembly times and urge teachers to have moments they talk about toilet use in their lessons.



To implement a cleaning system, leadership from the School Head is needed.

Ensuring toilet cleanliness requires establishing cleaning routines with clear responsibilities which are monitored.

A cleaning checklist should be used by teachers to check toilet cleanliness on a daily basis.

The cleaning checklist names the supervising teacher and documents cleaning and patrolling activities, including names and time. You can use the checklist provided in the annex as a guide for daily monitoring.

#### Regular maintenance will increase the lifetime of the toilets.

Keep toilets functional and prevent them from breakdown and expensive repairs.

Simple repair like fixing a door lock or replacing a broken tap should be done immediately.

Small tasks, like refilling soap, can easily be performed by students.

Regular scheduled maintenance inspection is helpful to prevent major repairs in the future.



Teachers are highly respected thus the written name of the supervising teacher on the entrance doors of the respective latrine block, as well as in the latrine, encourages responsibility and accountability.







Toilets, urinals and washing facilities need to be cleaned every day and maintained regularly. Ensure you have the right materials needed to keep toilets clean and functional. To ensure the appropriate materials are available, funds must be allocated in your school budget to cover them. You can use the WinS budgeting template in the annex of this manual for your annual budget planning.

#### **USER'S KIT**



#### **CLEANER'S KIT**



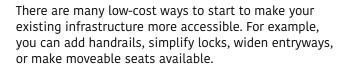
#### MAINTAINER'S KIT



REMEMBER: To reach two stars, the school should allocate and use a budget for Wins.

#### **INCLUSION**

Consider how you can make a toilet cubicle accessible for children with disabilities.



Consider what you can do now with the resources available to you, while you continue to progress towards reaching national standards.

There should be no obstacles along the way to limit access to the facility e.g. trenches, rocks along the path and uneven paths can hinder access especially for learners with disabilities.



# Menstrual Hygiene Management

HAVING PROPER MENSTRUAL HYGIENE FACILITIES KEEPS GIRLS IN SCHOOL LONGER AND MORE OFTEN AND IS ALSO A KEY ASPECT NECESSARY FOR THE DIGNITY OF EACH LEARNER.

#### **SUPPLY & FACILITIES**

Schools should have a supply of emergency sanitary pads at all times. All girls in the school should know where they are available. An appropriate storage space should be selected where girls feel comfortable accessing them.

A spare uniform should also be available for girls to be able to change their clothes when stained.

Schools should provide a space for girls to be able to change their clothes during menstruation.

Water and soap for washing should also be available in this space.

The space provides girls with the privacy they need to manage their menstruation. Existing facilities in your school can be allocated for this space.

Toilets and rest spaces should have trash bins with lids available for the disposal of sanitary pads.

Schools should also work towards making functional incinerators available in schools for the disposal of sanitary pads.

**REMEMBER:** To reach two stars, emergency sanitary pads and spare uniforms must be available in your school.



In general, about 2 packages of sanitary pads per school year available per classroom of grades 4 and above is needed.

Be sure to include these materials in your annual budget.











# 4. Hygiene



HANDWASHING WITH SOAP IS ONE OF THE MOST IMPORTANT ASPECTS IN AVOIDING ILLNESS AND PREVENTING THE SPREAD OF GERMS.

HYGIENE IS NOT ONLY IMPORTANT, BUT IT IS ALSO ONE OF THE EASIEST WAYS TO IMPROVE WINS WITH VERY LITTLE RESOURCES.

THIS CHAPTER WILL HELP YOU UNDERSTAND HOW THESE HYGIENE ASPECTS CAN BE REALIZED IN YOUR SCHOOL.



# What do I need to do?

TO REACH THREE STAR STATUS,
YOUR SCHOOL MUST FULFILL THE FOLLOWING
HYGIENE INDICATORS:

# **HYGIENE**

 Soap and water are available at handwashing facilities

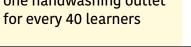


Students participate
 in daily group
 handwashing with soap



 School has at least one handwashing outlet for every 40 learners







# Handwashing

#### DAILY GROUP HANDWASHING WITH SOAP

Each class washes their hands together as an organized group activity. All learners in the school should participate in this activity every day.

Group handwashing should be integrated into each classroom's schedule just like any other subject in the day.

The group activity should take 10 minutes for one classroom.

The best time to schedule the group activity is prior to the mid-day meal (lunch) so that children wash their hands as a routine before eating.

When performed at the same time each day, the activity becomes a routine. Over time, the group activity will contribute towards making handwashing a habit for learners.

Soap should always be available at the group facility. A net or stocking can be used to secure the soap to the facility.

At the beginning, teachers will be needed to lead the group activity. Over time, student leaders can be assigned to the lead the daily activity.

Pupils to be taken through the steps of handwashing to ensure that they are effectively washing hands.

Posters of hand washing steps should be availed and pinned in places where the pupils can see them.

REMEMBER: To reach one star, soap and water must be available at all handwashing facilities!



TO SAVE WATER, TURN OFF THE WATER WHILE CHILDREN ARE LATHERING. WATER IS ONLY NEEDED FOR WETTING HANDS AND RINSING!





#### **HOW TO WASH YOUR HANDS**



Apply soap, create lather and rub all surfaces for 20 seconds.



Rub palms together and interlace fingers.



Rub the back of fingers and the fingertipps against the opposite palm.



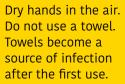
Grasp thumb and rub with a twisting motion. Repeat for other thumb.



Rub left palm against the back of the right hand and vice versa.



Rinse hands with running water.







# Handwashing Facilities

GROUP HANDWASHING CAN ONLY BE PRACTICED WITH SUFFICIENT GROUP HANDWASHING FACILITIES AVAILABLE THAT CAN ACCOMMODATE MANY CHILDREN AT ONE TIME.

INDIVIDUAL FAUCETS (TAPS)
ARE NOT SUFFICIENT FOR ALL
LEARNERS TO BE ABLE TO WASH
THEIR HANDS AT THE SAME
TIME PRIOR TO EATING.

INDIVIDUAL FACILITIES ARE ALSO NEEDED SO THAT CHILDREN CAN WASH THEIR HANDS AT OTHER CRITICAL TIMES OF THE DAY.

#### **GROUP HANDWASHING FACILITIES**

Group handwashing facilities, like the WASHaLOT, make it possible for one classroom to conduct the group handwashing drills in less than 10 minutes.

Group facilities make it unnecessary for learners to queue at individual washing stations, especially during recess and lunch breaks.

Group facilities save time.

Group facilities should be located in an area which makes the daily activities easy.

If children will wash their hands as a group prior to mid-day meal, facilities should be located in front of the classroom or along the area where children line up for food. If your school does not yet have a group handwashing facility, there are many low-cost ways to build your own facility, using resources already available in your school. Even if your school does not have water access, there are solutions that can adapt to your context.

Most importantly is that all of these facilities must be functional to be used. Handwashing facilities should be regularly cleaned and checked for any problems. A clear schedule and assigned responsibilities are needed to ensure proper operation and maintenance.

REMEMBER: To reach three stars, your school must have one functional handwashing outlet for every 40 learners. This includes both group and individual facilities.







The WASHALOT is the group washing facility provided to your school. Guidance for cleaning and maintaining your WASHALOT is available in the "WASHALOT User's Guide".



"WASHALOT 3.0 Producer's Note" gives instructions for the fabrication. A video is available on YouTube: www.youtube.com/ watch?v=Sob9-NxkOBQ&t=2s



Learn about different options to suit your school's budget and needs in the "Compendium of Group Washing Facilities across the Globe".





#### INDIVIDUAL HANDWASHING FACILITIES

Individual handwashing stations should also be available to allow learners and school staff to wash their hands on their own at critical times. It is important to ensure that handwashing facilities are available at toilets, canteens and eating areas.

These facilities must have water and soap available at them at all times.

About 200g of soap per learner per school year is needed. This is enough for each learner to wash hands 2 to 3 times a day in school. Be sure to include soap in your school's annual budget.



ALWAYS WASH YOUR HANDS WITH SOAP AT THESE CRITICAL TIMES:



AFTER USING THE TOILET!



BEFORE EATING AND HAVING FOOD!



AFTER HANDLING PETS!



**AFTER PLAYING!** 

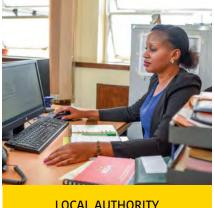


IMPROVING WINS IS A LONG-TERM PROCESS THAT CONCERNS THE ENTIRE SCHOOL COMMUNITY. EACH STAKEHOLDER PLAYS A UNIQUE AND IMPORTANT ROLE IN THE SCHOOL'S SUCCESS.





- · Set the WASH in Schools national standards and Three Star Criteria
- Incorporate learnings from the experience of schools in Kampala into implementation in other areas of Uganda



LOCAL AUTHORITY

- Analyze data based on compiled Three Star Monitoring data submitted from all schools
- Provide schools with feedback based on their monitoring data
- · Award schools as one, two or three stars
- · Provide specific feedback to divisions regarding where to focus their technical assistance based on monitoring data
- · Allocate budget for WinS materials



**EDUCATION OFFICERS** 

- Orient schools on the Three Star Criteria and ensure a common understanding of the indicators and monitoring form
- Compile and ensure submission of all monitoring forms for each school in your division to City Hall
- Conduct random spot checks to validate data during regular school visits
- Provide technical assistance to schools to improve WinS implementation



**HEAD TEACHERS** 

- Manage implementation of WinS and ensure your school's adherence to national WinS standards
- · Lead the annual WinS monitoring and submit the completed monitoring form
- · Lead planning and budgeting for WinS improvements in your school
- · Assign and monitor responsibilities for daily cleaning and supervision
- · Engage community in improving WinS and identify additional funding sources



**TEACHERS** 

- · Organize and supervise the daily group handwashing activities
- · Conduct daily checks of toilet cleanliness and soap availability
- Participate in annual WinS monitoring
- Ensure your classroom is a clean and healthy place



 Budget and allocate funds to promote school sanitation and hygiene for both infrastructure and daily activities



- · Lead the formation of learner lines during daily group handwashing activities
- · Maintain cleanliness of hygiene and sanitation facilities
- Inform teachers when hygiene materials are unavailable and facilities are not functional
- · Follow quidelines given at assembly times, in class and on posters when using the available toilets and hand washing facilities



**PARENTS** 

- · Engage in WinS monitoring and planning processes
- Ensure children practice hygiene habits at home and ensure materials, especially soap, are available



**PARTNERS** 

- Provide technical assistance to City Hall and Division Offices to implement the national WinS standards
- Advocate for government budget allocation for WinS
- Support the development and distribution of capacity development materials



- Support the school community in carrying out wash activities, e.g.:
- Produce and display a WASH message every week during parades
- Supervise and monitor the cleaning of WASH facilities
- Ensure constant availability of WASH materials at the facilities, like water, toilet paper and soap.
- · Start and maintain a WASH corner in their respective classrooms
- · Outreach to their community on best WASH practices with specific activities e.g. neighborhood clean ups, WASH events at school



**CLEANERS** 

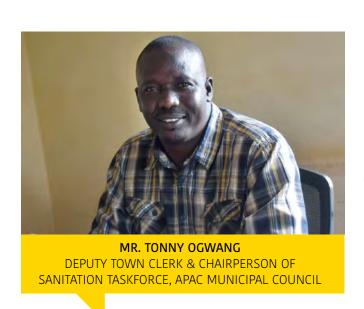
- · Clean toilets, washrooms and other WASH facilities on a daily basis
- Support and supervise children on the right use of the facilities
- · Monitoring cleanliness and availability of consumables like soap, water etc.
- · Instruct students on how to support cleaning the facilities



- · Light repairs of WASH facilities on a daily basis
- Instructing students and teachers on the appropriate use of facilities
- Monitoring the physical status of facilities
- In charge of maintainer's kit (tool box)



# 6. Testimonies of Models that Work





# WASH in Schools (WinS) Approach that Works

"Access to clean water, sanitation, and hygiene (WASH) is essential for children in schools. Contaminated water, poor sanitation or unhealthy hygiene behaviors increases the risk of contracting diarrheal and other WASH-related diseases, making it more difficult for children to stay in school and become empowered through education.

GIZ's approach to WASH in Schools looks at sanitation beyond the physical infrastructural provision; from operation and maintenance of school WASH facilities, menstrual hygiene management, general hygiene improvements through behavior change, capacity development of the different stakeholders to play their roles in improving WASH in Schools and the use of Three Star monitoring.

The approach also puts the vulnerable children i.e. girls and children with disabilities at the center, while considering their needs like putting up washrooms with incinerators for girls experiencing menstruation and toilet stances for children with disabilities.

This is one of the most systematic and holistic WASH in Schools model that works and creates a lasting change. Therefore we encourage the use of the 'WinS Models that Work' user guide that provides simple step-by-step actions to improve your situation in schools. It is both useful for the schools to improve school-based management and also for us as the supervising authorities.

As a technical leader in Apac Municipal Council, I am glad that we are witnessing already a slow and stable change in relation to sanitation improvements in our schools. Much as GIZ is only working in a few schools, the rest of the government aided primary and secondary schools are also benefiting through the 'Toilets Making the Grade' school competition which was introduced to trigger stakeholder involvement in the sanitation activities in schools for general WASH improvements following the standards lined out in the WinS user guide. We are sure that other towns will learn this from us, and we are ready to support them when they need to upscale this model that works in their towns."





# Step-by-Step Approach to WinS in City Schools

"Children have the right to water, sanitation, and health. This right needs to be fulfilled in schools, where children spend much of their day. Our focus as managers of education in the city has been in provision of adequate water and sanitation as part of a school programme for improving children's prospects to grow and excel. The promotion of good hygiene behaviour at school can initiate behaviour changes that last a lifetime.

With regard to the above, Kampala Capital City Authority (KCCA) would like to express our sincere appreciation and gratitude to GIZ-Sanitation for Millions global program for championing the implementation of WinS in 79 Government grant aided primary schools in Kampala. Our sincerest thanks goes out to GoU through MoES for setting the standards and putting in place an enabling environment for this partnership to thrive.

In a special way, we would like to recognize the National Three Star Approach (TSA) for reaching the WASH in Schools (WinS) standards developed by MoES that our schools have embraced. The approach is being implemented with support from GIZ-Sanitation for Millions global program. It ensures that healthy habits are taught, practiced and integrated into daily school routines step by step to reach the National WASH in Schools (WinS) Standards. Through this support, our schools have been able to meet the essential criteria for a healthy and protective learning environment for children. It is also important to note that the approach focuses on addressing the bottlenecks that hinder effective implementation of WASH in schools by using simple and inexpensive steps to deliver results.

Our schools are being supported to ensure that pupils wash their hands with soap, have access to drinking water, and are provided with clean, gender-segregated toilets. The schools promote supervised daily group handwashing sessions. As a result of this protracted effort, we are beginning to see results. Incidences of diarrhea have reduced, school enrolment has tended to rise, and there is improvement in attendance and performance, and adolescent girls can safely remain at school during special days.

There is also evidence that WinS transcends boundaries. The habits taught, learnt and practiced at schools have been rolled over to communities as our children are influencing hygiene practices of their parents and siblings.

Our experience is a testimony that this approach that can sustainably be rolled out to the rest of the country at low cost. We pledge to continue building strong partnerships with parents and communities to promote WinS. Going forward, more local collaboration involving teachers, pupils, parents and communities is required to sustain the program. By enabling schools and communities to take ownership we shall continue to provide safe and healthy school environments where pupils and grow and excel."

# Annex

LITERATURE
ON NATIONAL
WASH IN SCHOOLS
STANDARDS
OF UGANDA

National School Sanitation Guidelines (MoES), 2nd edition, 2017

Guideline for Implementing the Three Star Approach for Water, Sanitation and Hygiene in Schools (MoES), 2017, https://www.mwe.go.ug/sites/default/files/library/GUIDELINES%20FOR%203%20STAR%20updated.pdf

WASH in Schools — National Standards in Uganda (MoES, Unicef), 2018, https://www.unicef.org/uganda/media/3871/file/Water,%20Sanitation%20and%20Hygiene%20in%20Schools:%20National%20Standards%20in%20Uganda.pdf

Handbook for Operation and Maintenance of Water, Sanitation and Hygiene Facilities in Schools in Uganda (MoES), 2nd edition, 2019

Uganda National Menstrual Hygiene Management Training Manual — Training Manual for Teachers (MoES), 2016

Understanding and Managing Menstruation — A reader for learners (MoES), 2013

DOWNLOAD AND FIND MORE ON SUSANA.ORG: > https://www.susana.org/en/knowledge-hub/resources-and-publications/library

### DAILY WASH CHECKLIST // WATER, SANITATION AND HYGIENE

AY OF CHECK: Mon	day		Tuesda	ay		Wedn	esday	, <u> </u>	Thurso	lay		Friday	′			
HYGIENE PATROL																
ndicate with X		0	ا ه	.	_	.		rooms	1	ا ا	.   44	40	10		Name and si	gnature
Toilet paper available	1	2	3	4	5	6	7	8	9	10	) 11	12	13	14		
Toilet paper not available																
HYGIENE PATROL																
ndicate numbers of stances and facilities		Toilets e Fe		Mal	Urina e I	als Femalo		Washr Iale/F		,	H WASHal	andwa LOTS	ıshing Oth	ers	Name and si	gnature
Clean																
Not clean																
Soap available										I						
Soap <b>not</b> available																
Water available																
Water <b>not</b> available																
Any blockages visible																
Need for repair/replacements																
							_			_		-				
Notes on which repairs and/ or replacements are necessary																
	BY SU	PERV	ISING	TEAC	CHER	₹	-								and co of ac commu	ing name ntact det tive scho nity mem ed is cruc
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHER	₹	-				CONTA	ct li	ST		and co of ac commu	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHER		-				CONTA School I			pal	and co of ac commu	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHEF	R	-					Head /		pal	and co of ac commu update	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHER		-				School I	Head /	Princi	pal	and co of ac commu update	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHER	R	-				School I Captain	Head / Worke	Princi r		and co of ac commu update  Nakali Oliver Na Rubanga	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHEF		-				School I Captain Health	Head / Worke	Princi r ol Coor		and co of ac commu update  Nakali Oliver Na Rubanga	ntact deta tive scho nity mem
HECKED AND APPROVED E	BY SU	PERV	ISING	TEAC	CHER		-				School I Captain Health Hygiene	Head / Worke Patro	Princi r ol Coor		and co of ac commu update  Nakali Oliver Na Rubanga Deborah 2	ntact deta tive scho nity mem

	MONTHLY WASH CH	ECKLIST	FOR HEA	ND TEACHERS
		Res	oonse	
no.	Question/Observation	YES	NO	Remarks
1.	Are the toilet facilities in a good structural state of repair? (superstructure, walls, doors, roof members, ventilators)			
2.	Are the toilets clean? (walls, floors, surfaces, doors etc.)			
3.	Are the toilets free from unpleasant smells/odors ?			
4.	Are the toilets free from any flies, insects or vectors inside or around the toilet facility?			
5.	Do all toilets, urinals and wash rooms provide privacy to their users? (e.g. do the doors look?)			
6.	Are there handwashing facilities with soap in the vicinity of the sanitary facility and next to the eating areas?			
7.	Are users of the sanitary facilities (pupils and teachers) observed washing their hands after using the toilets and before eating?			
8.	Is the schools incinerator functional?			
9.	Is the septic tank (if existing) regularly emptied and does not show any signs of overflow? Regularly emptied?			
10.	Are there emergency menstrual pads and change dresses stored with the senior woman teacher?			
11.	Does the school have a functional facility for drinking water for pupils and teachers?			
12.	Are the daily WASH checklists available and filed for your regular monitoring?			
13.	Additional monitoring questions (as per need)			
Notes:				
Name:			Signature:	
ivallie.		<u></u>	orginature.	
Deciana	tion:	1	Date:	

#### Wins facilities inventory



NAME OF SCHOOL: \_\_\_\_\_ TERM, YEAR: \_\_\_\_\_

	no.
Number of pupils	1000
Number of all boys	500
Number of all girls P1-P3	300
Number of all girls P4-P7	200
Number of all teachers/staff	25
Cleaners	2
Septic tanks*	2
Number of lined pits*	10
Number of unlined pits*	5
Incinerators	1
Drinking water outlets	2

For the ratio do not count toilets/stances that are not used, not functional and not usable	no. usable	Ratios	0	dards illed NO	Standards
Pupils toilet & urinals** stances	25	1:50	V		1:40 (toilets & urinals)
Pupils handwashing outlets	22	1:45		Х	1:40 (individual & group)
Boys toilet stances	8	1:63	V		1:80 (toilets)
Boys urinal stances	10	1:50		Х	1:25 (urinals)
Boys washrooms	0				Standard not defined
Girls toilet stances	6	1:50			1:40 (toilets)
Girls urinal stances (P1-P3)	4				Standard not defined
Girls washrooms (P4-P7)	2				Standard not defined
Pupils with disability stances	0			Х	1 stance
Male teachers toilet & urinal stances	3		V		1 stance male
Male teachers toilets	2		V		1 stance female

 $<sup>{}^\</sup>star$  Facilities that need regular emptying of faecal sludge.  ${}^{\star\star}$  One urinal stance is 65 cm urinal space.

	WinS IM	PROVEMENT PLAI	N	
Activity	Cost (material/labor)	Person responsible	Target date of completion	Status
REGULAR				
Daily cleaning of all toilets	uGX 20.00 per year	Nakalínzí Maureen	2019-2020	Ongoing
SIMPLE				
Replacement of 6 broken door locks	UGX 150.00	Olíver Nakítanda	August 2019	Done
Replacement of 2 leaking faucets in Grade 2 toilet	и <b>G</b> X 500.00	Joseph Kabumba	Sept. 2019	Done
Replacement of 3 busted lights	UGX 300.00	Deborah Zukula	June 2019	Done
General cleaning of all toilets	-	Ester Masane	2019	Ongoing
COMPLEX				
Installation of handrails for PWD in one toilet block	ИДХ 3,000.00	Florence Zaportíza	It is important that	Plannned
Replacement of 2 GI roof to translucent roof	идх 2,000.00	Joseph Kabun	the WinS plan is displa in public space that c	an
Desludging of septic tanks	free / Kampala Water		be easily seen in schoo hat progress is monito ensuring targets are h	red; lannned
Repair of 2 broken toilet doors	и4х 900.00	Nakalinzi Maureen	according to schedul	

## Wins operation and maintenance (0&m) budget

NAME OF SCHOOL:		TERM, YEAR:					
NUMBER OF PUPILS:	NL	JMBER OF	TEACHERS:	DATE OF BUDGET:			
	no.	Unit	Unit cost (UGX)	Term costs	Cost for one pupil per term	Calculation	How many currently usable and in stock?
EQUIPMENT							
USER'S KIT / ALL BOYS, GIRLS, T	EACHERS 8	& STAFF					
Pour flushing jerry cans/ scooping cup (1 liter) (one small jerry can per 40 pupils)		pcs					
Trash bin (one) for each toilet block		pcs					
Trash bin for used menstrual pads (with peddle & cover) (1 trash bin per 40 Girls of P4-P7)		pcs					
Other items							
TOTAL				UGX	UGX		
CLEANER'S KIT / FOR CLEANING	STAFF	I	I	1			ı
Heavy duty gloves		pair					
Gum boots		pcs					
Bucket		pcs					
Toilet brush (for flush toilets only)		pcs					
Scubbing brush with long handle		pcs					
Broom		pcs					
Mopping rug		pcs					
Other items							
TOTAL				UGX	UGX		
MAINTAINER'S KIT / FOR CARET	AKER & PL	UMBERS					
Tool box (with full set of tools)		box					
Replace tools (e.g. screw driver, toilet pump, hammer)		lum					
Replace materials (e.g. paint, hook, locks, tape)		lum					
Water taps		pcs					
Pad logs		pcs					
Other items							
TOTAL				UGX	UGX		

	no.	Unit	Unit cost (UGX)	Term costs	Cost for one pupil per term	Calculation	How many currently usable and in stock?
COMSUMABLES							
CONSUMABLE ITEMS / ALL BOY	YS, GIRLS, T	EACHERS,	STAFF, CLEAN	ERS & CARETAI	KERS		
Toilet paper		rolls					
Soap (bar or liquid for handwashing)		pcs					
Soap for cleaning		liter					
Emergency pads		pcs					
Fuel for incinerator		pcs					
Other items							
TOTAL				UGX	UGX		
STAFF/EMPLOYMENT							
CLEANERS EMPLOYMENT / FOR	R ALL WASI	H FACILITIE	S				
Cleaning staff (state the number)		months					
Additional staff		months					
TOTAL				UGX	UGX		
MAINTENANCE							
UTILITY BILLS / FOR ALL WASH	FACILITIES						
Water bill (for drinking, sanitation and hygiene)		months					
Sewerage bill		months					
Electricity bill (e.g. water pump)		months					
Others							
TOTAL				UGX	UGX		
MAINTENANCE SERVICES / FOR	R ALL WASI	H FACILITIE	S				
Plumbing services		lump					
Repairs/mainteance drinking water treatment		lump					
Cesspool/septic tank emptying		times					
Pit latrine emptying							
Others							
TOTAL				UGX	UGX		

#### Wins 0&M ROUTINES PLAN

The O&M plan has three main components: Use it, Clean it, and Maintain it, and with the following objectives:

**USE IT:** To guarantee proper and rightful use of the WASH facilities and ensuring the availability of items like toilet tissues and soap

**CLEAN IT:** To guarantee hygienic and safe conditions of the facility for the users through cleaning

**MAINTAIN IT:** To guarantee good structural state of repair for the users

The responsible persons for each activity need to be specified and appointed by the respective school. More school specific activities can be added by each school.

1 USE IT!

THE SCHOOL SHALL PROVIDE SAFE WATER FOR DRINKING TO PUPILS AND TEACHERS; AND WATER, SOAP AND TOILET TISSUES AT ALL TIMES TO ENSURE PROPER USE OF HANDWASHING AND TOILET FACILITIES.

no.	Activity	Responsible person (examples mentioned)
DAIL	Y ACTIVITY	
1.	Daily provision of toilet tissues to be available for pupils to use at any time	Sanitation teacher / each class teacher
2.	Daily inspection of all WASH facilities to assess proper use (WASH checklist)	Sanitation teacher / teacher on duty
3.	Daily provision of soap at handwashing facilities/washrooms & safe storage over night	Sanitation teacher / teacher on duty
4.	Daily filling of handwashing facilities with water	Sanitation club members / pupils
5.	Daily filling of drums with water in each toilet block for pour flush and anal cleansing	Sanitation club members / pupils
6.	Daily put out of small jerry cans/buckets/trash bins & safe storage over night	Sanitation club members / pupils
7.	Daily check for presence of sanitary buckets for disposal of menstrual pads in girl's toilets (P5-P7)	Sanitation teacher / teacher on duty / pupils
8.	Daily accompaniment of pupils to toilets, for infant classes, to ensure proper use of toilets and training of good toilet habits	Responsible infant class teachers
WEE	KLY ACTIVITY	
1.	Orientation of pupils on proper use of WASH facilities during assembly, in classes and/or during school health parades.	Sanitation teacher / teacher on duty
2.	All pupils in P4-P7 will be orientated on how to manage their menses and how to use and clean the washroom	Senior women teacher
3.	Check the incinerator and when full — add fuel and burn with care and supervision	Sanitation teacher / teacher on duty
TERM	MLY ACTIVITIES	
1.	Placement of 'Use it' stickers in each toilet to enable proper toilet use	Head teacher / sanitation teacher
2.	Replacement of broken bins/drums	Head teacher / sanitation teacher
3.	Replacement of items in the User's Kit such as toilet brushes	Head teacher / sanitation teacher



# DAILY CLEANING OF TOILETS, WASHROOMS, HANDWASHING FACILITIES AND OTHER WASH FACILITIES SUCH AS INCINERATORS HAS TO BE PART OF EVERY DAY SCHOOL ROUTINE.

no.	Activity Responsible person (examples mentione								
DAIL	DAILY ACTIVITY								
1.	Ensure cleaning of classrooms, compound, water facilities, toilets and washrooms	Pupils under supervision of the teacher on duty and the sanitation teacher.							
2.	Inspection of the WASH facilities to ensure cleanliness	Sanitation teacher / duty teacher							
3.	Ensure availability of cleaning kits	Head teacher							
4.	Daily emptying of trash can (located outside toilet blocks) and sanitary waste bins	Sanitation club members							
5.	Daily emptying of sanitary waste bins (stances for P4-P7)	Sanitation club members							
WEE	WEEKLY ACTIVITY								
1.	Ensure cleaning of hand washing facilities	Sanitation teacher							
2.	Ensure burning of used pads and emptying of ashes from the incinerator	Sanitation teacher							

3 MAINTAIN IT!

no.	Activity	Responsible person (examples mentioned)						
DAIL	DAILY, TERMLY AND ANNUAL ACTIVITY							
1.	Daily inspection/monitoring to ensure that the school WASH facilities are in good working condition/ order (WASH checklist)	Sanitation master						
2.	Carry out minor repairs as they occur	Sanitation master						
3.	Carry out major repairs, rehabilitation (termly or annual activity)	Head teacher, skilled tradesman (mason / plumber)						
4.	Empty toilet pits/septic tank when full (usually once per term for pit latrine, once a year for septic tanks)	Head teacher / pit emptying service provider						

	WinS MONITOR	ING FORM		
A. SCHOOL PROFILE				
Name of school:		EMIS number:		
Girls enrollment:	Number of teac	Number of teachers:		
B. WATER ACCESS				
B1. What is the main source of	water for the school?			
	Main source of water (check one — most frequently used)	Main source of drinking water (check one – most frequently used)	Currently YES	available NO
a. Piped-water supply				
b. Protected well/spring				
c. Unprotected well/spring				
d. Rainwater				
e. Packaged bottled water				
f. Tanker-truck or cart				
g. Surface water (lake, river, stream)				
h. No water source				
Yes No	ng to the water from the main s thod is used?	ildren bring drinking water fron ource to make it safe to drink?		
B5. In the past term, has there	been a day when there was no	t enough drinking water for all s	students and	d staff?

Yes

No

C. SANITATION							
C1. What type of student toile	ets/latrines are at the school	? Check one — most commo	on.				
a. Flush/Pour-flush toilets to septic to	ank b. Pit latrines with sla	b with unlined pit c. Tradit	ional pit latrines without slab				
a. Flush/Pour-flush toilets to pipe/sewer b. Pit latrines with slab with lined pits							
d. Composting toilets	d. Composting toilets e. No toilets or latrines						
C2. How many toilets/latrine s	stances¹ are at the school?						
	Girls' only toilets	Boys' only toilets	Gender shared toilets				
Total number							
Number that are usable <sup>2</sup> (accessible, functional, private)							
C4. Is there a toilet for children  Yes No  C5. Are there signs of open def  Yes No  C6. Are emergency sanitary pa	mewhat clean Not clean n with disabilities?  fecation?  ds and spare uniforms availal ds only Uniforms only  or girls to change with water  erator for the disposal of sanit items did you allocate and sp	Neither pads nor uniforms  available?  tary pads?  end budget? Check all that a	a <b>pply.</b> None				
D. HYGIENE							
D1. Are both soap and water cu	urrently available at the hand Water only Soap only	washing facilities?  Neither water nor soap					
D2. How often are group handwashing activities with soap conducted for all students?  At least once per school day 2-4 days/week Once per week Less than once per week							
D3. How many handwashing ou	ıtlets are there on the school	grounds including individua	al and group facilities?				

<sup>1</sup> Include urinals when counting stances (count one stance for every 24 inches of urinal space) // 2 Count only toilets that are accessible (not locked from the outside), functional (hole is not blocked), private (cubicle can be locked from inside and door and superstructure does not have major gaps) // 3 Clean: all toilets do not have a strong smell or significant numbers of flies or mosquitos, and there is no visible faeces on the floor, walls, seat (or pan) or around the facility. Somewhat clean: there is some smell and/or some sign of faecal matter in some of the toilets.

Not clean: there is a strong smell and/or presence of faecal matter in most toilets.

#### **EXAMPLE TWO STAR CERTIFICATE (PAGE 1)**



#### WinS MONITORING RESULTS // 2019

Thank you for participating in the annual WinS monitoring system. Please find below the WinS status of your school based on your responses submitted on 15/10/2019. Attached are the responses you submitted and their coding according the Three Star criteria.



#### WATER IN YOUR SCHOOL YOU ARE CURRENTLY AT TWO STAR STATUS

The average drinking water star rating for all other participating schools in Kampala is two stars.



#### SANITATION IN YOUR SCHOOL YOU ARE CURRENTLY AT TWO STAR STATUS

The average sanitation star rating for all other participating schools in Kampala is one star.



#### HYGIENE IN YOUR SCHOOL YOU ARE CURRENTLY AT ONE STAR STATUS

The average hygiene star rating for all other participating schools in Kampala is one star.



## HOW CAN I IMPROVE WinS? To move to the next star level, your school must:

Ensure quantity of treated water per day is sufficient for all learners and staff. Ensure incinerators are available for disposal of sanitary pads. Ensure the school has a toilet/latrine for children with disabilities. Ensure the school has at least one handwashing outlet for every 40 learners.

These aspects can be integrated into your annual school plan and budget. The next round of WinS monitoring will take place 2020, and your school will again receive a star rating. **Good luck!** 



Implemented by:





Assessment done and Certificate created: 18/11/2019

#### **EXAMPLE TWO STAR CERTIFICATE (PAGE 2)**



#### WinS MONITORING RESULTS // 2019 **Example Primary School** WATER IN YOUR SCHOOL: SANITATION IN YOUR SCHOOL: **HYGIENE IN YOUR SCHOOL:** There is at least one usable (accessible, functional, private) toilet for girls and Children bring one usable toilet for boys Soap and water drinking water are available at from home handwashing facilities Toilets are clean There are no signs of open defecation The most common type of Drinking water from an toilet/latrine at the school improved source is available is an improved facility rwo stars 🗡 Students participate in daily group handwashing Emergency sanitary pads and with soap spare uniforms are available School uses some form of water treatment Budget for WinS is allocated and used At least one usable stance for every 40 girls and one usable stance for every 40 boys is available THREE STARS Quantity of treated water School has at least Incinerators are available for per day is sufficient for one handwashing outlet disposal of sanitary pads all learners and staff for every 40 learners There is a space available for girls to change with water available School has a toilet/latrine for children with disabilities fulfilled not fulfilled not applicable Implemented by: SANITATION FOR MILLIONS Assessment done and Certificate created: 18/11/2019 giz Destache Gesellashatt für Internationala Zasammenarbeit (272) Ges

FUNDED BY











IMPLEMENTED BY

IN COOPERATION WITH



THE REPUBLIC OF UGANDA Ministry of Education and Sports





PUBLISHED BY Deutsche Gesellschaft für Internationale

Zusammenarbeit (GIZ) GmbH

Registered offices Bonn and Eschborn, Germany

Sanitation for Millions Uganda Plot 128, Luthuli Avenue, Bugolobi

PO Box 10346 Kampala, Uganda T +256 312 263069/70 E S4M@giz.de

I www.giz.de/en/worldwide/42666.html

Katherine Pizzacalla, Gladys Nantume AUTHORS

ACKNOWLEDGEMENTS Ulrike Pokorski, Christian Rieck, Bella Monse,

Patrick Mass, Fred Nuwagaba

Christine Lüdke, malzwei, Germany DESIGN PHOTOS

Eclipse Marketing & Events Africa, Solomon Kyeyune and Irene Alinga;

Ivan Sarenas, Philippines

March 2020 AS AT

GIZ is responsible for the content of this publication.

DEVELOPED TOGETHER WITH



ON BEHALF OF German Federal Ministry for

Economic Cooperation and Development (BMZ)

BMZ Berlin

Stresemannstraße 94

10963 Berlin, Germany

F +49 30 18535-2501

T +49 30 18535-0

Division 413 - Water, Urban Development, Mobility DIVISION

POSTAL ADDRESS BMZ Bonn Dahlmannstraße 4 OF BMZ OFFICES 53113 Bonn, Germany

T +49 228 995 35-0 F +49 228 995 35-3500

poststelle@bmz.bund.de www.bmz.de



