

# A Response Strategy for a climate Resilient Integrated Water Resources and WASH Services in Uganda.



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## **FOREWORD**

I would like to thank the Ministry of Water and Environment and Global Water Partners East Africa (GWPEA) for championing the process of developing this response strategy on addressing critical integrated water resources management (IWRM) bottlenecks. The strategy is developed from a backdrop of a detailed root cause analysis which was conducted through focus group discussions and consultations with the local leaders, religious leaders, technical officers, political leaders, catchment management committee members, CSOs, academia and the private sector players in the four water management zones. It highlights the critical challenges impeding the smooth implementation of IWRM and water, sanitation and hygiene (WASH) services in Uganda, namely, inadequate sensitization on IWRM and WASH, inadequate capacity of both technical and political leaders in addressing IWRM issues, limited technological adoption, impunity and inadequate funding to key IWRM sectors/departments, among other factors.

To address these bottlenecks, a robust and strategic action plan was developed to curtail the impeding factors. The recommended actions include, strengthening policy, legal and institutional frameworks; reviewing existing policies (i.e. wetland policy and water policy) and developing guidelines to operationalise the IWRM and WASH policies; developing the popular versions and disseminating them widely, sensitizing the communities on the policy and legal guidelines; developing popular versions of policies, bye-laws and ordinances; dissemination of IWRM and WASH policies, guidelines and regulations; coordination of stakeholders; and promoting sustainable natural resource use mechanism through providing incentives to the grass root communities. The other actions are reviewing climate change mainstreaming guidelines and tools on IWRM and WASH; engendering of IWRM and WASH guidelines/strategies; training in preparation of gender inclusive IWRM climate resilient Ministerial Policy Statement; developing climate change gender mainstreaming strategy; developing sustainable and climate-smart plans for management and development of WASH infrastructure and ecosystems (water source protection in critical areas (refugee settlements and congested urban sites); raising awareness on the value and usage of water; and trainings on good water usage and recycling practices.

*For God and My Country*

**Hon Sam Cheptoris**

**Minister of Water and Environment**

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## **PREFACE**

We appreciate the support of GWPEA and Global Water Leadership (GWL) programme for the technical and financial support accorded throughout the study from the launch, bottlenecks identification, root cause analysis, development of the action and finance plans, to development of the response strategy.

We appreciate the efforts of working groups that were assigned to undertake the processes of developing the response strategy for the bottlenecks of IWRM and WASH in Uganda. In addition, we appreciate Water Governance Institute (WGI), National Planning Authority (NPA), Ministry of Water and Environment, Global Water Partnership Eastern Africa and Global Coordination, Global Water Partnership Uganda, UNICEF and Ministry of Finance, Planning and Economic Development (MFPEDE), and other partners. This team was responsible for undertaking the field-based consultations and survey at the local government levels in the four (4) water catchment management zones of Lake Victoria, Lake Kyoga, Albertine and Upper Nile, and consolidating reports with the finance consultant to develop the response strategy.

We would like to extend our heartfelt thanks to the GWPEA team through the management of the regional coordinator for the great leadership and commitment extended towards the success of the GWL programme. We also thank the GWL programme coordinator, finance department for the guidance and support given during implementation of GWL activities.

We appreciate efforts of the transboundary department in the Ministry of Water and Environment for the technical guidance towards the implementation of the study and coordination of the programme. We also thank local government officials in the districts of Mbarara, Kabarole (Fort Portal), Gulu, Soroti and Kampala that accorded the team support to undertake the study. We equally appreciate the contributions and support that the religious and cultural leaders, civil society organisations and members of the private sector towards generating the data to inform the study.

Lastly, much gratitude goes to the UK government/FCDO, the donor of the GWL programme who gave in their total financial support, a reason for smooth running of activities, management and implementation of the programme.

We acknowledge that without the support of the members cited above, the development of the response strategy would not have been possible.

**Mr. Alfred Okot Okidi**

Permanent Secretary

Ministry of Water and Environment

## **ACKNOWLEDGEMENT**

In 2021, Global Water Partnership (GWP) began implementing the Global Water Leadership Program in a Changing Climate (GWL) in pursuit of Sustainable Development Goal No 6 funded by the Foreign, Commonwealth & Development Office (FCDO) of the United Kingdom (UK). FCDO, for a period of 3.5 years.

In Uganda, GWL is implemented by GWP Eastern Africa in collaboration with the Government of Uganda through Ministry of Water and Environment.

Since its official launch in Uganda in June 2022, the program has achieved notable milestones through a well-coordinated process. Following the launch, a stakeholder consultative meeting was organized, in which stakeholders identified various bottlenecks that impede IWRM/WASH services in Uganda. This was systematically followed by a root cause analysis on these bottlenecks in the four regional zones of Upper Nile, Albert, Kyoga, and Victoria Water Management Zones.

Two Thematic Working groups were later established comprising of members from MDAs, CSO, Private sector, Media among others based on the two prioritized bottlenecks identified which were:

- I. Weak Policy, Legal and Institutional Frameworks,
- II. Limited finance to implement IWRM and WASH services in Uganda.

The ensuing engagements, both physical and virtual, led to the development of a response strategy, which was launched on 19th March 2024 during the Uganda Water and Environment Week (UWEWK).

The participation and collaboration of various experts and other stakeholders in Uganda underpins the success of the GWL program in the country. It is their knowledge, enthusiasm and dedication, as well as their willingness to work together, which gives the Response Strategy impact and policy relevance.

I would like to express my sincere gratitude to the donor, FCDO-UK, Government of the Republic of Uganda and Global Water Partnership colleagues as well as all participating organizations and experts who made this Program a success. Special thanks to the GWL Global Coordinator Ms. Lesley Pories and the GWL Uganda Coordinator Mr. Hillary Natumanya for the excellent coordination; Commissioner Sowed Sewagudde for the high level leadership and anchoring the project firmly and ensuring country ownership; the two dedicated thematic working group leaders Dr. Henry Bazira, Eng. Pamela Agaba, Mr. Kerudongo Paskwale, Mr. Bogere Muzamiru, Ms. Kyomuhendo Harriet, Mr. Collins Tweheyo and Ms. Kebirungi Elizabeth, and other working group members for their unwavering commitment to the development of this response strategy and completion of the stakeholder engagement process. Finally, sincere gratitude to the dedicated team at GWPEA for technical backstopping and financial management.

We look forward to integration of the contribution of the GWL Program Uganda and its response strategy into the country’s national development programs and processes towards the shared vision of a water secure and climate resilient world.

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## Abbreviations/Acronyms

CbIWRM	Catchment-Based Integrated Water Resources Management
CMCs	Catchment Management Committees
CSOs	Civil Society Organizations
FCDO	Foreign and Commonwealth Development Office
GWL	Global Water Leadership
GWP	Global Water Partnership
GWPEA	Global Water Partnership East Africa
IWRM	Integrated Water Resources Management
JMP	Joint Monitoring Programme for Water Supply, Sanitation and Hygiene
MDA	Ministry, department & agency
MoLG	Ministry of Local Government
MWE	Ministry of Water and Environment
NDP	National Development Plan
NEMA	National Environment Management Authority
NRECCLWM	Natural Resources, Environment, Climate Change, Lands and Water Management
NWSC	The National Water and Sewerage Cooperation
SDGs	Sustainable Development Goals
SWA	Sanitation and Water for All
UNICEF	United Nations Children's Fund
UWASNET	Uganda Water and Sanitation Network
WASH	Water Sanitation and Hygiene
WHO	World Health Organization

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## **Executive summary.**

### **1. Background**

The Global Water Partnership (GWP) in collaboration with Ministry of Water and Environment developed a response strategy geared towards achieving Sustainable Development Goal 6.5 on integrated water resources management and Uganda's Vision 2040. GWP is a multi-stakeholder action network dedicated to working with countries towards the equitable, sustainable and efficient management of their water resources. It comprises 3,000+ partner organisations in over 180 countries. Its network of 65+ country water partnerships (CWPs) and 13 regional water partnerships (RWPs) convenes, and brokers coordinated action by government and non-government actors. As an action network bridging the global to the local and the local to the global, GWP seeks to lead systems' changes at all levels, as they pertain to providing water solutions, effective policy and financial planning for water, and catalysing climate-resilient development. GWP accomplishes this by initiating steps with its local partners which lead to incremental shifts, resulting in a larger system change. GWP intends to achieve its objective through implementation of the Global Water Leadership Programme (GWLP).

### **2. Bottlenecks and root causes**

This report presents the response strategy details towards overcoming bottlenecks of limited finance for IWRM/WASH, and weak legal policy and institutional frameworks for IWRM/WASH in Uganda.

It highlights critical root causes that impede the IWRM in the four (4) water management zones of Kyoga, Albert, Upper Nile and Victoria. Various key issues/gaps affecting IWRM and WASH services in Uganda were identified. These are; (i) Inadequate/lack of information on the buffer zone boundaries; (ii) Lack of policy awareness; (iii) Political interference/interventions (iv) Low and sometimes lack of funding to critical departments (iv) Lack of integrated and monitoring and reporting information system that is designed to capture status of the wetlands; (v) Contradictions/conflicting policies, Policies and Acts; (vi) Inadequate or no environmental police officers/stations a huge setback to implementation of integrated water resources management; (vii) Water abstraction/supply normally gets a lot of funding and government prioritization compared to water source protection; (viii) The land tenure system; (ix) There is no linkage between climate change department and the local government; (x) There is no clear guideline on solid waste management; (xi) There was delayed justice on environmental degradation; (xi) Top-bottom planning, designing of policies was another issue affecting the implementation of an inclusive integrated water resources management and resilient WASH services; (xii) Poor mindset on environmental conservation and lack of due diligence among the local communities, political leaders, religious leaders and other technical officers; and (xiii) Inadequate knowledge among certain officers in the Ministry of Water and Environment, local government and other sister ministries like Ministry of Tourism and Trade, Energy and Mineral Development on IWRM and WASH, among other issues.

### **3. Action Plans**

This response strategy, therefore, recommends the following interventions; (i) To strengthen policy implementation of IWRM & WASH; (ii) To review and update the Information & communication strategy for inclusive communication mechanisms for different groups; (iii) To develop a harmonised M&E data collection tool on IWRM, WASH and Climate change; (iv) To promote the economic, social, cultural and political value of water; (v) To improve coordination and collaboration of IWRM/WASH interventions among different MDAs, CBOs, NGOs, private sector and local governments following programme-based planning and budgeting approach; and (vi) To hasten the justice processes on environmental degradation and encroachment.

The strategic responses will be achieved through the following strategic actions, namely.

- Review existing policies (i.e. wetland policy, water policy) and develop guidelines to operationalize the IWRM & WASH Policies,

- Develop the popular versions of policies, byelaws and ordinances.
- Dissemination of IWRM & WASH Policies, guidelines and Regulations.
- Facilitate development of byelaws and ordinances related to IWRM and WASH.
- Coordination of stakeholders.
- Promote sustainable natural resource use mechanism through providing incentives to the grassroots communities.
- Review climate change mainstreaming guidelines and tools on IWRM and WASH.
- Engendering of IWRM and WASH guidelines/strategies.
- Training in preparation of Gender inclusive IWRM climate resilient Ministerial Policy Statement.
- Develop climate change gender mainstreaming strategy.
- Develop sustainable and climate-smart plans for management and development of WASH infrastructure and ecosystems as well as water source protection in critical areas such as refugee settlements and congested urban sites.
- Awareness raised on the value and usage of water.
- Trainings on good water usage and recycling practices.
- An integrated M&E data collection tool developed.
- An integrated online Water and Environment M&E system updated Capacity building of existing legal practitioners on efficient management of environmental cases.
- Advocacy and sensitisation for inclusion of legal practitioners, legislatures and policy makers on environmental issues.
- Translate the policies into local languages best understood by the local community.
- Conditional grants be allocated to climate change resilience to enable local governments implement climate change mitigation and adaption measures.

#### **4. Finance plans.**

Towards developing this response strategy, a national consultant was hired at a global level to support working groups in aligning the action plan to the government strategy/priorities and costing the action plans for the respective bottleneck. This gave the picture of on donor mapping and climate financing capacity building for working group members towards costing action and finance plan.

#### **5. Implementation arrangements**

This response strategy is a Government of Uganda document and this calls for more focus on implementing the recommended actions to overcome these barriers. As proposed in the strategy, the government is urged to allocate and mobilise funds from partners and also undertake intersectoral planning for IWRM/WASH.

#### **6. Conclusion**

The response strategy highlights the root causes of the bottlenecks in policy, legal and institutional framework, proposed strategic actions to address the bottlenecks identified above and the financial implication of addressing the bottlenecks in IWRM and WASH in Uganda.

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## CHAPTER ONE

### 1.0. Background

With funding from United Kingdom Foreign Affairs Department (UKFCDO), the Ministry of Water and Environment and Global Water Partnership – East Africa (GWP-EA) are implementing Global Water Leadership programme. The programme provides critical support to governments in seven low- and middle-income countries (LMICs) of Global Water Partnership (GWP) countries spread across five sub-regions i.e.: Central African Republic in Central Africa; Rwanda and Uganda in Eastern Africa; Malawi and Tanzania in Southern Africa; Nepal in South Asia; and the State of Palestine in the Mediterranean, to become international models for water leadership and to demonstrate the socio-economic transformations that can be accomplished by making climate-resilient integrated water resources management (IWRM) and water, sanitation, health and hygiene (WASH) services a political priority.

At the core of this success is a commitment to breaking down the silos in which IWRM and WASH operate for the development of holistic and climate-resilient solutions. To that end, GWL is implemented through a collaboration comprising GWP, UNICEF, SWA, WHO and JMP.

As the sole WRM implementing partner, Global Water Partnership has designed a set of work packages to contribute to Output 1 (Leadership and Collaboration); Output 2 (Evidence, Norms and Standards); and Output 3 (Identifying systemic and financial constraints) for WRM, and, where possible, climate-resilient WASH services. These Outputs contribute to generating political leadership for water at the national and international levels.

The flagship product of the GWL programme is government-validated response strategies for addressing the most critical barriers to climate-resilient water management and WASH services. Barriers have been identified by national stakeholders, who have prioritised the top 2 to 4 barriers in their respective country. Multistakeholder working groups have been formed – one per barrier – each tasked with developing a response strategy to address their respective barrier. A response strategy contains two components: an action plan and a finance plan. The latter is what makes this programme unique from other development programmes. This is because without a realistic finance plan, the actions that have been scoped will not be undertaken, and financial planning is commonly under-considered in the water sector. Therefore, building stakeholder capacity in finding financing options is therefore a key output of the programme.

### 1.1. Problem Statement

A sound and sustainable utilisation and management of water and environment resources is a cornerstone for socio-economic transformation of Uganda, with over 15% of Uganda’s catchment area being covered by water and natural habitats. These have ripple ecological benefits to the environment and the over 40 million people in Uganda, however, the uncontrolled anthropogenic activities, coupled with erratic climate change, have greatly affected the integrated water resources management in Uganda. Uganda’s forest cover has declined from 13.2% in 2019 to 12.2% in 2021, despite notable 0.9% increase in wetland coverage from 13% in 2015 to 13.9 in 2023, while compliance to wastewater discharge standard was at 34% compared to the target of 68%. The overall compliance of rural water in respect to E. coli was at 55% against PIAP target of 80%, this indicated a 7% decline in compliance compared to 62% in FY 2021/22. Furthermore, the overall compliance to Urban Water supply in respect to E Coli was at 71% in 2023 compared to 78% in 2022.

In pursuit of attaining the Sustainable Development Goal No.6 by 2030, Uganda has been implementing several interventions but there has been some gaps and barriers that strain the development. GWLP was officially launched in June 2022 in Uganda, and Since launching the program has been working to strengthen national support for water resource and services management, provide critical information and analysis to identify and resolve barriers, input into water (and/or climate) policies, and help governments access financing to transform the sector and bolster its climate resilience. A stakeholder consultative meeting was organised, and a series of bottlenecks and barriers affecting the achievement of IWRM and WASH services in Uganda were identified. These were; (i) *Poor enforcement of policies and laws (Acts, ordinances, bye-laws)*; (ii) *Social-cultural norms, attitudes,*

*religious beliefs; (iii) Inadequate coordination across institutions and limited participation of men, women, youth and PWDs in WASH and IWRM; (iv) Low acceptance levels of IWRM conservation projects due to long-term impacts; (v) Limited capacity and management of resources; (vi) Lack of strong civil society and advocacy; (vii) Increased land degradation for human activities; (viii) Increased infrastructural development without respect for IWRM and WASH; (ix) Non-compliance to abstraction and discharge standards; and (x) Political interferences, among others.*

The bottlenecks were listed, prioritised, analysed and ranked in consultation with country water partners, MDAs, the private sector, civil society organisations and UNICEF. The consultation yielded into identification of two (2) mainstream bottlenecks affecting IWRM and WASH i.e.:

- a) Weak policy, legal and institutional frameworks.
- b) Limited finance to implement IWRM and WASH services in Uganda.

Two (2) thematic working groups were constituted based on the two bottlenecks mentioned above.

It is upon this background that root cause analysis for both bottlenecks was conducted to unearth the factors affecting IWRM and WASH services in Uganda. This followed developing the action plan and finance plan to guide the development of the response strategy.

## **1.2. Introduction**

Water resources are critical for the sustainable development of communities and the environment in Uganda. Uganda is a country almost evenly covered by lakes, rivers and wetlands. These cover 15.3% of the land surface area. Also, the country has continued to receive a moderate and relatively even distribution of rainfall. The open water body endowment together with the rainfall patterns put the country among the most water endowed.

Uganda recognises access to safe water and sanitation as a basic human right and improved water resource management as crucial for the health, well-being, and development of communities and environment.

The idea of IWRM emerged during a United Nations' Water Conference in 1977 and later in 2002 when governments committed to its application by agreeing to develop IWRM and water efficiency plans. Uganda has been implementing (IWRM) since the early 2000s, and in 2008, the government launched the National Water Policy, which aims to promote IWRM principles and practices. The policy recognises the importance of involving all stakeholders in water management, including the government, civil society organisations, and the private sector. The policy also emphasizes the need for sustainable financing mechanisms to support the implementation of IWRM.

The National Development Plan (NDP) III (2020-2025) identifies the water sector as a key area for investment and highlights the importance of adopting an integrated approach to water resources management. Specifically, the NDP III aims to achieve universal access to safe and clean water, improve the management of water resources, and enhance the resilience of communities to water-related disasters. To achieve these goals, the NDP III emphasises the need to adopt an integrated water resources management approach that promotes the sustainable use and conservation of water resources. However, it is important to note that previous national plans and budgets were not very explicit in respect to integrated water resources management (IWRM). Often, budgeting was silent on IWRM considering it as a crosscutting issue that would be dealt with at sector (ministry, MDA) level. At MDA level, IWRM was often planned and financed at catchment level with little or no emphasis for its down streaming to the village and household level. It is increasingly being recognised that IWRM needs to be down streamed to the village and household level and that one cannot divorce IWRM from WASH, because they are intricately intertwined.

Despite Uganda being water resources endowed, these resources are under increasing pressure from climate change, population growth and competing demands from various sectors. Uganda faces numerous challenges in managing their water resources sustainably, including limited financial resources, weak governance structures and inadequate technical capacity. As a result, access to clean water and sanitation for many communities, particularly those living in rural areas, has not been realised. There are variable statistics about access to water and sanitation in Uganda, which calls for more reliable statistics to be generated. However, for the purposes of

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this report, the authors have considered a range of statistics related to the urban and rural settings, which reflect the individual reports on access to water and sanitation in Uganda. Access to water in Uganda is considered to vary from 28% in Kyegegwa district to 95% in Kitgum district. There are 136,671 domestic water points which serve a total of 28,519,361 people, of whom 23,355,638 are in rural areas. The water points include protected springs (21.4%), shallow wells (23.9%), deep borehole (45.3%), rainwater harvesting tanks (RWH) (0.4%) and public taps (9.1%). There are 5,312 constructed water points that have remained non-functional for more than five (5) years, mainly due to low yield (18.6%), technical breakdown (40.7%), water quality (11.7%), silted (12%), vandalism (8.0%), leaking (3.3%) and other causes (10.8%). In addition to these water points, there are 1,211 piped water schemes.

According to Natural Resources, Environment, Climate Change, Lands and Water Management (NRECCLWM) Annual Programme Performance Report (APPR) of the Financial Year (FY) 2021/22 with respect to investments in natural resources, environment, climate change, land and water management, disaster preparedness and risk management, the programme received a total of UGX 581.97bn. Of this, UGX 281.689bn was from Government of Uganda, UGX 268.21bn was external financing (loans and grants) and UGX 32bn was off budget. The NRECCLWM programme required budget as per NDPIII was UGX 983.24bn, which shows a budget shortfall of over UGX 400bn. The allocation to disaster management was UGX 84.33bn, land management UGX 42.32bn and natural resources, environment, climate change and water management (UGX 455.326bn). Out of the UGX 581.076bn allocation to the programme, UGX 466.75bn was released, representing 82% of the budget released from the Treasury. A total of UGX 426.77bn was spent, representing 94% absorption rate. Environment and Natural Resources Civil Society Organisations (ENR-CSOs) contributed USD 2,860,836 (UGX 10.585bn) and UWASNET contributed UGX 78.61bn. According to this report, the financing gap was estimated to be over UGX 400bn. It is not yet clear whether this is still the gap or additional financing is required to fill the gap.

Uganda is well known for having good policies, laws and Acts towards management and protection, and use of natural resources where water is key in presentation. These laws have been partially and not been implemented at all because of various reasons, which include lack of political will, high rates of corruption, lack of proper dissemination channels and lack of funds to facilitate enforcement, among others. The financing and response to the legal environment of IWRM and WASH programmes remains limited, resulting in inadequate access to clean water and sanitation services. It is against this background that root causes analysis of the limited financing of IWRM and WASH, weak legal, policy and institutional frameworks for IWRM and WASH was conducted in Uganda. This report, therefore, presents a root causes analysis of the limited financing of IWRM and WASH programmes in Uganda.

The actors in these studies included the Ministry of Water and Environment, Global Water Partnership Uganda, and Global Water Partnership Eastern Africa, UNICEF, in collaboration with partners, who are implementing the Global Water Leadership in a Changing Climate (GWL) programme, with the support of the Government of the United Kingdom, through the Foreign and Commonwealth Development Office (FCDO). The objective of the GWL programme is to strengthen leadership and collaboration in water resources and WASH governance at national and global levels, in addition to supporting the enabling environment for resilient and sustainable WASH services. The programme supported seven (7) countries from 2021 to 2024, including Uganda and Rwanda in the Eastern Africa Region.

As part of the programme, GWP is supporting an inclusive and participatory government-led, multi-stakeholder change process to identify systemic and systematic financial constraints in water resource management and define strategies to overcome them. In Uganda, UNICEF is also supporting a multi-stakeholder change process focusing on inclusive and climate resilient WASH services under the same programme. In line with this, a stakeholder consultation meeting was organized to identify bottlenecks and barriers that affect the achievement of IWRM and WASH services in Uganda. Key bottlenecks that were identified and prioritised are limited financing in IWRM and WASH services in Uganda; and weak policy, legal and institutional frameworks for IWRM and WASH services in Uganda. Other issues identified that are related to the key bottlenecks are: Poor maintenance and sustainability of established infrastructures; inadequate planning; implementation and monitoring challenges; lack of capacity building; limited financial resources to finance WASH investment infrastructures; low household

incomes to afford basic sanitation facilities and services due to poverty; limited knowledge and information on WASH and IWRM; inadequate resource mobilisation skills; poor water source management practices; high cost of investment setup and maintenance/sustainability; and enforcement of financial policies and laws; and limited access to data (cost, quality & quantity).

Inadequate coordination across institutions; limited capacity and management resources (i.e. technological, human/technical & financial) to manage and implement sanitation, hygiene and water services; poor coordination between stakeholders and ministries; poverty among communities; lack of expertise for unpacking information for consumption; inadequate capacity to implement WASH and IWRM; operation and maintenance of WASH facilities being inadequate; and inadequate funding for WASH investments for both rural and urban areas, among others, were the other bottlenecks identified.

In addition, the lack of appropriate and the expensive technology options that are affordable and suitable for most of the population who live in the rural and informal urban settlements, makes it difficult for the country to achieve SDG 6 of universal access to water and sanitation with such disparities. Also, data quality and inadequate validation of goods and services at all levels complicates subsequent planning for water, sanitation, and hygiene interventions. Discrepancies in standardizing measurable indicators for in-country specific and JMP programme of UNICEF and WHO further complicates planning for WASH. This is further compounded by the difficulty in tracking WASH financing due to its being scattered in different line ministries and country programmes. Furthermore, the WASH and IWRM programmes are not yet fully inclusive of all segments of the populations (universal access) to cover everyone so that no one is left behind as per the SDG guidelines. Moreover, sustainability of results for both facilities and behaviours are still difficult.



*Figure 1: Working group members during validation of the response strategy.*

The strategy provides actions and recommendations for financing IWRM/WASH, legal, policy and finance institutions towards achieving climate resilient IWRM/WASH services in Uganda. The strategy will also contribute to the global efforts to achieve SDG 6 (clean water and sanitation for all), SDG 13 (climate action), SDG 17 (Partnership for the goals) and other SDGs.

### **1.3. Main Objective**

The main objective of the response strategy is to strengthen collaborative management and the implementation of an inclusive and climate resilient IWRM and WASH services in Uganda through the catchment-based integrated water resources management approach.

### **1.4. Specific Objectives of the response strategy**

- i) To identify and implement possible solutions to the bottlenecks for resilient IWRM/WASH services in Uganda.
- ii) To provide strategic action and finance plans to overcome the bottlenecks.
- iii) To strengthen institutional governance and sustainable financing for IWRM/WASH.
- iv) To increase collaboration and capacity of institutions towards implementation of the IWRM/WASH services.

## CHAPTER TWO

This response strategy is guided by a series of steps undertaken by stakeholders under organised thematic working groups to build the case from finding the barriers, their causes, proposed solutions and the financing strategy that informs the architecture of the strategy development.

### **2.1. Bottlenecks Identified and Findings**

The response strategy writes down bottlenecks identified during the initial multistakeholder consultations. Among many other bottlenecks identified in the four water management zones, namely, Upper Nile, Victoria Water Management Zone, Kyoga Water Management Zone and other institutions which include CSOs, NGOs, cultural and religious institutions, private sector, these two were prioritized.

- a) Weak policy, legal and institutional frameworks for IWRM/WASH.
- b) Limited finance for IWRM/WASH.

### **2.2. Root cause analysis**

Upon the launch of the programme in Uganda through a multivehicle consultation on several bottlenecks that impede IWRM/WASH, two thematic working groups conducted a desk review of the current scenarios in the country around IWR/WASH, and also undertook field studies in the four water management zones in Uganda. Several stakeholders were engaged from different institutions, including CSOs, NGOs, cultural and religious and local government taking into account the gender aspect during the consultations.

Data was analysed and reports were developed for respective bottlenecks to inform the findings of the study to propose the actions/solutions and recommendations. A technical brief for the limited finance bottleneck was developed and a policy brief for weak legal policy and institutional frameworks for IWRM/WASH was also developed as part of the materials to inform the studies focusing on the areas of more emphasis.

### **2.3. Action plan.**

A set of actions was developed to provide solutions to the root causes of the bottlenecks identified during the field studies and literature review. The solution development stage was more focused on aligning actions into country priorities for better planning and adoption.

### **2.4. Finance plan.**

This is a detailed and costed plan which was guided by the national consultant hired by the Global Water Partnership to support working groups in finance capacity building, costing of the action plans and identifying potential donors for the strategy. The consultant took working groups through climate financing capacity building by checking whether costing of actions would focus on zero-based budgeting or programme-based budgeting.

### **2.5. Response strategy**



*Figure 3: Working groups conducting root cause analysis of the bottlenecks in Kyoga Water Management Zone.*

The response strategy is a harmonised document that summarises the bottleneck identification, root cause analysis, action plan/solution development and finance plan. The document, therefore, guides the actions to be implemented and also with possible approaches to be taken to overcome the bottlenecks with proposals to best recommendations and conclusions, but also assigning responsibilities to the implementation of actions suggested.

## CHAPTER THREE

This chapter presents the root cause findings in the weak policy, legal and institutional frameworks for IWRM and WASH services in Uganda from the four (4) water management zones.

### 3.1. Weak Policy, Legal and Institutional Frameworks for IWRM and WASH services in Uganda

The above theme was downsized under specific sub-themes or parameters, namely, inclusivity, stakeholder engagement, enforcement and compliance, innovativeness and technology and sustainability. Each sub-theme was subjected to a situational analysis highlighting the findings, proposed actions and output indicators. It was a rapid situational analysis conducted in the four (4) water management zones.

#### *a. Inclusivity*

The existing laws and policies do not adequately cater for the marginalised groups. Under the Water Policy 2022, for example, catchment management planning guidelines do not adequately address inclusivity. For instance, while gender issues are addressed, aspects of youth involvement and empowerment; elderly and PWDs are insufficiently handled. During the survey conducted in the four water management zones (Upper Nile, Victoria, Kyoga and Albert), it was revealed that 50% of the respondents believed that the issues of inclusiveness were not adequately addressed in the above policies. It further highlights the breakdown of the respondents' views on the level of inclusiveness among the marginalised groups, i.e., youth were moderate with 62.5 %, whereas PWDs and the elderly rated highly at 75%.

#### *b. Inadequate knowledge and information on IWRM and WASH policies among stakeholders*

The significant low levels of dissemination and access to information on IWRM and WASH services has limited the capacity of the stakeholders to comply with and implement necessary interventions. For example, in Victoria Water Management Zone, 25% of the respondents indicated that they had limited knowledge on IWRM and WASH-related legal frameworks.

#### *c. Climate resilience*

The institutional budget frameworks, especially for MWE and sampled district local governments, revealed that climate change responsiveness and inclusivity issues were not adequately catered for in the respective frameworks.

#### *d. Enforcement and compliance*

The consultations conducted in the four (4) water management zones revealed that there was limited enforcement and compliance of IWRM and WASH-related regulations.

**Table 1 showing inclusivity and the proposed Policy and Legal Actions.**

FINDINGS	ISSUES	PROPOSED ACTIONS	OUTPUTS
Inclusiveness	The existing laws and policies do not explicitly cater for the marginalised groups.	There is need for specific provisions within the law, policy and strategy to	Existing policies, strategies and guidelines reviewed to ensure inclusiveness of the marginalised groups.

		cater for the marginalised groups.	
Knowledge and Information	Inadequate knowledge and information on IWRM and WASH policies among the stakeholders.	There is need to sensitize stakeholders on the importance of inclusiveness.	Dissemination and sensitization of stakeholders on IWRM and WASH policies.
Resilience	MWE Budget does not adequately address inclusiveness related to gender and climate resilience in IWRM and WASH.	<ul style="list-style-type: none"> <li>● Ensure prioritization and inclusiveness of gender and climate resilience in the budgeting process.</li> </ul>	<ul style="list-style-type: none"> <li>● Inclusive and responsive budgets related to gender and climate resilience in IWRM and WASH.</li> <li>● Policy makers (legislators, accounting officers, economists,) sensitized on prioritization of inclusiveness of gender and climate resilience in the budgeting process.</li> </ul>
Compliance and enforcement	Lack of proactive enforcement and compliance to legal frameworks related to IWRM and WASH.	Proactive enforcement of policies laws and regulations.	Compliance and enforcement of the legal frameworks improved.

***Situational analysis of the issues based on institutional aspects.***

***a. Technical capacity***

Inadequate technical capacity to implement policies was one of the issues noted to be hindering the smooth implementation of IWRM and WASH services in the four (4) water management zones, it was categorised based on the inadequate ability of technical officers to implement climate resilient IWRM and WASH interventions caused by inadequate skills, limited number of staff at both central and district lower local governments.

Uninformed political interventions were also one of the root causes affecting the implementation of IWRM and WASH services. This is mainly attributed to political interference as they issue statements that contradict with the efforts on IWRM in pursuit of political and personal gains during election periods. Overall, 68% of the respondents attributed challenges affecting IWRM and WASH to political interference. However, the cases were varying in the regions with political interference reported high in Victoria, Kyoga and Kyoga water management zones each standing at 25% compared to 3.3% in Upper Nile. This not only highlights the efforts required to curb the challenge, but also the enormous challenges faced while implementing the principles of IWRM.

***b. Coordination***

There is an institutional coordination gap between the central and district local governments on reporting matters related to IWRM and WASH, which was blamed on the lack of integrated planning of IWRM and WASH among key players.

**Table 2 showing inclusivity and the proposed Institutional Actions**

<b>FINDINGS</b>	<b>ISSUES</b>	<b>PROPOSED ACTIONS</b>	<b>OUTPUTS</b>
Technical capacity	Inadequate technical capacity to implement the policies among stakeholders.	<ul style="list-style-type: none"> <li>● Training of stakeholders in implementation.</li> <li>● Recruit and train more technical staff.</li> </ul>	<ul style="list-style-type: none"> <li>● Technical capacity of stakeholders in policy implementation built.</li> <li>● Number of technical staff increased.</li> </ul>
	Uninformed Political interventions	Build capacity of political leaders in policies related to IWRM and WASH.	Capacity of political leaders built.
	Lack of integrated planning of IWRM and WASH among stakeholders.	Promote coordinated planning among stakeholders.	Coordinated planning.
Coordination	There is an institutional coordination gap between the central and local government on reporting matters related to IWRM and WASH.	Institutional restructuring to ensure clear reporting obligations.	Harmonised institutional arrangement.

**c. Institutional frameworks**

Strategic actions are not mentioned in the institutional frameworks such as the catchment management planning guidelines and water source protection plans.

**d. Sustainability**

The existing laws and policies do not adequately address issues of sustainability. The Water Policy 2022 (under review) mentions about sustainability of the natural resources, but it does not address the sustainability of the frameworks, guidelines, stakeholders and the interventions.

**Table 3 Summary of the findings on institutional frameworks**

<b>FINDINGS</b>	<b>ISSUES</b>	<b>PROPOSED ACTIONS</b>	<b>OUTPUTS</b>
Frameworks i.e. CMPs, water source protection plans, guidelines.	The existing laws and policies do not mention the strategic actions on inclusivity.	There is need for specific provisions within the law, policy and strategy guidelines that cater inclusivity of all stakeholders across board.	Existing policies, strategies and guidelines reviewed to ensure inclusiveness of the stakeholders.

Sustainability	The existing laws and policies do not adequately address issues of sustainability.	There is need for mentioning provisions within the law, policy and strategies, guidelines that clearly highlight how sustainability of the IWRM and WASH services will be achieved.	Guidelines and strategies on sustainability of IWRM and WASH services developed and disseminated.
		Sensitisation of stakeholders on sustainability of the IWRM and WASH services.	Strategies and Guidelines on sustainability developed and disseminated.

### **Weak enforcement and compliance of IWRM and WASH policies and legal directives**

The findings further identify weak enforcement and compliance of IWRM and WASH policies and legal directives as one of the root causes affecting the implementation of IWRM and WASH services in Uganda. Furthermore, it was noted that compliance was not ranked as a priority. Hence, there is no funding allocated for enforcement and compliance in the sector strategic investment plan. This in turn has led to.

#### **a. Inadequate technical staff at different professions**

One of the root causes of weak enforcement and compliance to IWRM and WASH principles was attributed to inadequate, technical skills among some of the existing staff at both central and lower local governments to implement the IWRM principles, it was further noted that IWRM is yet a new concept that very few technical staff across several departments are competent enough to dissect and incorporate the IWRM principles during its implementation, the study done across the four water management zone noted that over ??? of the respondents raised the issue of inadequate technical staff to implement IWRM as one of the root causes to weak enforcement and compliance.

#### **b. Inadequate sensitisation among communities**

A survey conducted across the four water management zones indicated that 34% of the respondents believed inadequate awareness among the population about the policies, legal and institutional frameworks was one of the factors affecting the smooth implementation of IWRM and WASH services, this was attributed to a series of factors such as inadequate technical staff, negative mindset and low adoption of the policies among other factors.

#### **c. Negative mindset and low adoption rate among communities**

It was also noted that the negative mindset of the communities about the principles and legal directions on policies, legal and institutional frameworks about IWRM and WASH coupled with the low levels of adoption greatly hampered the implementation of the policies and legal guidance's. This was evidenced as 12.5% of the respondents in the Victoria Water Management Zone, 50% in Kyoga, 36.6% in Albert, while 36.7% of the respondents in Upper Nile attributed the low adoption to inadequate sensitisation of the communities, language barriers and inadequate technical capacity to implement the bye laws and the ordinances on IWRM and WASH.

#### **d. Political interference**

Political interference was amongst the issues impeding of the implementation of policies, legal and institutional frameworks. However, on average of 18% of the respondents across the four regions attributed political interference as one of the issues affecting IWRM. The scale of interference varied from region to region, with Vitoria and Kyoga having 25% of the respondents each, 18% in Albert, whereas 3% of the respondents attributed to political interference in the Upper Nile.

#### **e. Language barrier**

Language barrier was also reported as one of the impediments to effective implementation of the policy legal and institutional frameworks. However, less than 3% of the respondents believed it did not substantially affect the smooth implementation of the policy, legal and institutional frameworks.

**f. Inadequate technical capacity**

During the study, it was also noted that there is inadequate technical capacity among the technical and political leaders at both the district and lower local governments.

*Table 4 summary of the findings for institutional issues*

<b>FINDINGS</b>	<b>ISSUES</b>	<b>PROPOSED ACTIONS</b>	<b>OUTPUTS</b>
Weak enforcement and compliance of IWRM and WASH policies and legal directives	Inadequate technical staff of different professions.	Advocating for recruitment of more environmental police and technical staff at different implementation levels.	Increased number of environmental police and technical staff in enforcement of policies and legal frameworks.
Sensitisation	Inadequate sensitisation among communities.	Sensitization of Communities about policy and legal frameworks on IWRM and WASH.	Communities sensitized on the IWRM and WASH policy and Legal frameworks.
Mindset	Negative Mind-set and Low Adoption Rate among communities.	Sensitisation of stakeholders on sustainability of the IWRM and WASH services	Strategies and Guidelines on sustainability developed and disseminated.
Politics	Political interference.	Strengthening institutional systems.	Operationalization of strategies guidelines and protection of policy implementers.
Language	Language barrier.	Translating popular versions of the policies and legal frameworks.	Popular versions translated and disseminated.
Technical capacity	Inadequate technical capacity.	Training of technical staff on the policy and legal requirements in implementation of IWRM and WASH.	Capacity of technical staff built in formulation, implementation, monitoring and evaluation of IWRM and WASH policy and legal frameworks.

**3.1.1.1 Policy frameworks (Water Policy, NEMP, Climate Change Policy, Acts) address adequately issues of social and environmental safeguards.**

Social and environmental safeguards play a key role in attainment of the IWRM and WASH principles. However, certain factors such as lack of readily available environmental police to enforce the directives and lower local levels makes it an uphill, this is also triggered by conflicts exhibited between the political and technical teams in

executing mandates, hence jeopardizing the successful implementation of IWRM and WASH services. The situation is further exacerbated by corruption and selective application of the law. A study conducted across the regions indicated that 57% of the respondents believed the policy addressed the issues of social and environmental safeguards and 71% of the respondents believed the water Acts addressed the issues of social safeguards.

**Table 5 Showing the bottlenecks affecting the implementation of the social and environment safeguards.**

FINDINGS	ISSUES	PROPOSED ACTIONS	OUTPUTS
<b>Social and Environment safeguards</b>	Lack of readily available environmental police to help in the enforcement of the policies at the local level.	Advocating for deployment of environment police in Lower local governments i.e. village, parishes, sub-county, and District levels.	Environmental Police deployed to the lowest administrative units.
Conflicts	Conflict between political and technical teams.	Coordinated supervisor, monitoring of environment and social safeguards.	Coordinated planning and execution of mandates.
Corruption	Corruption which hinders the implementation process.	Sensitizing the masses about transparency, accountability.	Communities empowered on governance, transparency and accountability.
Guidelines and safeguards	Guidelines and safeguards are not clearly communicated.	Training of implementers of IWRM on safeguards.	Capacity of technical officers built.
Awareness	Lack of awareness, especially in local communities, about social and environmental safeguards.	Sensitisation of the communities on social and environmental safeguards.	Lower local communities sensitised.

### **3.1.1.2 Legal, policy and regulatory frameworks and issues of innovations and appropriate technology in IWRM and WASH services in Uganda**

#### **Inadequate innovation and technologies in IWRM and WASH services**

Innovations and technologies in the IWRM and WASH services play a critical role in attainment of the SDG 13 and Uganda Vision 2040. The NEMP 2019 (under review), NEP 1994 and the Water Policy 2019 (under review) highlight the importance of promoting innovations and technologies in achieving IWRM and WASH. Thus, the response strategy highlights the findings on the bottlenecks affecting the implementation of innovations and technologies highlighted below.

Guidelines and strategies on implementation of innovation and technologies in IWRM are not well communicated.

Guidelines and strategies on innovation and technologies are a key cornerstone for accelerating implementation of IWRM and WASH, the growing technological changes coupled with rapid innovations calls for systematic adherence to the guidelines and strategies on appropriate technologies. It was noted that inadequate awareness about technological changes hampers the smooth implementation of IWRM and WASH services. A survey conducted across the four (4) regions of water management zones indicated that 34% of the respondents believed inadequate awareness among the population about the policies, legal and institutional frameworks was one of the factors affecting the smooth implementation of IWRM and WASH services, this was attributed to a series of factors such as inadequate technical staff, negative mindset and low adoption of the policies among other factors including but not limited to corruption as well.

Political interference was another factor affecting the implementation of innovation and technological advancement. Overall, 68% of the respondents attributed challenges affecting IWRM and WASH to political interference in all regions. This not only highlights the efforts required to curb the challenge, but also the enormous task faced while implementing the principles of IWRM.

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*Table 6 showing bottlenecks affecting innovation and technologies in IWRM and WASH services.*

<b>FINDINGS</b>	<b>ISSUES</b>	<b>PROPOSED ACTIONS</b>	<b>OUTPUTS</b>
Inadequate Innovation and technologies in IWRM and WASH services.	Corruption which hinders implementation of innovations and technologies in IWRM and WASH.		
	Guidelines and strategies on implementation of innovation and technologies in IWRM are not well communicated.	Training of implementers of IWRM on innovations and technologies.	Capacity of technical officers built.
Awareness	Lack of awareness of the local communities and implementers of IWRM on innovations and technologies.	Awareness creation on economic, political, social and cultural value of water (water source, impact).	Lower local communities and technical officers sensitised on the importance of innovations and technology in IWRM.
Politics	Political interference	Sensitise and mobilise political will.	Political support achieved.
	Language barrier	Translation of the policies, strategies on innovations and technologies.	Dissemination of popular version of the strategies, guidelines on innovations and technologies in IWRM and WASH.

### 3.1.1.3 Policy, legal and regulation issues of sustainability in IWRM and WASH Services (water policy, NEMP, Climate Change Policy, Acts)

Issues of sustainability in IWRM and WASH services are addressed through involving all stakeholders at all levels of planning and implementation, strengthening enforcement of policies and regulations and promoting direct ownership of these policies and legislations.

*Table 7 showing bottlenecks in sustainability of IWRM and WSH services.*

FINDINGS	ISSUES	PROPOSED ACTIONS	OUTPUTS
Sustainability	lack of awareness among the implementors and the local people.	Create awareness among all the communities to understand the policies and regulations.	Lower local communities and technical officers sensitised on the importance of innovations and technology in IWRM.
Capacity building	Low-capacity building among the technical and political staff.	Training of implementers of IWRM on innovations and technologies.	Capacity of technical officers built.

### 3.1.2. Implications of gaps during literature review on IWRM and WASH Services

The review process considered the Water and Sanitation Gender Strategy, Water and Sanitation Gender Mainstreaming Policy, Water Act, and Draft Water policy 2019, Ministerial Policy Statement and Sector Strategic Investment Plan, among others.

*Table 8 Showing gaps in policy, legal and institutional frameworks and its implication on WASH and IWRM*

Policies, Acts, Plans, Strategies	Gaps in Policy, Legal & Institutional frameworks & the corresponding sections	Implication on WASH and IWRM services	Recommendation
Water Policy 2022	In the background section 1.1, the policy does not show inclusiveness in the content.	On average, 50.49% of the respondents across the four water management zones indicated that the issue of environmental and social safeguards was not adequately addressed.	Include inclusiveness in the policy background.
	Under the International Agenda, section 1.2, there are certain international agendas missing e.g. SDG 5 on gender equity and equality.		Include SDG 5 on gender equality and equity.
	The policy does not emphasize climate resilience on IWRM and WASH infrastructures.  Section 6 talks about M&E,	There is low funding for climate resilience actions at lower local levels. Several boreholes in Teso region were reported to be malfunctional.	The policy should highlight some of the climate resilience infrastructure interventions.

<p>sustainability is well explained in terms of natural resources but not the sustainability of the frameworks, guidelines, stakeholders and interventions.</p> <p>Stakeholder engagement as a section wasn't included.</p>		<p>An M&amp;E strategy should be developed.</p> <p>A section on stakeholder engagement and management should be included in the policy.</p>
<p>The policy mentions appropriate technology but does not show how the technology will be applied to end users.</p>	<p>87.5 % of the respondents interviewed in Kyoga water management zone indicated that the legal, policy and regulatory framework do not adequately address the issues of innovations and appropriate technology in IWRM and WASH.</p>	<p>Strategy to operationalise appropriate technology should be developed.</p>
<p>Under section 2.3, the policy does not adequately address concerns on compliance although it highlights the issues like impunity.</p>	<p>Averagely 59.53. % of the respondents indicated that the issues of compliance and enforcement across the four water management zones.</p>	<p>The policy has regulations to guide compliance.</p>
<p>The policy only looks at uses and is silent on water users (section 4.2).</p>		<p>This is catered for in the regulations/ guidelines.</p>
<p>Under section 2.4, the policy justification does not show inclusiveness and should it show inclusiveness and participation of all</p>	<p>This was evidenced by 50.49% of the respondents across the four regions in the water management zone</p>	<p>it should have a paragraph on inclusiveness and participation of all marginalized and persons of special interest groups</p>
<p>Under section 2.5 on anticipated policy outcomes, Climate resilience was not well covered.</p>	<p>Climate change resilience is not adequately tackled in funding.</p>	<p>All the outcome actions should be climate proofed/ climate resilience).</p> <p>Add under 2.5, climate resilient and inclusive water source and water resources management as anticipated outcome number xii).</p>
<p>The policy goal under section 3.3 does not cater for inclusiveness and climate resilience</p>	<p>This was evidenced by 50.49% of the respondents across the four regions in the water management zone.</p>	<p>The goal should be rephrased be manage and develop water resources of Uganda in an integrated, inclusive,</p>

			climate resilient and sustainable manner, so as to secure and provide water of adequate quantity and suitable quality for all social, economic and environmental needs of the present and future generations with full participation of all stakeholders.
	The policy under section 5.2, on research, innovations and technology, the policy recognizes the importance of appropriate technology through the ATC, but it does not show the strategy to operationalise appropriate technology.	59.53 % of the respondents interviewed indicated that the legal, policy and regulatory framework do not adequately address the issues of innovations and appropriate properly worked.	The policy should mention the strategy to operationalise appropriate technology.
	The policy is silent on stakeholder engagement, management, and inclusiveness under section 5.2 on the critical success factors.	This was evidenced by 50.49% of the respondents across the four regions in the water management zone.	Add under section 5.2, stakeholder engagement, management and inclusiveness as one of the critical success factors
	Under section 7, the policy does not give room/ highlight avenues for bottom-up communication.	There are still gaps in implementation of IWRM and WASH due to inadequate stakeholder capacity (12.50 %), inadequate awareness on WASH and IWRM services (25.00 %) and low budget to facilitate staff in the implementation (12.50 %). It is believed that inadequate awareness on WASH and IWRM services (25%) remain the main gap that need to be addressed in the VWMZ.	Establishment of hotlines, regular consumer perception surveys, among others, using innovative ICT.
Catchment Management planning guideline 2019	The organizational structure e.g. CMO, CMC, CMS, CTC is well reflected in the CMP guideline however it does not come out clearly on the representation of men, women, youth, PWDs and	50.49% of the respondents interviewed across the four water zones indicated that there was limited inclusiveness among the youth, elderly and PWD across the region.	The catchment management planning guideline should come out clearly to site the percentage of representation to influence inclusivity.

	<p>other marginalised groups in the management organisation.</p>		
	<p>The CM planning guideline recognizes climate change, but it does not come out open to identify focal point persons for climate change at district and lower local government in the Catchment management organisation.</p>	<p>Climate change resilience is taken as a by the way sector i.e., it is categorised under cross cutting issues and never given priority in planning, implementation, monitoring and reporting.</p>	<p>Catchment management planning guideline should clearly show the climate change focal point persons.</p>
	<p>The catchment management planning guideline speaks of stakeholder involvement in broad sense but does not clearly recognize other marginalized groups i.e., PWDs, Youth, persons HIV/AIDs, Women and the elderly.</p>	<p>87.5% of the respondents believed that the MWE budget does not adequately address the issues of inclusiveness by considering gender, people with disabilities and climate resilience in WASH and IWRM. It was highlighted that the main challenges that affect the implementation of these policies include poor fund allocation and prioritization. For example, water extraction and distribution are more prioritized than other activities and takes the biggest percentage of the budget thus living other departments of environment and climate change underfunded. Environment and WASH are considered to be cross cutting issues and thus are not well funded like other departments.</p>	<p>The catchment management planning guideline should clearly site out the marginalized groups in order to enhance planning.</p>
	<p>The guidelines have steps of building knowledge base, it does not come out clearly on capacity needs, technology and innovations assessment.</p>	<p>Negative mindset and low adoption rate of newly introduced technologies amongst the communities was the biggest challenge with 50%, whereas inadequate 25% of the respondents mentioned that there is inadequate law enforcement despite the fact that there is a very good and comprehensive water act in place.</p>	<p>The guideline should showcase clearly capacity needs assessment, technology and innovations.</p>

Water and Sanitation Gender Strategy 2019	The Water and Sanitation gender Strategy is expired.		Need to review and update the gender strategy.
	The parameters of the WASH gender strategy are only limited to WASH excluding gender issues resulting from Environment and Climate Change.	50.49% of the respondents interviewed across the four water zones indicated that there was limited inclusiveness among the youth, elderly and PWD across the region.	Should be updated to address gender issues related to climate change, environmental hazards such as floods, drought and WASH.
Strategic Sector Investment Plan (SSIP) and Sector Investment Mode (SIM) Qn 3	Gender not considered in the SIM and Plan No money allocated for gender.	50.49% of the respondents interviewed across the four water zones indicated that there was limited inclusiveness among the youth, elderly and PWD across the region.	Gender aspects be included and budgeted.
	Compliance was not ranked as a priority. Hence there is no funding allocated for enforcement and compliance.	71.4 % of the respondents indicated that these ordinances and byelaws have not addresses issues of compliance due.  Lack of adequate Knowledge to formulate the ordinances and byelaws by responsible technical staff.	Compliance be priority and budgeted for.
Communication strategy	Gender, youth, PWDs, HIV, elderly, culture not mentioned and doesn't mention targeted communication mechanisms for different groups.	Inadequate awareness on WASH and IWRM Services which was rated to be the biggest gap with a 36.7 % of the respondents mentioned it as the major concern.	Inclusiveness is lacking and clear communication mechanisms for various groups be included. Communication strategy is expired and needs to be update.
Ministerial Policy statement for the sector	The statement does not give targeted outputs for gender and inclusivity. Similarly, it doesn't allocate funds for gender mainstreaming and inclusivity.	50.49% of the respondents interviewed across the four water zones indicated that there was limited inclusiveness among the youth, elderly and PWD across the region.	The policy statement should include or indicate planned output on gender, inclusiveness and sustainability of WASH services.



Figure 5: Group photo during the technical validation of the response strategy.

**3.2. Limited finance bottleneck**

The findings indicate that there are several elements and factors which were identified as the root causes for limited finance allocated to IWRM and WASH in Uganda as summarised below (Figure 6).

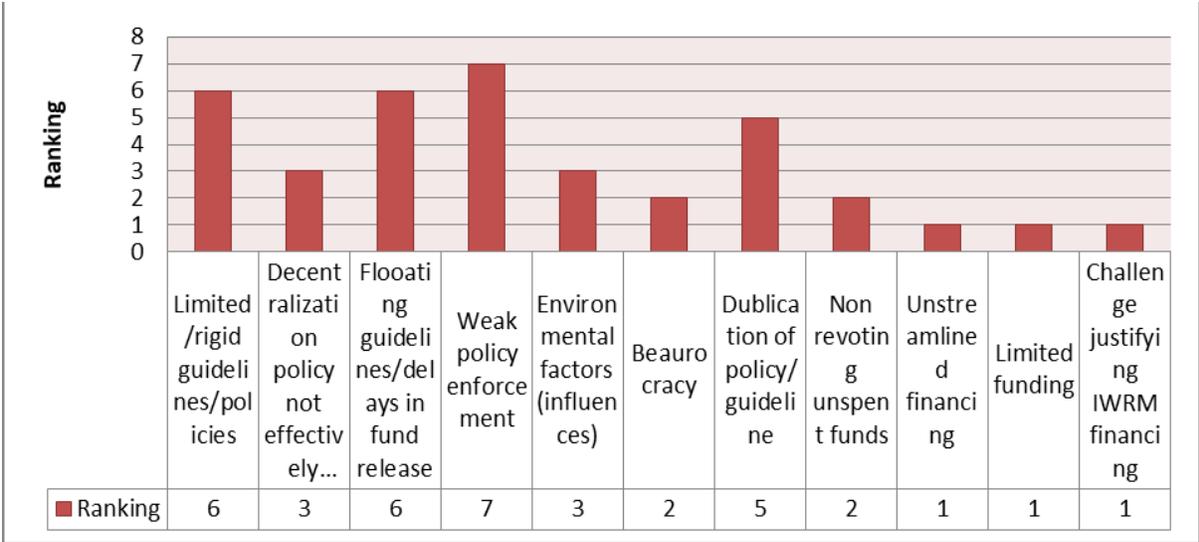


Figure 6: Gaps identified that affect implementation of financial allocation to IWRM/WASH

While many people may understand what IWRM refers to, many, including the duty-bearers in government and citizens, do not understand well what it takes to realise IWRM. There is need to create deeper understanding of IWRM and what it takes to plan, budget, implement and realise it.

In Uganda, water is taken for granted since it is assumed that it will always be there and readily accessible, which is not the case. With the changing climate, water is increasingly becoming scarce. As a result of taking water for granted, planning and budgeting for its use is done on a case-by-case or project-by-project basis. There is little or no long-term planning and budgeting for water in the country at large. Until Ugandans realise or consider water as a security issue, water will continually be ignored.

Every person every day goes to the toilet, but we seldom ask ourselves where every person goes for toilet services or the quality of toilet they go to. We assume that because they have survived each day, all is well, which may not necessarily be the case. Also, WASH is generally assumed as an entitlement for those living in urban and suburb settings, which could explain the low- and poor-quality coverage of toilets and pit-latrines in the rural areas and the prevalent open-air defecation in rural areas. WASH is generally considered as a sanitation issue and less of a hygiene issue, which explains why each time the term WASH is used people's minds quickly perceive toilets and pit-latrines. The way we understand WASH is influencing how we plan and fund the sub-sector. In addition, planners seldom contextualise the linkage between IWRM and WASH in planning and budgeting, yet it is a very significant one.



*Figure 7: working groups conducting literature review and report writing for the limited finance for IWRM/WASH bottleneck.*

Uganda is endowed with good policies and these guide planning and implementation of any development. It is upon this background that these gaps are identified as the barriers for the smooth planning for IWRM/WASH, affecting the financial allocation and management.

- a) **Bureaucracies:** The processes of acquiring funds for projects tend to go through several bureaucratic steps, which slow down the process of fund acquisition. Also, through these bureaucratic steps, funds intended for IWRM/WASH may be shrunk in favour of other competing interests.
- b) **Environmental and climate change factors:** There are environmental factors that could undermine the effective adoption of IWRM/WASH. For example, in areas where the water table is very low (e.g. more than 300 metres below ground) and the abstraction volumes are low compared to the demand such factors may undermine the introduction of IWRM/WASH. However, this should not be the excuse for not offering IWRM/WASH services to the communities - more innovative interventions could be adopted to realise the objective. In addition to this, climate change exacerbates water scarcity and the frequency and severity of extreme weather events, making it more expensive to manage water resources. In Uganda, often limited the financial resources to cope with these challenges, making it difficult to implement IWRM programmes effectively.
- c) **Political factors:** Politics tends to influence where the money is invested away from IWRM/WASH projects because these are often perceived as a waste of money as the negative effects/impacts for not investing in IWRM/WASH are not evident and immediate and thus, such investments could be delayed.
- d) **The institutional capacity to mobilise resources to implement and manage IWRM programmes effectively.** This includes a shortage of skilled personnel, inadequate infrastructure, and weak regulatory frameworks, all of which hinder the ability to attract financing. Implementing organisation (systemic & systematic) factors. There systemic and systematic factors within the institutions responsible for implementing IWRM and WASH that undermine such projects that include lack of or weak human capacity to

- effectively conceptualise IWRM/WASH projects. Also, it is being asked whether the limited financing to IWRM/WASH a result of limited funds or inability is to pool the funds allocated to the different line MDAs considering that several MDAs tend to have budgets for IWRM and WASH which they do not effectively utilise, but instead divert or misappropriate.
- e) **Diversion of funds:** Often, funds intended for IWRM/WASH project are diverted to supporting other competing projects considered to be more important. This is repeated each financial year, because of inadequate institutional capacity to plan and budget for IWRM/ WASH interventions.
  - f) **Non-revoting of funds unspent in previous financial year:** The current financial management system (Financial Management Act 2015) requires government projects and local governments to return all unspent funds to the Consolidate Fund every year and wait for the next budget allocation in the coming year and there is no guarantee that all the money returned to the Consolidated Fund would be returned to the project or local government. This process takes away money that would be critical for timely project implementation in the subsequent FY considering that there always delayed and late fund releases every financial year.
  - g) **Low community contribution and ownership to IWRM/WASH projects:** It is not a culture of government to require communities to contribute to government-led project, considering that communities would have already contributed through the taxes they pay to government. This has the effect of reducing the community's ownership and sustenance of the projects once government has completed setting them up. When communities contribute to a project finances or in-kind contribution, their level of ownership and commitment to sustain the project is enhanced. It may be important that, going forward, communities are encouraged to contribute (cash or in kind) towards IWRM/WASH project interventions.
  - h) **Poor accountability, corruption and governance:** Poor accountability, corruption and ultimately governance that riddle government projects are a major undermining factor to project success. Projects are started and not completed or if they are completed the cost of implementing them is extremely higher than normal. This could explain why few projects have been completed.
  - i) **Duplication of policies/guidelines, mandates and activity implementation:** Traditionally, the mandate for WASH would be with the Health Ministry, but you find it duplicated in other ministries, departments and agencies. Similarly, IWRM is a mandate that would traditionally belong to MWE, but that mandate also stretches to the Ministry of Works and Transport with each ministry submitting plan and budgets for IWRM/WASH interventions for approval by Parliament. This duplication of mandates for IWRM and WASH is resulting in uncoordinated IWRM and WASH investments.
  - j) **Delayed and late releases of funds in violation of set guidelines including implementing institution failure to appropriately triggering release of funds using the current IFRIS system.**
  - k) **Lack of integration of IWRM and WASH in project designs:** As mentioned above, one finds government projects that are required to implement IWRM and WASH acting in isolation of each other. This tends to result in duplication of services in each area. It is important that the different government agencies having a component of IWRM and WASH coordinate on how to implement the projects.
  - l) **Limited absorption capacity of funds:** Limited absorption of funds at central and local government level may not necessarily be because of lack of technical (human) capacity, but other factors such as delayed and late releases of funds. There is inadequate capacity to use the IFRIS system considering that it is a new government finance management system as well as delayed procurement due to the need to comply with PPDA procedures.
  - m) **Weak policy implementation on IWRM and WASH:** Government policy is weak in respect to IWRM and WASH. It is not clear how investments in IWRM/WASH will be done.
  - n) **Need to decentralise IWRM to the districts:** Currently, IWRM is implemented at catchment level by the central government, with little or no involvement of the local governments, yet the direct beneficiaries of the investments are in the local government.
  - o) **Limited funding to IWRM and WASH:** Generally, IWRM and WASH interventions receive smaller budget allocations compared to other government projects; and
  - p) **Challenges of justifying IWRM financing:** The technical staffs have difficulty in justifying why IWRM/WASH interventions need to be implemented, mainly because they do not appreciate the criticality of the issues.

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In conclusion, the findings of this study indicate that the IWRM and WASH in Uganda faces several challenges that hinder adequate financing. These challenges include technological issues, community management, administrative analysis, institutional capacity, financing and budgeting, policy implementation, and financial systems and management issues.

Based on these findings, it is evident that there are several root causes for limited financing in IWRM and WASH. Firstly, there is a lack of understanding of IWRM and WASH by duty-bearers in government and citizens, which has hindered the effective planning, budgeting, and implementation of these programmes.

Secondly, water is taken for granted in Uganda, and there is little or no long-term planning and budgeting for it.

Thirdly, the understanding of WASH is limited to sanitation issues, and the linkages between IWRM and WASH are not adequately considered in planning and budgeting.

Fourthly, bureaucratic processes of acquiring funds for projects tend to be slow and may shrink funds intended for IWRM/WASH in favour of other competing interests.

Fifthly, environmental and climate change factors, political factors, institutional capacity, diversion of funds, non-revoting of funds, low community contribution and ownership, and poor accountability, corruption and governance all contribute to the limited financing of IWRM/WASH.

Addressing these challenges is critical to increasing investment in the sector and promoting sustainable water resource management in Uganda. Therefore, to address these root causes, there is a need to create deeper understanding of IWRM and WASH among duty bearers in government and citizens. Additionally, there is a need for long-term planning and budgeting for water in Uganda, and the understanding of WASH needs to be expanded to include hygiene issues.

Furthermore, bureaucratic processes of acquiring funds for projects need to be streamlined to ensure timely financing of IWRM and WASH projects. Environmental and climate change factors need to be considered in planning and budgeting for IWRM and WASH, and political factors need to be addressed to ensure that funds are not diverted to other competing interests. There is also a need to strengthen institutional capacity to mobilise resources and to encourage community contribution and ownership of IWRM and WASH projects.

Finally, measures need to be put in place to ensure accountability, transparency, and good governance in IWRM and WASH projects.

## **CHAPTER FOUR**

### **4.0 Strategic Responses**

The strategic responses and actions have been collected from different stakeholders engaged at both national, regional and at district levels through physical consultative approaches.

#### **4.1. Weak policy, legal and institutional frameworks for IWRM AND WASH services in Uganda**

**Objective:** To create an enabling environment for coordination and implementation of WASH and IWRM.

**Rationale:** To operationalise the policy, legal and institutional frameworks on IWRM and WASH.

##### **4.1.1. Strategic Actions**

###### **4.1.1.1. Strengthening policy, legal and institutional frameworks on IWRM and WASH**

- i) Review existing policies (i.e. wetland policy, water policy) and develop guidelines to operationalise the IWRM & WASH Policies.
- ii) Develop the popular versions of policies, byelaws and ordinances.
- iii) Dissemination of IWRM & WASH policies, guidelines and regulations.

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- iv) Facilitate development of byelaws and ordinances related to IWRM and WASH.
  - v) Coordination of stakeholders.
  - vi) Promote sustainable natural resource use mechanism through providing incentives to the grass root communities.
  - vii) Review climate change mainstreaming guidelines and tools on IWRM and WASH.
  - viii) Engendering of IWRM and WASH guidelines/strategies.
  - ix) Training in preparation of gender inclusive IWRM climate resilient Ministerial Policy Statement.
  - x) Develop climate change gender mainstreaming strategy.
  - xi) Develop sustainable and climate smart plans for management and development of WASH infrastructure and ecosystems (water source protection in critical areas (refugee settlements & congested urban sites)).

#### **4.1.1.2. To review and update the information & communication strategy for inclusive communication mechanisms for different groups.**

**Objective:** To Strengthen and operationalise horizontal and vertical communication on IWRM and WASH.

**Strategic Action**

- Communication strategy reviewed and updated.

#### **4.1.1.3. To develop a harmonized M&E data collection tool on IWRM, WASH and climate change**

**Strategic Objective:** Enhance collaborative and systemic monitoring and evaluation of IWRM and WASH.

**Strategic Action**

- An integrated M&E data collection tool developed.
- An integrated online Water and Environment M&E system updated.

#### **4.1.1.4. To promote the economic, social, cultural and political value of water**

**Strategic objective:** To increase the efficient utilisation and management of water for socio-economic transformation.

**Strategic Action:**

- Awareness raised on the value and usage of water.
- Trainings on good water usage and recycling practices.

#### **4.1.1.5. Improved coordination and collaboration of IWRM/WASH interventions among different MDAs, CBOs, NGOs, private sector and local governments following programme-based planning and budgeting approach.**

**Strategic Objective:** To enhance effective, efficient, coordinated planning and implementation of climate resilient IWRM and WASH services.

**Strategic Action**

- Conduct gap analysis with view of identifying opportunities for coordination, collaboration and partnership at National, zonal and catchment level.
- Organise technical dialogue on coordination, collaboration and partnership.
- Lobby high level stakeholders.
- Production of guidelines for coordination, collaboration, and partnership for IWRM/WASH interventions.
- Disseminate guidelines for coordination, collaboration, and partnership for IWRM/WASH interventions.

#### **4.1.1.6. To hasten the justice processes on environmental degradation and encroachment**

**Strategic Objective:** To strengthen enforcement and compliance to environmental regulations.

**Strategic Action:**

- Capacity building of existing legal practitioners on efficient management of environmental cases.
- Advocacy and sensitisation for inclusion of legal practitioners, legislatures and policy makers on environmental issues.



*Figure 8: Working group on weak legal, policy and institutional framework for IWRM/WASH bottleneck conducting root cause analysis in Victoria Water Management Zone.*

**Table 9 The action plan for weak legal, policy and institutional framework bottleneck for IWRM/WASH**

Root cause	Sub-objective1	Output	Activities	Activity reference number	Lead	Responsibilities Contributor	Joint Activity Ref #
1. Gaps in the implementation of WASH & IWRM Policies, strategies and frameworks	1.1 To strengthen policy implementation of IWRM & WASH.	1.1.1. Policies on the implementation on IWRM & WASH strengthened	Situation Analysis to identify gaps, implementation challenges and opportunities. Stakeholder meetings, round table meetings to discuss how to purge the gaps, mitigate the challenges and take advantage of the opportunities	1.1.1.1 1.1.1.2	MWE	MAAIF, NEMA, MoLHUD, MoFPED Local Government, NPA	
	1.2. To streamline mandates and activity implementation.	1.2.1 Mandates and activity implementation streamlined.	Engagement meetings with the different stakeholders to have discussions around streamlining mandate and activity implementation.	1.2.1.1	MWE	MAAIF, NEMA, MoLHUD, MoFPED, Local Government, NPA	
	1.3. To promote the value of water.	1.3.1 Awareness raised on the value and usage of water.	Awareness creation through sensitization. Trainings on good water usage and recycling practices.	1.3.1.1 1.3.1.2	MWE	MAAIF, NEMA, MoLHUD, MoFPED	
2. Gaps in the design of WASH & IWRM Policies, strategies and frameworks	2.4 To promote the representation and participation of women and men in the catchment management.	2.1.1 Catchment management planning guidelines updated.	Meetings, Stakeholder consultations to discuss how to purge the gaps  Update guidelines to reconstitute the catchment committees	2.1.1.1 2.1.1.2	MWE	MAAIF, NEMA, Local Government, NPA	
	2.2 To include climate change focal point person at the catchment management and sub-catchment management levels.	2.2.1 Catchment management planning guidelines updated to guide on the composition of the catchment and sub-catchment management committees.	Stakeholder meetings Trainings in IWRM Information and knowledge sharing (desimination of information).	2.2.1.1 2.2.1.2 2.2.1.3	MWE	MAAIF, NEMA, Local Government, NPA	
	2.3 To review and update the water policy to include provisions on capacity, technology and innovations needs assessment	2.3.1 Water Policy reviewed and updated	Stakeholder meetings, Consultative workshops and Round table meetings to discuss how to purge the gaps, mitigate the challenges and take advantage of the opportunities identified in the new policy under review	2.3.1.1	MWE	Private Sector, CSOs, NPA, MoFPED	
	2.4 To review and update the water and sanitation gender strategy to include gender issues related to climate change and WASH	2.4.1 Water and Sanitation gender strategy reviewed and updated	Review the strategy to identify gaps, implementation challenges and opportunities  Meetings, working sessions to update the Water and sanitation gender strategy, plan & framework	2.4.1.1 2.4.1.2	MWE	MoH, MoES, MoLG, MoGLSD	
	2.5 To review and update the communication strategy for inclusive communication mechanisms for different groups.	2.5.1 Communication strategy reviewed and updated	Stakeholder meetings, Consultative workshops and Round table meetings discuss and update the communication strategy	2.5.1.1	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector	
	2.6 To align the Ministerial Policy statement outputs for gender and inclusivity	2.6.1 A gender sensitive and inclusive Ministerial Policy statement.	Trainings in preparing a Gender inclusive Ministerial Policy Statement	2.6.1.1	MWE	MWE, NWSC, NEMA & UNMA	
	2.7. To mainstream gender in the sector strategic investment plan	2.7.1 The Sector Strategic Investment plan reviewed and updated	Stakeholder meetings, Round table meetings to discuss how to purge the gaps, mitigate the challenges and take advantage of the opportunities	2.7.1.1	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA	
	2.8 To coordinate and harmonize the policies, strategies and frameworks on IWRM and WASH	2.8.1 Policies, strategies and frameworks on IWRM and WASH harmonized and well coordinated	Stakeholder meetings, Round table meetings to discuss how to purge the gaps, mitigate the challenges and take advantage of the opportunities	2.8.1.1	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA and Youth Organisation and NUPWD	
	2.9. To mainstream climate change into the Draft Water Policy.	2.9.1 Climate change mechanisms integrated in the Water Policy	Review of policies and guidelines to identify gaps, implementation challenges and opportunities. Stakeholder meetings, trainings in implementing of IWRM & WASH services	2.9.1.1	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA and Youth	
	2.10. To develop a harmonized M&E strategy.	2.10.1. An integrated M&E strategy supported and developed.	Review of water policy to consider climate change aspects Stakeholder meetings, validation workshops and information dissemination	2.10.1.1	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA and Youth	
	2.11. To review and update the Water Policy to provide for the establishment of the Stakeholder Engagement & Management strategy.	2.11.1. Stakeholder Engagement & Management strategy developed	Review the water policy to provide for stakeholder engagement  Meetings, working sessions to develop stakeholder engagement strategy, plan & framework	2.11.1 2.11.2	MWE	MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA and Youth groups MoLG, NEMA, MoEMD, CSOs & Private Sector & UNMA and Youth groups	
3. Weaknesses in planning and coordination of WASH/IWRM	3.1. To promote bottom – up planning for IWRM and WASH	3.1.1. Prioritized bottom – up planning for IWRM/WASH	Community based planning meetings	3.1.1.1	MWE	MFPEP	
			Develop action plans on community ideas	3.1.1.2		GWP	
			Integration of community plans in to national plans	3.1.1.3		MoLG NPA UNICEF?	
	3.2. To promote efficient use of water resources at household, subnational and national level	3.2.1. Adoption of practices of efficient water use	Training communities on the use of water across multiple enterprises (production activities)	3.2.1.1	MWE	MoLG	
			Develop action plans that promote the adoption of practices of efficient water use	3.2.1.2		GWP NPA UNICEF	
	3.3. To prioritize the sustainability of sources of water for abstraction and supply	3.3.1. Plans for the sustainability of water sources for abstraction and supply developed	Develop water source protection plans	3.3.1.1	MWE	MoLG	
			Train communities on the value of wetlands, rivers, lakes and how to protect and conserve	3.3.1.2		GWP MFPEP Dev't partners NPA UNICEF	
	3.4. To strengthen Institutional coordination on climate change, IWRM and other environmental issues	3.4.1. Multi Department planning and execution committee setup	Joint sector planning and execution meetings	3.4.1	MWE	MLG	
			Pooling resource for IWRM/WASH	3.4.2		MFPEP GWP NPA UNICEF	
	3.5. To develop electronic based integrated monitoring and evaluation platform	3.5.1. An integrated online M&E platform developed	Procure services to develop and setup an online integrated M&E system for government	3.5.1.1	MWE	GWP	
Train staff on the use of the online M&E platform			3.5.1.2	OPM MFPEP Dev't Partners NPA UNICEF			
4. Political economy and governance issues	4.1 To hasten the justice processes on environmental degradation and encroachment	4.1.1 Timely judicial processes for alleged degraders and encroachers	Capacity building of existing legal practitioners on efficient management of environmental	4.1.1.1	Judiciary, MoJC A	MWE, MoPS, MoFPED LGs	
			Recruit more legal practitioners to clear the case backlog	4.1.1.2			
			Formation of environment tribunals at LGs	4.1.1.3			
			Establishing an Environmental Justice Court at LGs	4.1.1.4			
	4.2 To reduce corruption among the technocrats, and politicians to enhance the implementation process of the water policy.	4.2.1 Permitting processes fully digitized	Digitize processes e.g., payment of fees for permits	4.2.1.1	MWE	NITA, URA, IG, State House - ACU	
			Develop monitoring and reporting tools on the implementation processes of the water policy.	4.2.2.1			
			Awareness campaigns conducted	4.2.3.1			
	4.3 To enhance political will in the implementation and enforcement of the National Environmental Act	4.3.1 Parliamentary Environment and Natural Resources Committee engaged	Lobbying to the Parliamentary Environment and Natural Resources Committee	4.3.1.1	NEMA CSOs, NGOs	Academia, Dev't Partners	
			Advocacy and dialogue meetings held	4.3.2.1			

## **4.2. Limited financing in inclusive and resilient IWRM and WASH services in Uganda**

**Rationale:** To mobilise and increase resource allocation base for the IWRM and WASH in Uganda.

### **4.2.1. Strategic Actions**

#### **4.2.1.1. Awareness and sensitization**

This is aimed at creating stakeholders' awareness about the limited financing for IWRM/WASH and, therefore, the need to increase funding for these services.

**Objective:** To increase awareness among stakeholders for improved IWRM and WASH about limited financing and the need for increased funding in IWRM and WASH.

#### **Actions**

- i) Increasing knowledge about IWRM and WASH among stakeholders by conducting a study on the knowledge, attitudes and practices at all levels about IWRM and WASH among sector players.
- ii) Creating citizen awareness about IWRM and WASH through periodic radio and television talk shows, spot messaging, campaigns, demonstrations centres, community barazas and sharing strategic information.

#### **4.2.1.2. Improve technical capacity.**

**Objective:** To enhance capacity of relevant actors in implementation of IWRM/WASH.

#### **Actions**

- i) Improving capacity in designing, planning and budgeting of IWRM and WASH intervention through conducting a baseline study and capacity needs assessment for IWRM and WASH implementation.
- ii) Developing and tailoring IWRM and WASH implementation manual, in addition to training in designing and implementation of gender responsive IWRM and WASH interventions for planners, policy makers and technical personnel at national, zonal and catchment level.

#### **4.2.1.3. Strengthen institutional capacity.**

**Objective:** To Enhance capacity of relevant actors in designing, planning and budgeting.

#### **Actions**

- i) Improving capacity of relevant actors in implementation of IWRM/WASH intervention through providing baseline information, providing tailor made implementation manuals, training the actors in designing and implementing gender responsive IWRM/WASH intervention, for IWRM/WASH at national, zonal and catchment level.
- ii) Purging implementation gaps and challenges by reviewing budget and administration guidelines to address gaps and implementation challenges and convening dialogues for national, zonal and catchment levels to discuss administrative gaps and challenges developing zonal and catchment IWRM/WASH plans, as well as developing zonal and catchment level IWRM/WASH plans through facilitated stakeholder meetings to integrate climate change actions into district development plans.
- iii) Supporting to various MDAs, zonal and catchment level actors with technology; by first accessing their technology tools and equipment needs, facilitating the procurement of the technology tools and equipment for data collection and infrastructure development and training the actors on how to use technology tools and equipment.

#### 4.2.1.4. Increased financing

**Objective:** To increase financing of climate change adaptation and mitigation.

##### Actions

- i) Increasing financing for climate change adaptation and mitigation by first understanding the baseline of financing climate change adaptation and mitigation over a ten-year period and stakeholders' engagement to identify financing mechanisms and opportunities for climate change adaptation and mitigation.
- ii) Popularising nationally determined contribution (NDC), national adaptation plans (NAPs), nationally appropriate mitigation action (NAMA) and lead agency and local government climate change action plans by conducting radio and television talk shows and sharing information through IES materials as well as spot messages.
- iii) Strengthening the climate change department to take lead in global climate negotiations and the climate finance unit in the Ministry of Finance Planning and Economics Development in mobilising finances for climate change interventions.

#### 4.2.1.5. Increased budget allocation

**Objective:** To promote the value of IWRM/WASH in social economic development.

##### Actions

- i) Increasing budget allocation towards IWRM/WASH at national and sub-national level by first understanding budget allocations towards IWRM/WASH over the last ten-year period; conducting stakeholder dialogues to discuss mechanism and opportunities for financing IWRM/WASH; and popularising the value proposition for IWRM/WASH among policy makers and private sector.
- ii) Producing a Strategy for integration of IWRM/WASH in all government programmes this will be done by first reviewing the catchment planning guidelines in line with the current programme-based planning and budgeting to identify the gaps and implementation challenges with the view of purging the gaps and challenges.
- iii) Creating awareness by conducting radio and television talk shows in program-based planning and budgeting about integration of IWRM/WASH in programme-based planning and budgeting as well as popularising the economic value of water and environment report 2016 with its findings.



*Figure 9: Working groups conducting root cause analysis in the Albertine Water Management Zone.*

#### 4.2.1.6. Improved coordination and collaboration

**Objective:** To improve coordination and collaboration of IWRM/WASH interventions among different MDAs, CBOs, NGOs, private sector and local governments following programme-based planning and budgeting approach.

## Actions

- i) Improving institutional and stakeholder arrangement, coordination and collaboration/partnership in programme planning, budgeting and implementation for IWRM/WASH interventions. This will be achieved through, firstly, conducting a gap analysis in the institutional arrangements, coordination and collaboration/ partnerships within government and with private sector and civil society in the planning, budgeting and implementation of IWRM/WASH interventions, and secondly, through stakeholder dialogues to discuss gap analysis, institutional arrangements, coordination and collaboration at programme and high policy level.

### 4.2.1.7. Improved collaboration

## Actions

- i) Improving and strengthening collaboration through signing MOUs

### The action plan for limited finance bottleneck for IWRM/WASH

**Table 10 Action plan for Weak legal, Policy and institutional frameworks**

Root cause being addressed	Sub-objective <sup>1</sup>	Output	Activity/ies	Activity reference number	Responsibilities		If Joint Activity, provide	
					Lead	Contributor		
1. Limited capacity in Planning ,budgeting and Implementation of IWRM/WASH Interventions for resource absorption (too loaded)	1.1 To Enhance capacity of relevant actors in Designing ( planning, Budgeting and Implementation) of IWRM/WASH interventions	1.1.1 Improved Capacity in designing, planning Budgeting and implementation of IWRM/WASH interventions	Capacity Needs Assessment for IWRM/ WASH Planning, Budgeting and Implementation	1.1.1.1	NPA	MoFPED,MWE,NPA,MAAIF,Mo		
			Train in designing and implementation of IWRM Interventions (train who? Costs may vary depending on who)	1.1.1.2	NPA	MoFPED,MWE,NPA,MAAIF,Mo		
			Training in resource Mobilisation and Development of Bankable Proposals. (train who?)	1.1.1.3	DP (DP to lead?)	MoFPED,MWE,NPA,MAAIF,Mo		
		1.1.2 Concept notes and bankable projects for IWRM developed and financed (Too loaded)	Develop Concept Notes and bankable projects that address the needs of men/boys and women/girls equally (you may need separate these)	1.1.2.1	MoFPED	MoFPED,MWE,NPA,MAAIF,Mo	H.LGs, Devt partners,	
			1.1.3 Enhanced Capacity of Planners, Policy makers and technical in IWRM/WASH Sectors capacity in GEB	Train in Gender responsive Planning and Budgeting (GEB) in IWRM/WASH (train who?)	1.1.3.1	MoFPED (Isrnt this)	MoFPED,MGLSD,Devt Partners	
			Develop Gender compacts for IWRM Sectors to address the gender and equity capacity gap to enhance the sectors compliance to GEB	1.1.3.2	EOC	MoFPED,MGLSD,Development Partners		
			Develop guidelines for national economic planners to address unequal power structures	1.1.3.3	MWE	EOC,MGLSD,Devt Partners		
		1.1.4 Local and Subnational IWRM Plans developed	Convene dialogues, workshops to confront gender biases, institutional and societal changes in planning, budgeting and implementation of IWRM investments	1.1.3.4	MWE	EOC,MGLSD,Devt Partners		
			Support Local and Sub National Level actors to align IWRM Development Programmes to the National Level IWRM Strategy (Is this related to ouput 2.1.1.4?)	1.1.4.1	MWE-Water Management Zones	PA,MAAIF,MoH,LGs,Devt Partners		
			1.1.5 Tools for monitoring and tracking resource allocation and disbursements for IWRM and WASH interventions and guidelines developed (you may need to separate these two outputs)	Development of WRM / WASH monitoring tools (do you mean budget monitoring tool?)	1.1.5.1	MWE	MWE,NPA,MAAIF,MoH,LGs,Devt Partners	
2. Inadequate Knowledge of IWRM/WASH which affects IWRM/WASH intervention financing	2.1 To increase knowledge among stakeholders for improved IWRM/WASH Financing	2.1.1 Awareness created among stakeholders	Development of Knowledge materials and products on IWRM/WASH ( belongs to output 2.2.1.2)	2.1.1.1	MWE	NPA,MAAIF,MoH,MoFPED, LGs, CSOs Development		
		2.1.2 Knowledge Materials Developed	Awareness creation meeting and workshops (Is the meeting for creation of materials?)	2.1.2.1	MWE	NPA,MAAIF,MoH,MoFPED, LGs, CSOs Development Partners		
3. Inadequate Prioritisation of funds for financing IWRM/WASH	3.1. To increase IWRM/WASH financing	3.1.1 Innovative and Blended financing initiated and implemented	Initiate and implement Innovative and blended financing (instrument? looks incomplete?)	3.1.1.1	MoFPED	NPA,MAAIF,MoH,MoFPED, LGs, CSOs Development		
			Develop business case on benefits of financing of IWRM (How?)	3.1.2.1	CSOs and MWE (who leads?)	NPA,MAAIF,MoH,MoFPED, LGs, CSOs Development		
		3.1.2 Stakeholder engagements through evidence based advocacy dialogues and lobbying meeting at all levels conducted	Develop technical and policy briefs on IWRM Financing and prioritisation to inform advocacy for financing	3.1.2.2	CSOs and MWE -do-	NPA,MAAIF,MoH,MoFPED, LGs, CSOs Development		
			Conduct multi-stakeholder evidence based policy dialogues and lobbying meetings , engaging different stakeholders at all levels (community, state, private, public, NGO, media, parliamentarians, LGs leaders, etc) to prioritize IWRM Financing including financing Gender related interventions (may be pilots )	3.1.2.3	CSOs and MWE -do-	MWE, NPA,MoFPED, LGs,Development Partners		
	3.1.3 Resource mobilisation Plan for IWRM	Develop a Resource mobilisation plan for IWRM/WASH	3.1.3.1	MWE	NPA,MAAIF,MoH,MoFPED,LGs, Devt Partners			
	3.3. IWRM knowledge on implementation measures strengthened at planning stage (To be stated as an objective)	3.3.1.Communication and information dissemination improved	Establish new and strengthen the existing early warning systems	3.3.1.1	MWE	MWE		
			Increasing awareness of planners on catchment restoration and land use management	3.3.1.2		GWP		
			Capacity building of DLG on guidelines for catchment based water resources management	3.3.1.3		OPM		
			Support dissemination of IWRM implementation guidelines	3.3.1.4		MFPED		
	3.4.Reduce bureaucratic process and quicken fund acquisition (To be stated as an output)	3.4.1 Coordination and collaboration (To be stated as an output)	Development of applications for data collection and reporting and training on the use (please split )	3.3.1.5		NPA, UNICEF		
Establishing inter agency coordination and cooperation mechanism (You may need to be more exact)			3.4.1.1	MWE	MWE, MoJCA, MFPED, NPA			
4. Weak Institutional arrangement and coordination	4.1 Decentralization policy in respect to IWRM strengthened	4.1.1 Implementation of policies and regulatory frameworks improved	Conduct stakeholder engagement and participation	4.1.1.1	MWE	MFPED		
			Support an integrated M&E system	4.1.1.2		GWP		
			Prioritize funding for IWRM activities at the district level	4.1.1.3		MLG		
						NPA		
						UNICEF		
	4.2.The institutional capacity to mobilize resources to implement and manage IWRM programs effectively	4.2.1 Legal and policy frameworks enforcement improved	Create awareness and disseminate existing legal, policy and institutional framework in IWRM/WASH	Review and harmonize different legal and policy, institutional framework for IWRM/WASH	4.2.1.1	MWE	MWE	
				Develop guidelines for gender budgeting in IWRM/WASH	4.2.1.2		MOH	
				Capacity building of practitioners in the integration of gender in IWRM/WASH	4.2.1.3		MoES	
				Nationalize IWRM/WASH principles	4.2.1.4		MWE	
				Training in development of bankable proposal for IWRM and WASH	4.2.1.5		GWP	
		4.2.2.Technical expertise improved (in what and targeting who?)	Learning exchange visits (incomplete i.e. where?)	Provision of tools and equipment to facilitate technical work	4.2.2.1	MWE	MWE	
					4.2.2.2		GWP	
					4.2.2.3		MFPED	
		4.2.3. Resource mobilization improved	Support the development of resource mobilization plan (Repeated. Please see output 3.1.3)	Capacity building in resource mobilizations	4.2.3.1	MWE	MWE	
				Development of bankable concept notes and proposals	4.2.3.2		MLG	
	4.2.3.3				MFPED			
					UNICEF			

## CHAPTER FIVE

### 5.0. Implementation Framework

To implement the response strategy, Ministry of Water and Environment will collaborate with other stakeholders, i.e., relevant MDAs, private sector, CSOs, NGOs, media, cultural institutions, academia and faith-based institutions, among others.

The strategy will be implemented through the catchment-based integrated approach taking into consideration the different actors/players, including the private sector, among others.

*Table 11 The implementation framework for the response strategy in Uganda.*

No.	Stakeholder/partners	Roles and responsibilities
	National Planning Authority	Planning for strategic areas for IWRM/WASH investment, developing and integrating zonal, catchment plans into district and national plans.
	Ministry Of Finance Planning and Economic Development	Review budget and allocation guidelines for developing IWRM/WASH interventions.
	Ministry of Water and Environment plus agencies including NEMA, WMD, DWRD, DWD, NFA, FSSD	<ul style="list-style-type: none"> <li>Review existing policies (i.e. Wetland Policy, Water Policy) and develop guidelines to operationalise the IWRM &amp; WASH policies.</li> <li>Dissemination of IWRM &amp; WASH policies, guidelines and regulations.</li> <li>Coordination of stakeholders.</li> <li>Review climate change mainstreaming guidelines and tools on IWRM and WASH.</li> <li>Facilitate development of byelaws and ordinances related to IWRM and WASH.</li> </ul>
	Private sector	<ul style="list-style-type: none"> <li>Develop the popular versions of policies, byelaws, and ordinances.</li> <li>Develop sustainable and climate smart plans for management and development of WASH infrastructure and ecosystems (water source protection in critical areas (Refugee settlements &amp; congested urban sites).</li> </ul>
	National and international NGOS	Promote sustainable natural resource use mechanism through providing incentives to the grass root communities.

## CHAPTER SIX

### 6.0. Result-based Monitoring, Evaluation & Learning:

*Table 12 Weak legal, policy and institutional framework.*

Activity	Indicator	Target	Means of verification	Responsibility centre
Review existing policies, strategies and guidelines	Number of policies/strategies/guidelines reviewed	TBD	Policies/strategies /guidelines reviewed	MWE
Facilitate development of byelaws and ordinances related to IWRM and WASH	Number of local governments supported to formulate ordinances/byelaws	TBD	Bye laws and ordinances formulated	MWE/CSOs/DLGs, Ministry of Justice, MOGLSD

Develop climate change gender mainstreaming strategy	Strategy developed	1	Strategy document in place	MWE/MOGLSD/CSOs
Review and update the communication strategy	Strategy developed	1	Strategy document in place	MWE/CSOs
Build the capacity of existing legal practitioners on efficient management of environmental cases	Number of Legal Practitioners whose capacity has been built in environmental issues	TBD	NO. of case backlog cleared	MWE/Ministry of Justice and Constitutional Affairs
Awareness creation on economic, political, social and cultural value of water (water source, impact)	Number of key stakeholders sensitised	TBD	IEC materials developed, Reports	MWE/Molly/CSO/ Private Sector
Training on efficient water usage and recycling practices	Number of Key stakeholders trained	TBD	Reports, IES materials, training manuals	MWE/CSO/Private Sector
Promote sustainable natural resource use mechanism	Number of demonstration centres established	TBD	Demonstration centres in place, reports	MWE/MoLG/CSO
Pilot development of water source protection in critical areas (urban concentrated areas and in refugee settlements)	Number of demonstration centres established	TBD	Demonstration centres in place, reports	MWE/MoLG/CSO
Demonstration of climate-smart technologies and environmentally sound water use practices	No. of CST demonstrated	TBD	CST implemented, Reports,	MWE/MoLG/ CSO
Develop an integrate an M&E system including data collection tools	Integrated M&E system developed	1	Functional M&E system in place	MWE
Pretest the integrated system in pilot areas	Number of key stakeholders trained	TBD	Prototype demos, ToTs, manuals,	MWE/CSO

Table 13 Limited finance

	Indicators	Means of verification	Assumption	Risks	Mitigation measures
<b>Impact:</b> Sustainable financing for IWRM/WASH					
<b>Outcome</b>					
Improved joint and multipurpose project planning, and collaboration across the MDAs and local governments in designing, planning, budgeting and implementation of IWRM/WASH based on the programme-based approach.	<ul style="list-style-type: none"> <li>• Number of IWRM/WASH projects jointly implemented.</li> <li>• Number of integrated and multipurpose projects implemented.</li> <li>• Finances and other resources jointly mobilised.</li> <li>• Number of catchment management plans.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint action plans</li> <li>• Integrated and multipurpose projects.</li> <li>• Catchment management plans.</li> <li>• Projects jointly implemented.</li> </ul>	<p>Willingness of MDAs to work together.</p> <p>Availability of funds.</p>	<p>Status quo pertaining</p> <p>No action taken.</p>	<ul style="list-style-type: none"> <li>• Programme-based planning &amp; budgeting framework already requires MDAs to collaborate.</li> <li>• Make integrated and multipurpose IWRM/WASH projects a requirement for Ministerial Policy Statements (MPS) and project approval at all levels.</li> <li>• Supporting efforts aimed at harmonising mandates under the programme-based approach.</li> </ul>
Increased financing for projects integrating IWRM/WASH financing across the MDAs and local government.	<ul style="list-style-type: none"> <li>• Amount of funding allocated to for IWRM/WASH projects in the annual budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Projects with integrated IWRM/WASH</li> <li>• Budget documents</li> <li>• Budget Performance Reports</li> </ul>	<ul style="list-style-type: none"> <li>• IWRM/WASH will be adopted as common practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate knowledge and understanding of IWRM concept</li> </ul>	<ul style="list-style-type: none"> <li>• Routine targeted trainings in IWRM</li> <li>• Policy briefs on IWRM</li> </ul>
Improved institutional governance.	<ul style="list-style-type: none"> <li>• Value-for-money IWRM/WASH projects implemented across the MDAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Audit reports.</li> <li>• Project reports</li> <li>• Project implementation manuals for</li> </ul>	<ul style="list-style-type: none"> <li>• There is capacity to deliver value for money investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Limited data and information for decision making.</li> <li>• Capacity gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Rely on local expertise where available.</li> <li>• Build local capacity.</li> <li>• Build information and data base.</li> </ul>

	<ul style="list-style-type: none"> <li>• Joint planning meetings amongst the different MDAs.</li> <li>• for multipurpose projects.</li> </ul>	<p>IWRM/WASH projects.</p> <ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Attendance lists.</li> <li>• Action plans for multipurpose projects.</li> <li>• Project Reports</li> <li>• Monitoring &amp; Evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• The various MDAs are willing to work together.</li> </ul>	<ul style="list-style-type: none"> <li>• Expensive projects designs</li> <li>• Long turnaround time in procurement.</li> <li>• Inefficiencies in all project stages.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation of projects</li> <li>• Build the capacity of the users of the electronic/digitised systems.</li> <li>• Digitising the entire project cycle</li> <li>• Splitting project contracts to achieve different centres of responsibility.</li> </ul>
<b>Output</b>					
<b>1.1.1.</b> Capacity of staff in integrated planning and budgeting at national, zonal and catchment level Improved.	<ul style="list-style-type: none"> <li>• Number of staff trained in IWRM/WASH</li> <li>• Quality of project being designed and implemented.</li> <li>• Number of integrated water resources and WASH development project plans (circular project designs)</li> <li>• Number of staff trained in different skills and technologies.</li> <li>• Technologies made available to staff to ease staff work.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated water resources and WASH development plan</li> <li>• Staff trained.</li> <li>• Performance Reports and appraisals</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity gaps and training needs of staff will be identified.</li> <li>• There will be continuous staff capacity building programs.</li> <li>• There will be resources to procure the required technologies.</li> </ul>	Limited resources for capacity building.	Require all projects to include resources for capacity building (human resource & technology)
<b>1.1.2</b> Guidelines for integration of IWRM/WASH in all government programmes developed and rolled out.	<ul style="list-style-type: none"> <li>• Guidelines for integration in place.</li> <li>• Level of compliance to guidelines across the MDAs.</li> </ul>	<ul style="list-style-type: none"> <li>• The guidelines.</li> <li>• Compliance reports.</li> <li>• Monitoring and evaluation.</li> <li>• Sector reviews.</li> </ul>	IWRM/WASH will be integrated in all government programmes.	Status quo pertaining.	Policy directives and guidance.
<b>1.2.1</b> Increased knowledge and awareness about IWRM/WASH.	<ul style="list-style-type: none"> <li>• Number of stakeholders trained on IWRM /WASH at national, Zonal and catchment level.</li> </ul>	<ul style="list-style-type: none"> <li>• Training manuals and reports.</li> </ul>	The trained stakeholders translate.	Inaction from the stakeholders despite the training	Targeted selections of trainees at different levels.

among stakeholders.	<ul style="list-style-type: none"> <li>Number of IWRM/WASH projects implemented at national, zonal and catchment level.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder feedback (survey reports)</li> </ul>	knowledge into action.		
<b>1.2.2.</b> Increased awareness of the economic value of water, environment and guidelines for integration of IWRM/WASH.	<ul style="list-style-type: none"> <li>Amount of funds mobilized for water and environment.</li> <li>Water use efficiency among citizens</li> <li>Percentage (%) change in public behaviour in respect to pollution and environmental degradation</li> <li>Number of innovative campaigns on the theme of water conducted to popularise the value of water and the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Economic report on the value of water.</li> <li>Updated water and environment information systems</li> <li>Stakeholder feedback (surveys)</li> <li>Activity Reports</li> </ul>	<ul style="list-style-type: none"> <li>The practice of littering, pollution and environmental degradation among the public stopped</li> </ul>	<ul style="list-style-type: none"> <li>Limited appreciation and application of IWRM concepts by stakeholders.</li> <li>Resistance to actions preventing littering, pollution, encroaching, degradation and restoration</li> </ul>	<ul style="list-style-type: none"> <li>Demonstration centres being established to show case various IWRM/WASH innovations.</li> <li>Enforcement.</li> <li>Empowering LC1 Secretaries to enforce environmental protection.</li> </ul>
<b>2.1.1</b> Increased budget allocation and financing of IWRM/WASH at national and sub-national level	<ul style="list-style-type: none"> <li>Amount of money allocated to IWRM/WASH in the national budget.</li> <li>Priority of IWRM/WASH in national budget.</li> </ul>	<ul style="list-style-type: none"> <li>Budget document</li> <li>Funds release instrument</li> <li>IWRM/WASH declared as a priority in the national budget.</li> </ul>	<ul style="list-style-type: none"> <li>IWRM/WASH will be adopted as common practice.</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate knowledge and understanding of IWRM concept.</li> </ul>	<ul style="list-style-type: none"> <li>Routine targeted trainings in IWRM.</li> <li>Policy briefs on IWRM.</li> </ul>
<b>2.1.2</b> Innovative Financing solutions for integrated and multipurpose IWRM/WASH projects.	<ul style="list-style-type: none"> <li>Amount of finance mobilized from water and other environmental resources non-tax revenue.</li> <li>Percentage (%) of Environmental Funds directed for IWRM/WASH interventions.</li> <li>Amount of fund capitalizing the Environmental Fund</li> <li>Number of feasibility studies for integrated and</li> </ul>	<ul style="list-style-type: none"> <li>Financing instruments</li> <li>Implementation manuals</li> <li>Monitoring and evaluation reports</li> <li>Other project reports</li> <li>Bid documents.</li> </ul>	<ul style="list-style-type: none"> <li>Willingness among stakeholders to support innovative financing mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Status quo pertaining.</li> <li>Motivation of technical experts to deliver.</li> <li>Capacity gaps</li> <li>Policy advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Continue building capacities for different development stages.</li> <li>Innovative incentives for expert.</li> </ul>

	<p>multipurpose projects carried out.</p> <ul style="list-style-type: none"> <li>• Number of integrated and multipurpose projects financed.</li> <li>• Number of multi-stakeholders or joint partnerships established</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility reports</li> <li>• Budget documents</li> </ul>			
<p><b>2.1.3</b> Multi-stakeholders' partnerships for resource mobilisation strengthened.</p>	<ul style="list-style-type: none"> <li>• Number of Roundtable resource mobilization dialogues with development partners.</li> <li>• Number of projects jointly implemented with partners.</li> <li>• Amount of funds jointly mobilized for IWRM/WASH with partners.</li> <li>• Commitment of partners to contribute and participate in joint IWRM/WASH interventions</li> </ul>	<ul style="list-style-type: none"> <li>• Development/donor partner dialogues.</li> <li>• Projects jointly implemented with partners.</li> <li>• Amount of money jointly mobilized with partners.</li> <li>• MOU, contracts, agreements, consent to implement IWRM/WASH projects jointly.</li> </ul>	<ul style="list-style-type: none"> <li>• Development/donors partners are willing to participate in such dialogues.</li> <li>• IWRM/WASH is a priority area for development/donor partners.</li> <li>• Government and partners are willing to jointly work together.</li> </ul>	<ul style="list-style-type: none"> <li>• Status quo pertaining where there is no willingness to partner</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitize national partners about the value of partnership.</li> <li>• Use the catchment planning platform to promote local partnerships.</li> <li>• Technical advisors to provide linkages with partner</li> </ul>
<p><b>2.1.4</b> Households and communities mobilized to implement alternative income generating activities (IGAs) that are environmentally friendly.</p>	<ul style="list-style-type: none"> <li>• Number of households implementing IGAs</li> <li>• Number of water and environment cooperatives societies (WECS) established.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership/subscription in the WECS.</li> <li>• Environmentally friendly IGAs in place.</li> <li>• Registration certificates of the WECS.</li> </ul>	<ul style="list-style-type: none"> <li>• Households are willing to embrace the initiatives.</li> <li>• Availability of initial cooperative grant.</li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to the restoration of sensitive ecosystems</li> <li>• Re-encroachment of restored ecosystem.</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage on local knowledge and practices.</li> <li>• Empower the L.C. Is secretary for environment and defence to promote social action against degradation</li> <li>• Enforcement of the environmental law.</li> </ul>

<p><b>2.2.1</b> Innovative national Climate Change financing mechanism established</p>	<ul style="list-style-type: none"> <li>• Policy direction to locally mobilise climate finance.</li> <li>• Amount of locally mobilised climate finance (environmental levy, carbon credits, infrastructure levy, payment for ecosystem services e.g. annual fees for water abstraction).</li> <li>• Number of business cases/ feasibility studies on the value of wetlands in carbon sequestration and carbon credits conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy document.</li> <li>• Fund disbursement to environmental fund.</li> <li>• Carbon credits awarded based on wetlands.</li> </ul>	<ul style="list-style-type: none"> <li>• The environmental fund will be mandated to support climate actions.</li> <li>• Dedicated funds drawn from the environmental levy tax on carbon credits, infrastructure levy.</li> </ul>	<ul style="list-style-type: none"> <li>• Over dependence on foreign funds</li> <li>• Competing demands from consolidated funds limiting funds available for climate action.</li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated proportion of environmental levies going directly to environmental fund.</li> </ul>
<p><b>2.2.2</b> Negotiation capacity of climate change departments across MDAs and thematic working groups strengthened.</p>	<ul style="list-style-type: none"> <li>• Number of trainings</li> <li>• Number of climate change positions adopted at the COPs.</li> <li>• Number of climate change positions for follow up.</li> <li>• Number of meetings for developing climate change positions.</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports.</li> <li>• Training manuals.</li> <li>• Climate change positions.</li> <li>• Attendance list.</li> <li>• Meeting Minutes.</li> <li>• Audio visual recordings</li> <li>• Photographs.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources will be available to facilitate more thematic working group meetings.</li> <li>• The quality of climate change positions will be high.</li> </ul>	<ul style="list-style-type: none"> <li>• The status quo pertains.</li> <li>• Climate change position not being adopted at COPs.</li> </ul>	<ul style="list-style-type: none"> <li>• Locally mobilised finances to support thematic working groups.</li> <li>• Improved quality of the climate change positions.</li> <li>• Robust team of negotiators in place.</li> </ul>
<p><b>3.1.1</b> Value for money in IWRM/WASH investment promoted.</p>	<ul style="list-style-type: none"> <li>• Lifespan of investments.</li> <li>• Cost effectiveness of the project.</li> <li>• Audit procedures for IWRM/WASH in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Project implementation manual for IWRM/WASH projects.</li> <li>• Bids documents.</li> <li>• Cost benefit analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• There is capacity to deliver value for money investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Limited data and information for decision making.</li> <li>• Capacity gaps</li> <li>• Expensive projects designs.</li> </ul>	<ul style="list-style-type: none"> <li>• Rely on local expertise where available.</li> <li>• Build local capacity.</li> <li>• Build information and data base.</li> <li>• Monitoring and evaluation of projects</li> <li>• Adopt use of electronic procurement and payment systems.</li> </ul>

					<ul style="list-style-type: none"> <li>Splitting project contracts to achieve different centres of responsibility.</li> </ul>
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## CHAPTER SEVEN

### 7.0. Budget & Resources.

Table 14 Weak legal, policy and institutional framework.

Output	Estimated Cost	Timing	Status of financing	Source
<b>Objective 1: To strengthen policy implementation of IWRM &amp; WASH</b>				
1.1 Policies and guidelines on the implementation of IWRM & WASH reviewed and strengthened	4,052,000,000	Medium-term	Not financed	Development partner
1.2 Ministerial Policy Statement engendered	730,000,000	Short-term	Financed	Government of Uganda
1.3 A gender mainstreaming strategy on climate change developed and disseminated	410,000,000	Short-term	Not financed	Development partner
1.4 Plans for the sustainability of water sources abstraction and supply developed	420,000,000	Medium-term	Not financed	Development partner
<b>Objective 2: To review and update the Information and communication strategy for inclusive communication mechanisms for different groups.</b>				
2.1 Communication strategy reviewed and updated	500,000,000	Short-term	Not financed	Development partner
<b>Objective 3: To develop a harmonized M&amp;E data collection tool on IWRM, WASH and Climate change</b>				
3.1 An integrated M&E data collection tool developed	260,000,000	Short-term	Not financed	Development partner
3.2 An integrated online Water and Environment M&E system updated	1,000,000,000	Short-term	Not financed	Development partner

<b>Objective 4.</b> To promote the economic, social, cultural and political value of water				
4.1 Awareness raised on the value and usage of water.	1,590,000,000	Medium-term	Repeated**	Development partner
<b>Objective 5.</b> To improve coordination and collaboration of IWRM/WASH interventions among different MDAs, CBOs, NGOs, Private sector and Local Governments following a programme-based planning and budgeting approach				
Improved Institutional and stakeholder coordination, collaboration and partnership in programme planning, budgeting and implementation.	1,192,100,000	Medium-term	Repeated**	Development partner
<b>Objective 6:</b> To hasten the justice processes on environmental degradation and encroachment				
Timely judicial processes for alleged degraders and encroachers	1,950,000,000	Medium-term	Not financed	Development partner

**Table 15 Weak legal, policy and institutional framework. Limited finance.**

Outputs	Estimated Cost	Timing	Status	Sources
Objective 1. To Enhance capacity of relevant actors in planning and budgeting for IWRM/WASH projects.				
1.1 Improved capacity of staff in planning and budgeting at National, Zonal and Catchment level.	1,118,000,000	Short term	Not financed	Development Partner
1.2 Guidelines for integration of IWRM/WASH in all government programmes developed disseminated.	1,400,000,000	Medium term	Not financed	Development Partner
Objective 2. To increase awareness among stakeholders about IWRM/WASH and promote the economic value of water at all levels.				
2.1 Increased knowledge and awareness about IWRM/WASH among stakeholders.	950,000,000	Short term	Not financed	Development Partner
2.2 Increased awareness of the economic value of water and environment	3,022,000,000	Short term	Not financed	Development Partner
2.3 Awareness created about guidelines for integration of IWRM/WASH in programme-based budgeting.	712,000,000	Medium term	Not financed	Development Partner
Objective 3. To increase funding of IWRM/WASH				
3.1 Increased budget allocation and financing of IWRM/WASH at national and sub national level.	1,570,000,000	Short term	Not financed	Development Partner
3.2 Financing solutions for WRM/WASH infrastructure.	1,290,000,000	Medium term	Not financed	Development Partner
3.3 Partnerships with local government, communities, private sector, NGOs and CSOs strengthened.	940,000,000	Medium term	Not financed	Development Partner
3.4 Household and community mechanisms for mobilization of financial resources strengthened.	590,000,000	Medium term	Not financed	Development Partner
Objective 4. To increase financing of climate change adaptation and mitigation at National, Zonal and Catchment level				
4.1 National Finance Strategy for Climate Change responding to adaptation and mitigation developed and rolled out.	1,972,000,000	Short term	Not financed	Development Partner
4.2 Capacity of Climate Change Department strengthened to take lead in negotiation of climate change issues and finance.	330,000,000	Medium term	Not financed	Development Partner
4.3 Innovative Climate change financing mechanism established.	1,040,000,000	Medium term	Not financed	Development Partner
Objective 5. To increase transparency and accountability in the utilization of public funds				
5.1 Accountability of public funds to WRM/WASH strengthened.	570,000,000	Medium term	Not financed	Development Partner
5.2 Reviewed Internal Audit procedures for WRM/WASH.	710,000,000	Medium term	Not financed	Development Partner
5.3 Functional MOUs in place, respected by all parties.	20,000,000	Medium term	Funded	Government of Uganda

## CHAPTER EIGHT

*Table 16 Risks & Mitigation.*

Activity	Risks	Mitigation	Responsibility centre
Review existing policies, strategies and guidelines.	<ul style="list-style-type: none"> <li>• Delays in review process.</li> <li>• Conflicting clauses in some policies</li> </ul>	<ul style="list-style-type: none"> <li>• Timely stakeholder engagement.</li> <li>• Streamline conflicting clauses in some of the policies.</li> </ul>	MWE
Facilitate development of byelaws and ordinances related to IWRM and WASH.	<ul style="list-style-type: none"> <li>• Delays in the approval of byelaws and ordinances.</li> <li>• Inadequate technical competences.</li> </ul>	<ul style="list-style-type: none"> <li>• Fast track approval of byelaws and ordinances.</li> <li>• Capacity building of relevant technical and political staff.</li> </ul>	MWE/CSOs/DLGs, Ministry of Justice, MOGLSD etc
Develop climate change gender mainstreaming strategy.	<ul style="list-style-type: none"> <li>• Negative Attitude towards gender.</li> <li>• Low prioritization of gender.</li> <li>• Resource Constraints.</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness creation.</li> <li>• Lobbying and Advocacy.</li> <li>• Mobilize and prioritize more resources.</li> </ul>	MWE/MOGLSD/CSOs
Review and update the communication strategy.	<ul style="list-style-type: none"> <li>• Delays in the review process.</li> <li>• Untimely release of funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Fastrack the review processes.</li> <li>• Early initiation of the financial processes.</li> </ul>	MWE/CSOs
Build the capacity of existing legal practitioners on efficient management of environmental cases.	<ul style="list-style-type: none"> <li>• Inadequate technical expertise.</li> <li>• Negative attitude.</li> <li>• Low prioritisation.</li> </ul>	<ul style="list-style-type: none"> <li>• Training and workshops</li> <li>• Mindset change</li> <li>• Stakeholder engagement</li> </ul>	MWE/Ministry of Justice
Awareness creation on economic, political, social, and cultural value of water (water source, impact).	<ul style="list-style-type: none"> <li>• Resource constraints.</li> <li>• Low prioritisation.</li> <li>• Social cultural factors.</li> <li>• Misinformation.</li> </ul>	<ul style="list-style-type: none"> <li>• Mobilization of resources.</li> <li>• Advance notifications.</li> <li>• Mindset change.</li> <li>• Educational campaigns &amp; confidence building in the processes.</li> </ul>	MWE/MoLG/ CSO/ Private Sector
Training on efficient water usage and recycling practices.	Negative attitude and low prioritisation.	Mindset change.	MWE/CSO/Private Sector

Promote sustainable natural resource use mechanism.	<ul style="list-style-type: none"> <li>• Limited alternative livelihoods.</li> <li>• Resistance to change.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide incentives towards innovative alternative livelihoods.</li> <li>• Mindset change through media campaigns.</li> </ul>	MWE/MoLG/CSO
Pilot development of water source protection in critical areas (urban concentrated areas and in refugee settlements).	Land tenure systems.	Stakeholder engagement.	MWE/MoLG/CSO
Demonstration of climate SMART technologies and environmentally sound water use practices.	Resistance to change.	Mindset change through media campaigns.	MWE/ MoLG/ CSO
Develop an integrate M&E system including data collection tools.	<ul style="list-style-type: none"> <li>• Delays in the integration process.</li> <li>• Low prioritisation.</li> <li>• Technological failures.</li> <li>• Data security concerns.</li> <li>• Staff capacity and mindset towards.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder engagement.</li> <li>• Lobbying/Target senior management.</li> <li>• Robust IT support system.</li> <li>• Stringent data protection protocol.</li> <li>• Mindset change and capacity building.</li> </ul>	MWE

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## **CHAPTER NINE**

### **9.0. Conclusion**

The response strategy on the bottlenecks impeding the implementation of IWRM will greatly enhance collaboration among key stakeholders in the IWRM and WASH sectors. It will close the glaring gaps in policy, legal and institutional framework awareness, streamline policies and legal directions in the management of water and environment resources. The strategy will equally strengthen the policy, legal and institutional frameworks, improve judicial services on IWRM and WASH including collaborating with legal institutions such as the Uganda Law Society, Water Resources Institute and academic institutions such as Makerere University and Mountains of the Moon, among other universities.

The strategy calls for an intentional move away from business-as-usual conduct if the triple benefits of IWRM and WASH are to be attained by 2030. Recap of the strategy's importance and call to action for stakeholders.

## **CHAPTER TEN**

### **Annex**

Detailed root cause analysis reports for IWRM/WASH bottlenecks in Uganda: [Root Cause Analysis Reports](#).

Detailed finance plans for IWRM/WASH bottlenecks in Uganda: [Detailed Finance Plans](#)



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