

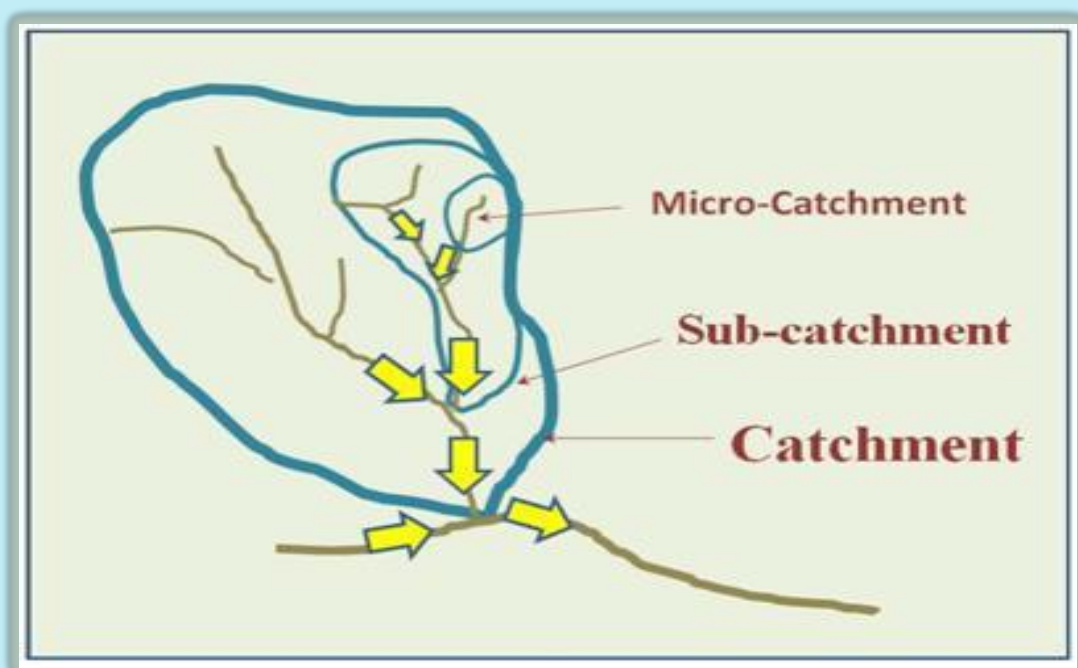


REPUBLIC OF UGANDA

MINISTRY OF WATER AND ENVIRONMENT

DIRECTORATE OF WATER RESOURCES MANAGEMENT

Catchment Management Organisation Procedures Manual



SEPTEMBER 2019

FOREWORD

Although water resources management is a central level function, effective planning and management of water resources needs to be carried out at the lowest appropriate level, based on hydrological units called catchments, sub catchments and micro catchments, with the participation of stakeholders who are dependent on those resources. This is the driving force behind the concept of Catchment-based Integrated Water Resources Management (CbIWRM) that the Ministry of Water and Environment (MWE) through its Directorate of Water Resources Management (DWRM) is implementing since 2011.

CbIWRM allows stakeholders to participate in the planning, development, and management of water and related resources (e.g., land, ecosystems, and socio-economic systems) in an integrated way, to achieve long-term sustainable development. Under the CbIWRM framework, the country was divided into four Water Management Zones (WMZs) of Kyoga, Upper Nile, Albert and Victoria. The WMZs have been delineated further into smaller units known as catchments, sub catchments and micro catchments where development and implementation of management interventions is undertaken.

DWRM has developed various operational documents for the WMZs, and the Uganda Catchment Management Planning Guidelines that guide stakeholders in developing Catchment Management Plans (CMPs). To develop and implement a CMP, stakeholders need an institutional framework within which to operate. Thus, Catchment Management Organizations (CMOs) are seen as frameworks through which catchment stakeholders can plan and implement water resources management in a coordinated manner. CMOs are therefore being established for various catchments in the country to ensure effective stakeholder participation in addressing all issues in the catchment.

In 2017, DWRM developed a draft CMO Procedures Manual to guide on: 1) the process of establishing a CMO, 2) the structure, roles and responsibilities of a CMO, and 3) its internal operations and relationship with stakeholders within and outside the catchment. The draft Manual has since then been used in the establishment of CMO structures in different parts of the country. Based on experiences from the field, the draft Manual has been revised and finalized for use by stakeholders. To the CMOs, the Manual forms the basis upon which catchment stakeholders will hold the structure accountable for the roles and responsibilities entrusted on it.

I wish to congratulate DWRM for developing this Manual which I am sure will effectively guide the establishment and operationalisation of CMOs. I wish to thank all stakeholders who have contributed to the development of this Manual. I request all of you to fully utilise this Manual as you engage in CbIWRM in various parts of the country.

In line with the provisions of Section 5 of the Water Act Cap 152, I formally approve the Catchment Management Organisation Procedures Manual for use by stakeholders.

For God and My Country



.....
Hon. Sam Cheptoris
Minister of Water and Environment

ACKNOWLEDGEMENTS

I would like to thank the Directorate of Water Resources Management for spearheading the development of the Catchment Management Organisation (CMO) Procedures Manual in Uganda. As the country continues to implement Catchment-based Integrated Water Resources Management (CbIWRM), the CMO Procedures Manual is critical in guiding the various stakeholders in the establishment and operationalization of the CMOs to ensure that water resources are adequately planned for, sustainably developed and managed to support the achievement of the country's vision 2040.

Special thanks go to all the stakeholders at the national, regional, catchment, sub catchment and micro catchment levels for their active participation and contributions to the development of this Procedures Manual.

Finally, the development of the CMO Procedures Manual has been made possible because of the funding from The UK Department for International Development (DFID), The European Union in Uganda, and The German Federal Ministry for Economic Cooperation and Development (BMZ) through The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). I therefore wish to thank all the partners for their technical and financial support.



.....
Alfred Okot Okidi
Permanent Secretary,
Ministry of Water and Environment

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ACRONYMS AND ABBREVIATIONS

CAO	Chief Administrative Officer
CbIWRM	Catchment-based Integrated Water Resources Management
CMC	Catchment Management Committee
CMO	Catchment Management Organisation
CMP	Catchment Management Plan
CMS	Catchment Management Secretariat
CSF	Catchment Stakeholder Forum
CSO	Civil Society Organisation
CTC	Catchment Technical Committee
DEA	Directorate of Environmental Affairs
DLG	District Local Government
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
DWSCC	District Water and Sanitation Coordination Committees
DWSCG	District Water and Sanitation Conditional Grant
IWRM	Integrated Water Resources Management
LC	Local Council
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MCMC	Micro Catchment Management Committee
MEMD	Ministry of Energy and Mineral Development
MLG	Ministry of Local Government
MOH	Ministry of Health
MTTI	Ministry of Tourism, Trade and Industry
MWE	Ministry of Water and Environment
MWT	Ministry of Works and Transport
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NWSC	National Water and Sewerage Corporation
SCMC	Sub Catchment Management Committee
TSU	Technical Support Unit
UO	Umbrella Organisation
WAC	WMZ Advisory Committee
WESWG	Water and Environment Sector Working Group
WfP	Water for Production
WMZ	Water Management Zone
WPC	Water Policy Committee
WSDF	Water and Sanitation Development Facility

1. INTRODUCTION

1.1 Background

1.1.1 Establishment of Water Management Zones in Uganda

Although water resources management is a central level function, effective planning and management of water resources needs to be carried out at the lowest appropriate level and based on hydrological catchments or basins. Thus, the Ministry of Water and Environment (MWE), through its Directorate of Water Resources Management (DWRM), is implementing Catchment-based Water Integrated Resources Management (CbIWRM). CbIWRM places stakeholders (including communities, local governments, civil society organizations, private sector) at the centre of developing and managing water and related resources in their area; it aims at moving water resources management closer to where action is needed. CbIWRM allows stakeholders to plan towards managing water and related resources (e.g., land, ecosystems, and socio-economic systems) in an integrated way, considering the different needs and interests, to achieve long-term sustainable development.

In 2011, the DWRM divided the country into four Water Management Zones (namely Upper Nile, Albert, Victoria and Kyoga; Figure 1) and de-concentrated to them operational level water resources

management functions including water resources monitoring and assessment, water quality testing, water permits assessment, compliance and enforcement, review of environmental impact assessment reports and awareness-raising. Formulation of policies, legislations, and national strategies on water resources management remains a core function of the DWRM. The DWRM has developed various operational documents to guide the WMZs, such as the resource mobilization strategy, WMZ operations manual, WMZ information brief among others. Further, guidelines have been developed to guide stakeholders in developing Catchment Management Plans (CMPs). A CMP contains priority investment and management measures needed to be implemented to protect and restore the catchment while improving people's livelihoods.

1.1.2 The rationale for Catchment Management Organisations (CMOs)

A Water Management Zone (WMZ) consists of several catchments: these are hydrological units where surface water converges to a single exit point at a lower elevation level.



Figure 1: Water Management Zones in Uganda

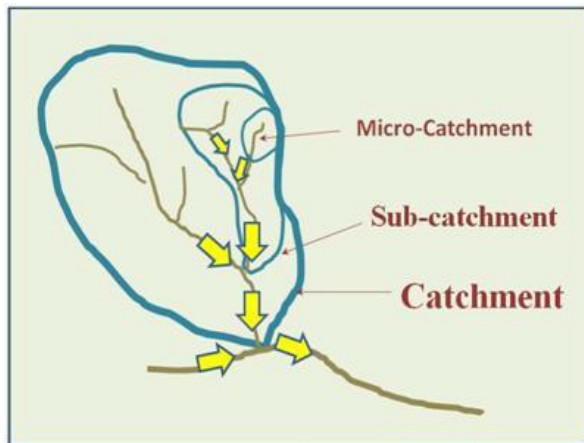


Figure 2: Illustration of a catchment and lower hydrological units

In a catchment (Figure 2), which can be further broken down into sub and micro Catchments, are multiple stakeholders practicing several activities, with different uses for water and related resources. These activities in the catchment have different effects on the water and other resources. Thus, coordination and cooperation among stakeholders in a catchment is vital for the effective management of resources in the catchment.

A Catchment Management Organisation (CMO) is a multi-stakeholder body that facilitates collaborative water resources management, playing a pivotal role in

developing and coordinating implementation and monitoring of the CMP. The CMO comprises the following structures:

- a. a *Catchment Stakeholders Forum (CSF)* composed of representatives of all key stakeholders in the catchment.
- b. a *Catchment Management Committee (CMC)* composed of high-level officials representing key stakeholders in the catchment. It is the executive arm of the CMO.
- c. a *Catchment Technical Committee (CTC)* composed of technical staff from key stakeholders in the catchment. It is the technical arm of the CMO.
- d. a *Catchment Management Secretariat (CMS)* composed of 1 to 3 full time or part time staff, responsible for providing day-to-day operations support to the CMO.
- e. *Sub Catchment Management Committees (SCMCs)* and *Micro Catchment Management Committees (MCMCs)* composed of representatives of key stakeholders at Sub Catchment and Micro Catchment level respectively.

Thus, a CMO is a good foundation for the coordination and supervision of the activities of stakeholders involved in the use and management of water and related resources in the catchment and for reviewing and evaluating the effects of catchment management interventions put in place. Generally, the roles of the CMO include to:

- coordinate activities of the stakeholders involved in the use and management of water and related resources;
- arbitrate internal conflicts between or among CMO members relating to: 1) the functioning of the CMO and 2) the management of water and related resources in the catchment;
- support the process of developing the CMP;
- mobilize resources to support activities of the CMO and the implementation of the CMP;
- monitor progress of CMP implementation; and
- inform districts and other stakeholders of the existence of the CMP and support its integration into District and Sub-county Development Plans.

1.1.3 Why this manual?

To date, CMOs have been established in several catchments in the country. However, there were no guidelines on the operation or organization of the CMOs and practices differed from catchment to catchment. This manual describes the process of establishing a CMO, the structure, roles and responsibilities of the CMO, its modus operandi and relationship with stakeholders within and outside the catchment. The manual is intended to guide MWE and other stakeholders on the establishment and operation of CMOs. Furthermore, the manual guides the CMOs on their operations and forms the basis upon which the catchment stakeholders can hold the CMO accountable on the roles and responsibilities entrusted to it. The manual will be reviewed and

updated when there are key emerging water resources issues or after ten years of use as may be approved by the Minister.

1.2 Legislative and institutional framework for water resources management in Uganda

The sustainable management of the water resources is not limited to the physical management, but also incorporates the institutional, legislative and policy frameworks as well as economic tools and the involvement of stakeholders in the management, regulation and utilisation of water resources. A strong cooperative approach between role-players and especially governmental institutions is, therefore, essential for them to work together within their respective legislative and policy mandates to promote CbIWRM and to ensure the best economic, social and environmental development.

The existing legislative and institutional framework (described in sections 1.2.1 and 1.2.2 below) places different roles and responsibilities regarding the management of water and related resources on respective stakeholders, gives the stakeholders appropriate mandates, and allows for collaboration among them even across administrative and sectoral boundaries. Thus, the existing legislative and institutional framework provides the basis for CbIWRM.

1.2.1 Legislative framework

The Constitution of the Republic of Uganda (1995): The State is required to adopt an integrated and coordinated planning approach, to ensure balanced development between different areas of Uganda and between the rural and urban areas, to protect important natural resources including land, water, wetlands, minerals, oil, fauna and flora, and endeavour to fulfil the fundamental rights of social justice and economic development of all Ugandans. The State is further required to promote sustainable development and public awareness of the need to manage land, air, water resources as well as the use of natural resources, in a balanced and sustainable manner for the present and future generations. Through this, the Constitution sets the scene for Integrated Water Resource Management.

Article 178 of The Constitution provides that 2 or more districts may cooperate to form a regional government which shall be a cooperate body (with powers to sue or be sued) having political, legislative, executive, administrative and cultural functions in the region. The article guides that with a) the approval of the majority of two-thirds of the members of the district council and, b) at least two-thirds of the sub-counties in the district having ratified the decision of the council, a district can enter into agreement with other districts to form a regional government. Among others, such a government would:

- develop and manage regional infrastructure for instance roads and hospitals but not those managed by national institutions;
- coordinate, monitor and supervise activities related to agriculture, forests (but not in national parks and wildlife reserves managed by government), cultural and traditional lands;
- promote water and sanitation; and
- perform functions and services surrendered voluntarily by district councils, however, such government can impose tax only with approval of central government.

Article 32 of The Constitution provides for affirmative action in favour of groups marginalized by gender or other reasons. Article 180, clause 2(b) of The Constitution states that “one-third of the membership of each local government council shall be reserved for women”.

The Water Act Cap 152 (1997): Uganda’s Water Act Cap 152 provides for the use, protection and management of water resources and supply; and facilitates the devolution of water supply and sewerage undertakings. Its objectives are to:

- promote the rational management and use of the water resources of Uganda;

- promote the provision of a clean, safe and sufficient supply of water for domestic purposes;
- ensure appropriate development and use of water resources other than for domestic use, e.g. watering of stock, irrigation and agriculture, industrial, commercial and mining uses, generation of energy, navigation, fishing, preservation of flora and fauna and recreation in ways which minimise damage to the environment; and
- control pollution and promote the safe storage, treatment, discharge and disposal of waste, which may pollute water or otherwise harm the environment and human health.

The Act promotes the principles of IWRM and advocates for the involvement of all stakeholders in planning for the utilisation, development and management of water resources. It addresses cross-sectoral interests in water resources and the (financial and technical) roles to be shared among stakeholders.

The National Water Policy (1999): The 1999 National Water Policy provides an overall policy framework that defines the Government's policy objective as managing and developing water resources of Uganda in an integrated and sustainable manner, to secure and provide water of adequate quantity and quality for all social and economic needs sustainably, with the full participation of all stakeholders.

According to the National Water Policy and the Water Act Cap 152, the responsibilities to provide water services and to maintain facilities were devolved to local councils in districts and urban centres. The role of the Central Government's Agencies is that of guiding and supporting as required. The Act thus emphasises the shared responsibilities in development and management of water resources among stakeholders, including the Private Sector and Non-Government Organisations (NGOs) to regulate human activities that can pose risks to water resources.

The National Environment Act (2019) places on every person the duty to create, maintain and enhance the environment, including preventing pollution (Section 3, subsection 2). Section 5 of the Act provides for principles of environmental management that include (i) encouraging the participation by the people of Uganda, in the development of policies, plans and programmes for the management of the environment, (ii) providing for equitable, gender responsive and sustainable use of the environment and natural resources, including cultural and natural heritage, for the benefit of both present and future generations, (iii) maintaining stable functioning relations between the living and non-living parts of the environment through conserving biological diversity and by use of prudent environment management measures, (iv) ensuring optimum sustainable yield in the use of renewable natural resources; (v) ensuring that activities relating to extractive processes of renewable and non-renewable natural resources are carried out in a sustainable manner, (vi) restoring lost or damaged ecosystems where possible and reversing the degradation of the environment and natural resources, (vii) ensuring that adequate environmental protection standards are established and that effective monitoring of change in environmental quality is undertaken.

The Local Government Act (1997) underscores the role of Local Government in provision and management of water and sanitation, empowering the local authorities to plan and to implement development interventions according to local needs. Section 8 of the Local Government Act (1997, revised 2015) provides that two or more district councils may cooperate (in accordance with article 178 of The Constitution) in areas of culture and development. To make this cooperation possible the cooperating district councils may establish and support joint institutions (councils, secretariats) or trust funds and appoint joint committees on matters of common interest.

Other relevant legal frameworks include:

The Uganda Gender Policy (2007) aims at establishing a framework for identification, implementation and coordination of interventions designed to achieve gender equality and women's empowerment in Uganda. One of the specific objectives of the policy is to broaden the scope of the

affirmative action required by The Constitution (1995) of The Republic of Uganda. The policy requires ministries to translate it into sector specific strategies and activities.

The ***Uganda National Climate Change Policy (2015)*** calls for the harmonization and coordination of current and future efforts to address effects of climate change by various sectors such as agriculture and livestock, water, fisheries and aquaculture, transport and works, forestry, wetlands, biodiversity and ecosystem services, health, energy, wildlife and tourism considering that climate change is a multi-sectoral issue.

1.2.2 Institutional framework

A. National level

The ***Ministry of Water and Environment (MWE)*** is the lead agency for formulating national water and sanitation policies, coordinating and regulating the sector. It is nationally mandated to formulate policies for all aspects of water resources management and development. It is responsible for setting the standards to manage and regulate all water resource developments, to determine priorities for water development and management as well as for monitoring and evaluation of all the sector development programmes.

The MWE operates through three directorates:

- the **Directorate of Water Resource Management (DWRM)** has the responsibility for the development and maintenance of the water resources and supports the enforcement of national water laws, policies and regulations. In addition, it monitors, assesses and regulates the country's water resources through issuance of water abstraction and wastewater discharge permits. DWRM is the lead in developing the agenda for CbIWRM and coordinates the Water Management Zones. In doing this, it mobilises resources and builds capacity of stakeholders in CbIWRM.
- the **Directorate of Water Development (DWD)** is the lead agency for the development of large-scale water infrastructure. The DWD is mandated to promote and ensure the rational and sustainable utilisation, development and safeguard of water resources, as well as providing overall technical oversight for the planning, implementation and supervision of the delivery of urban and rural water and sanitation services across the country.
- the **Directorate of Environmental Affairs (DEA)** is responsible for environmental policy, regulation, coordination, inspection, supervision and monitoring of the environment and natural resources as well as the restoration of degraded ecosystems and mitigating and adapting to climate change.

The MWE collaborates with affiliated semi-autonomous bodies including:

- the **National Water and Sewerage Corporation (NWSC)** operates and provides water and sewerage services in urban centres across the country. Key among its objectives is to plough back generated revenue surplus for infrastructure improvements, new investments, and, recently, water source protection.
- the **National Forestry Authority (NFA)** is mandated to "Manage Central Forest Reserves on a sustainable basis and to supply high quality forestry-related products and services to government, local communities and the private sector". NFA has a vision of contributing to a sufficiently forested, ecologically stable and economically prosperous Uganda.
- the **National Environment Management Authority (NEMA)** is charged with the responsibility of coordinating, monitoring, regulating and supervising environmental management in the country. It spearheads the development of environmental policies, laws, regulations, standards and guidelines; and guides Government on sound environment management in Uganda.

Other Ministries that, by virtue of their mandates and operations, have direct relevance to Water Resources Management are the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the Ministry of Tourism, Trade and Industry (MTTI), the Ministry of Energy and Mineral Development

(MEMD), the Ministry of Health (MOH), Ministry of Works and Transport (MWT) and the Ministry of Local Government (MLG).

- **MAAIF** is the lead agency for water use and management of on-farm agricultural water facilities. MAAIF shares the responsibility for water for production with MWE, where MWE is responsible for “off farm” activities, while MAAIF deals with “on-farm” activities.
- **MTTI** covers the water use and management of industries, commerce, wildlife and tourism.
- **MEMD** covers the water use and management for hydropower generation.
- **MWT** is relevant especially where the potential to use roads and bridges as water harvesting structures can be exploited.
- **MOH** is mandated with the role of ensuring that people in the country access quality health services through primary health care. Water plays a key role in health care.
- **MLG** is mandated with the establishment of structures and frameworks for governance of districts.

The **Water Policy Committee (WPC)** advises the Minister of Water and Environment on water resources and development issues. Among other functions, its role is to promote inter-ministerial and inter-sectoral coordination over a wide range of water resources management and development. It enables high-level and strategic dialogue specifically in the water sector.

The **Water and Environment Sector Working Group (WESWG)** provides policy and technical guidance for the sector and comprises representatives from key sector institutions. The WESWG agree sector budget submissions and new projects proposed for the sector, review sector performance and deliberate on key sectoral policies.

B. Regional level

The **Water Management Zones (WMZs)** were established with the aim of moving implementation of IWRM functions closer to stakeholders and to deal with physical realities on the ground. The units are responsible for planning, water quality and quantity monitoring and assessment, water allocation and regulation. As described in section 1.1, four WMZs were established in the country: Victoria WMZ (based in Mbarara), Albert WMZ (based in Fort Portal), Upper Nile WMZ (based in Lira) and Kyoga WMZ (based in Mbale).

The **Water Management Zone Advisory Committee (WAC)** brings together non-governmental partners and representatives of the line departments based in the WMZ. Among other things, the WAC provides the WMZ team critical guidance on problems and workable solutions as well as technical advice and assistance in carrying out the various planning tasks.

Water and Sanitation Development Facilities (WSDFs) carry out the design and construction of water supply and sanitation facilities, including related community mobilization activities and the setup of Operation & Maintenance structures. Through a WSDF, investment for water and sanitation in Small Towns, Town Boards and Rural Growth Centres is funded. They currently operate through 4 branch offices currently established in Mbarara (southwest), Lira (north), Mbale (east) and Wakiso (centre).

Technical Support Units (TSUs) were established to build capacity of district local governments following the decentralisation of rural water supply and sanitation and the channelling of government grants to the sub-sector via the District Water and Sanitation Conditional Grant (DWSCG). Functions of the TSU include amongst others quality assurance, monitoring of adherence to guidelines, standards, capacity building of local governments, financial management and reporting, sanitation and hygiene promotion, promotion of effective private sector use, and support to local governments and NGOs in service provision. TSUs are presently existing in 9 locations in the country.

Umbrella Organisations (UOs) support local Water Authorities, Water Boards and scheme operators in providing sustainable piped water supply services. There are 6 regional UOs. They provide on-demand Operation & Maintenance backup support as well as training, technical advice and managerial support, planning and supervision of rehabilitation and extension works as well as regular water quality monitoring.

Water for Production Regional Centres are responsible for promoting development of water for production through construction of valley tanks and dams, and irrigation schemes. They currently operate through 3 branch offices currently established in Mbarara (west and centre), Lira (north) and Mbale (east)

C. District Local Government level

District Local Governments (DLGs), in consultation with MWE appoint and manage private operators for urban piped water schemes that are outside the jurisdiction of NWSC. The District Water Offices manage water and sanitation development and oversee the operation and maintenance of existing water supplies in the District. Also, as described under the legislative framework, DLGs may cooperate to form and support joint institutions for managing, among others, water and related resources; this is very important for the formation and functioning of CMOs.

At DLG level, several departments are relevant to water resources management:

- the **District Natural Resources Department** houses the District Environment Office, the District Forestry Office and District Wetlands Office. The offices are responsible for natural resources management, capacity building, sensitization, enforcement of the law and compliance.
- the **District Water Office** is responsible for supplying reliable and safe water to mostly urban areas. It is also responsible for supplying water for production. Some of the wetlands act as water reservoirs, hence the importance of the department in activities of IWRM.
- the Agriculture, Livestock and Fisheries Offices falls under the **District Production Department**. The department is important because it has a direct relationship with natural resources on which communities rely for a livelihood.
- the **Department of Community Based Services** coordinates all activities related to community development. They also coordinate all activities of CSOs, NGOs and other Community Based Structures. The department is in direct contact with communities and mobilizes and sensitizes them for poverty eradication, gender, probation and social welfare and community development.
- the key function of the **Department of Planning** is to provide planning services throughout the district. Specifically, the department works with other district departments as well as the 10 lower local governments to ensure timely production of up-to-date and high-quality medium-term operational plans.
- the **District Communication Office** is the official government communication platform at district level. It has free airtime in both private and government media. It also has budgets for community mobilization and sensitization.
- the **District Health Office** is mandated with the role of ensuring that people in the districts access quality health services through primary health care.

District Water and Sanitation Coordination Committees (DWSCCs) are established in all districts. The DWSCC provides a platform for coordinating and overseeing the activities of the water and sanitation sector of the DLG and strengthens collaboration across sectors and between different players. The DWSCC comprises of political leaders, relevant district departments, NGOs and development partners at the DLG level.

2. COMPOSITION OF THE CATCHMENT MANAGEMENT ORGANISATION

The bodies that comprise the Catchment Management Organisation (CMO) are shown in Figure 3.

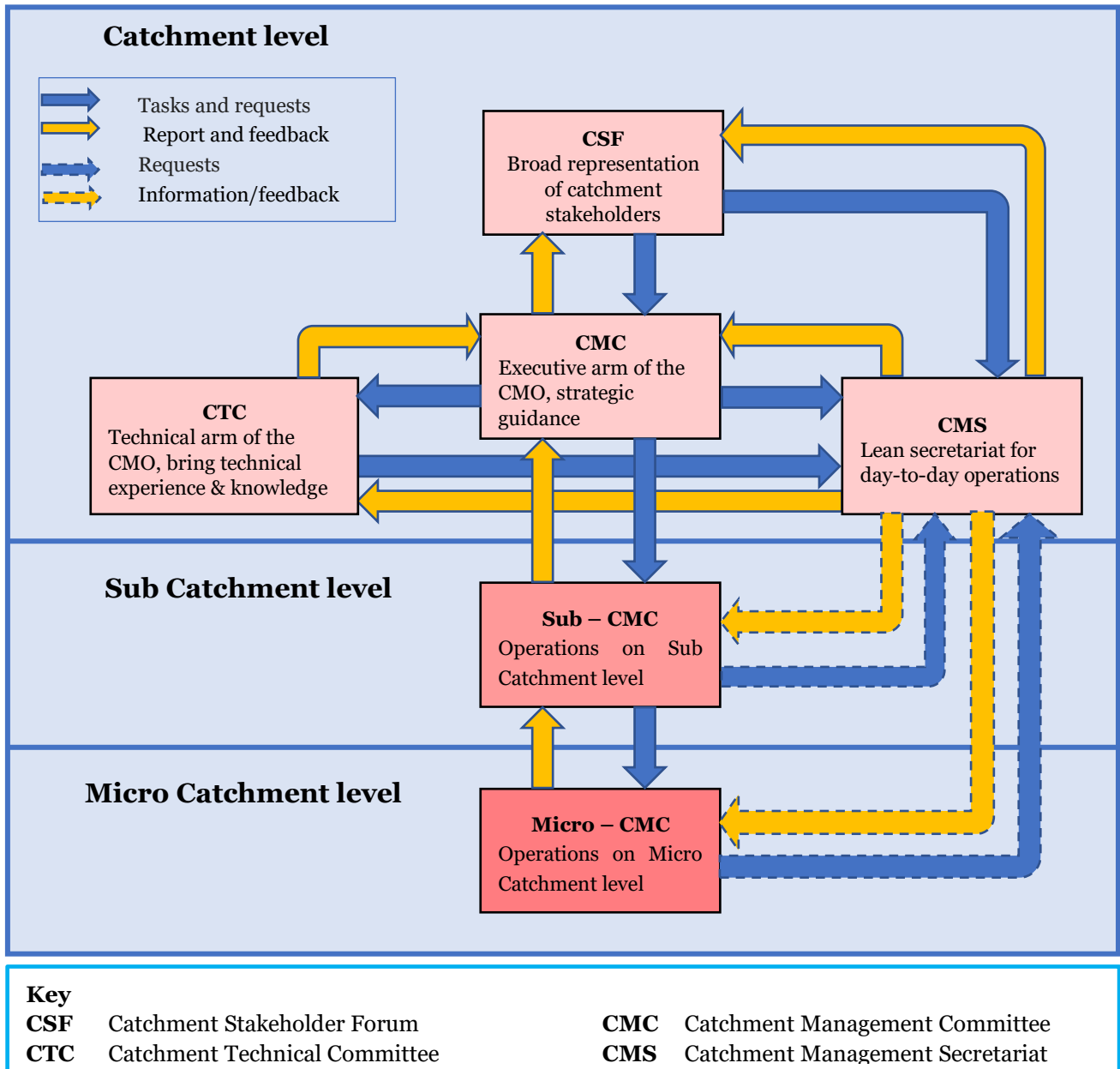


Figure 3: Structure of the Catchment Management Organisation (CMO)

2.1 The Catchment Stakeholder Forum (CSF)

1. The Catchment Stakeholder Forum (CSF) comprises of all stakeholders in the catchment with an interest in or whose activities affect or are affected by the status of water and related natural resources.
2. As such the Catchment Stakeholder Forum includes representatives of the following categories of stakeholders which are situated in the respective catchment:
 - a. District Local Governments (political and technical);

- b. urban authorities (such as city councils, municipal councils, town councils);
- c. Civil Society Organizations including Community Based Organizations and local NGOs;
- d. development partners (including UN agencies and International Non-Governmental Organizations);
- e. Government agencies and relevant deconcentrated structures based in the catchment;
- f. private sector (including companies, media, water and sanitation operators);
- g. academic and research institutions;
- h. religious institutions;
- i. cultural institutions;
- j. Sub Catchment Management Committees;
- k. community resource user groups (for example farmers, pastoralist, water user associations, miners' associations, and others);
- l. other categories as may be determined on a case-by-case basis.

2.2 The Catchment Management Committee (CMC)

1. The Catchment Management Committee (CMC) consists of:
 - a. representatives of the Local Council 5 (LC 5) Chairpersons and representatives of the Chief Administrative Officers (CAOs) of the districts in the catchment, such that:
 - i. each district in the catchment is represented on the CMC by either a LC 5 Chairperson or a Chief Administrative Officer;
 - ii. where the number of districts in the catchment is an even number, the number of LC 5 Chairpersons on the CMC shall be equal to that of the CAOs on the CMC;
 - iii. where the number of districts in the catchment is not an even number, the share of positions between the LC 5 Chairpersons and CAOs shall be determined by the CSF;
 - b. representatives of urban councils (i.e. city, municipal, division and town council) in the catchment;
 - c. representatives of the technical officers operating in the catchment;
 - d. representatives of Chairpersons of District Women Councils of the districts in the catchment;
 - e. representatives of Civil Society Organisations (CSOs) with operations in the catchment;
 - f. representatives of the private sector (including companies, media, water and sanitation operators, etc) operating and preferably with an office in the catchment;
 - g. representatives of religious institutions based in the catchments;
 - h. representatives of cultural institutions or leaders of the main ethnic groups in the catchment;
 - i. representatives of academic or research institutions based in the catchment;
 - j. representatives of organised Resource User Groups; and
 - k. other categories as may be determined by the CSF on a case-by-case basis.
2. The number of representatives is elected by each group of stakeholders during the Catchment Stakeholder Forum meeting on a case by case basis, ensuring that for a particular category the representatives should not be from the same organisation or institution.
3. The Catchment Management Committee shall comprise between 20 and 40 members.
4. The composition of the Catchment Management Committee shall bear in mind the gender balance, aiming at having a minimum of one-third of the members who are women.
5. Area Members of Parliament, government agencies and relevant deconcentrated structures, security agencies (Uganda Police, Uganda Peoples' Defence Force), Resident District Commissioners (RDCs), immediate former Catchment Management Committee Chairpersons

and Secretaries, and Chairpersons of Sub Catchment management committees are ex-officio members of the Catchment Management Committee.

2.3 The Catchment Technical Committee (CTC)

1. The Catchment Technical Committee (CTC) comprises of technical experts from relevant stakeholder groups or organisations or institutions in the catchment.
2. All districts in the catchment shall be represented on the Catchment Technical Committee and the membership of this Committee should reflect all relevant technical expertise related to the integrated management of water and related resources including:
 - a. water (both surface and ground water);
 - b. natural resources management (including forests, wetlands, minerals, environment, lands, surveying, physical planning);
 - c. agriculture (including animal industry and fisheries);
 - d. wildlife and tourism;
 - e. community mobilisation and sensitisation;
 - f. education;
 - g. health;
 - h. engineering and works;
 - i. information;
 - j. planning; and
 - k. other fields as may be determined by the Catchment Management Committee from time to time.
3. The composition of the Catchment Technical Committee shall bear in mind the gender balance, aiming at having a minimum of one-third of the members who are women.

2.4 The Catchment Management Secretariat (CMS)

1. The members of the Catchment Management Secretariat (CMS) shall consist of professionals who have the technical and managerial capacity to perform the administrative functions of the secretariat including but not limited to initiating and maintaining partnerships. The number of professionals shall be determined by the Catchment Management Committee.
2. In the interim, the Catchment Management Secretariat function will be performed by the Water Management Zoness or another designated member of the Catchment Management Organisation until it becomes possible to set-up the Secretariat as described in this manual.

2.5 Sub Catchment Management Committees (SCMC)

1. During the development of a Sub Catchment Management Plan or any other occasion which deems the existence of such a committee necessary a Sub Catchment Management Committee (SCMC) will be created at a meeting of stakeholders in the sub catchment.
2. The Sub Catchment Management Committee shall consist of:
 - a. representatives of Local Council 3 (LC 3) Chairpersons and representatives of Senior Assistant Secretaries of the Sub-counties in the sub catchment, such that:
 - i. each Sub-county in the sub catchment is represented on the Sub Catchment Management Committee by either an LC 3 Chairperson or a Sub-county Chief;
 - ii. where the number of Sub-counties in the sub catchment is an even number, the number of LC 3 Chairpersons on the Sub Catchment Management Committee shall be equal to that of the Senior Assistant Secretaries on the Sub Catchment Management Committee;

- iii. where the number of Sub-counties in the sub catchment is not an even number, the share of positions between the LC 3 Chairpersons and Senior Assistant Secretaries shall be determined by the Sub Catchment Stakeholder Forum (SCSF);
 - b. representatives of women councillors;
 - c. representatives of youth councillors;
 - d. representatives of the Sub-county technical staff like Sub-county production officers, and Sub-County Community Development Officers;
 - e. representatives of Community Based Organisations (CBOs) with an office in the Sub-catchment'
 - f. representatives of the private sector (including companies, media, water and sanitation operators, etc) operating and preferably with an office in the Sub Catchment;
 - g. representatives of Sub-county Water Boards;
 - h. representatives of religious institutions based in the Sub Catchment;
 - i. representatives of elders and opinion leaders; and
 - j. other categories as may be determined on a case-by-case basis by the Sub Catchment Stakeholder Forum.
3. The number of representatives shall be elected by each group of stakeholders during the Sub Catchment Stakeholder Forum meeting on a case by case basis, ensuring that for a particular category the representatives are not from the same organisation or institution.
4. The Sub Catchment Management Committee may have other members and generally the Sub Catchment Stakeholder Forum shall use their discretion to determine the composition of the Sub Catchment Management Committee on a case-by-case basis.
5. The Sub Catchment Management Committee shall comprise between 20 and 40 members.
6. The composition of the Sub Catchment Management Committee shall bear in mind the gender balance, aiming at having a minimum of one-third of the members who are women.
7. Immediate former Sub Catchment Management Committee Chairpersons and Secretaries, a representative of security agencies such as Uganda Police, Internal Security Organization etc based in the sub catchment, as well as Chairpersons of Micro Catchment Management Committees are ex-officio members of the Sub Catchment Management Committee.

2.6 Micro Catchment Management Committees (MCMC)

1. During the development of a Micro Catchment Management Plan or any other occasion which deems the existence of such a committee necessary a Micro Catchment Management Committee will be created at a meeting of stakeholders in the micro catchment.
2. Depending on the size/level of the micro catchment the Micro Catchment Management Committee shall consist of:
 - a. representatives of Local Council 2 (LC 2) Chairpersons and/or Local Council 1 (LC 1) Chairpersons as well as representatives of Parish Chiefs of the Parishes in the micro catchment, such that:
 - i. each parish and villages as applicable in the micro catchment is represented on the Micro Catchment Management Committee by either an LC 2 Chairperson or LC 1 Chairperson or a Parish Chief;
 - ii. where the number of parishes/villages in the micro catchment is an even number, the number of LC 2 Chairpersons/LC 1 Chairpersons on the Micro Catchment Management Committee shall be equal to that of the Parish chiefs on the Micro Catchment Management Committee;

- iii. where the number of parishes/villages in the micro catchment is not an even number, the share of positions between the LC 2 Chairpersons/LC 1 Chairpersons and the Parish Chiefs shall be determined by the Micro Catchment Stakeholder Forum (MCSF);
 - b. representatives of the Parish Environmental Committee;
 - c. Representatives of Water Source Protection Committees and or Water User Committees in the micro catchment;
 - d. representative of women;
 - e. representative of youth;
 - f. representatives of religious institutions based in the micro catchment;
 - g. representatives of elders and opinion leaders; and
 - h. other categories as may be determined on a case-by-case basis by the Micro Catchment Stakeholder Forum (MCSF).
- 3. The number of representatives shall be elected by each group of stakeholders during the Micro Catchment Stakeholder Forum, such that for a particular category the representatives are not from the same organisation or institution.
- 4. The Micro Catchment Management Committee may have other members and generally the Micro Catchment Stakeholder Forum shall use their discretion to determine its composition on a case-by-case basis.
- 5. The Micro Catchment Management Committee shall comprise between 20 and 40 members.
- 6. The composition of the Micro Catchment Management Committee shall bear in mind the gender balance, aiming at having a minimum of one-third of the members who are women.
- 7. Immediate former Micro Catchment Management Committee Chairpersons and Secretaries are ex-officio members of the Micro Catchment Management Committee.

3. ROLES AND RESPONSIBILITIES OF THE CATCHMENT MANAGEMENT ORGANISATION STRUCTURES

3.1 Catchment Stakeholder Forum (CSF)

1. The functions of the Catchment Stakeholder Forum (CSF) are to:
 - a. be the constituting body that elects the Catchment Management Committee and Catchment Technical Committee;
 - b. serve as a stakeholder consultation mechanism within the Catchment Management Organisation framework, representing interests of the stakeholders in the catchment;
 - c. define key water resources related issues in the catchment that require consideration to effectively develop, manage and protect the water resources;
 - d. review and endorse annual work plans and budgets of the Catchment Management Organisation presented by the Catchment Management Committee Chairperson or designated person appointed by the Catchment Management Committee Chairperson;
 - e. advise on formulation and revision of policies including by-laws and ordinances; and
 - f. review the progress of implementation of the Catchment Management Plan (CMP).

3.2 Catchment Management Committee (CMC)

1. The Catchment Management Committee (CMC) is the Executive arm for the Catchment Management Organisation (CMO).
2. The functions of the Catchment Management Committee are to:
 - a. spearhead the development, implementation and review of a Catchment Management Plan on behalf of stakeholders in the catchment;
 - b. represent all stakeholders in decision making at each step of the catchment planning and implementation process;
 - c. endorse the catchment management plan before it is presented to the minister for final approval;
 - d. present the catchment management plan to catchment stakeholders including the respective local governments for their awareness, concurrence and adoption;
 - e. mobilize funds for the implementation of catchment management interventions as well as support to the operations of the Catchment Management Organisation;
 - f. ensure that funds acquired by or allocated to the Catchment Management Organisation are managed in accordance with the procedures and standards provided by DWRM or another mandated agency or the funding agency;
 - g. provide strategic guidance and coordination support to catchment stakeholders on the implementation of the catchment management plan;
 - h. report to the Catchment Stakeholder Forum on the progress of implementation of the Catchment Management Plan, developments in the catchment and general operation of the Catchment Management Organisation;
 - i. inform and support the Water Management Zone on issues related to the regulation of the use and management of water and related resources in the catchment;
 - j. resolve conflicts between and among Catchment Management Organisation members on matters related to the functioning of the Catchment Management Organisation;
 - k. coordinate the implementation and monitoring of relevant Acts, by-laws, guidelines, regulations, plans and standards;
 - l. inform the Water Management Zone Advisory Committee on any issues related to the functioning of Water Management Zones;
 - m. oversee the management of financial resources for catchment related activities in the catchment;

- n. appoint, in consultation with the Water Management Zone, staff to manage activities of the Catchment Management Organisation where necessary;
- o. support sourcing of professional services as and when the need arises; and
- p. perform other functions which the Catchment Stakeholder Forum determines are relevant to the implementation of coordinated management of water and other related resources in the catchment;

3.3 Catchment Technical Committee (CTC)

1. The Catchment Technical Committee (CTC) is the technical arm of the Catchment Management Organisation.
2. The functions of the Catchment Technical Committee (CTC) are to:
 - a. provide technical expertise and knowledge to the sector programmes and projects in the catchment during the process of developing, implementing and reviewing the catchment management plan;
 - b. take responsibility for operationalizing and implementing programmes, projects and interventions of the Catchment Management Plan including assigning implementation to appropriate district departments;
 - c. oversee and foster inter-district cooperation during the implementation phase of the Catchment Management Plan;
 - d. organize and coordinate the technical review of projects and programmes planned by catchment stakeholders including development partners;
 - e. develop, discuss, and agree practical solutions to problems in the catchment, then make recommendations to the Catchment Management Committee for final decision-making;
 - f. provide technical advice to the Catchment Management Committee and other stakeholders on any other matters pertaining to the proper use, protection and management of water and related resources in the catchment; and
 - g. perform any other functions as shall be determined by the Catchment Management Committee.

3.4 Catchment Management Secretariat (CMS)

1. The Catchment Management Secretariat (CMS) has the following functions:
 - a. be the administrative arm of the Catchment Management Committee and Catchment Technical Committee (CTC);
 - b. provide support to the Catchment Management Committee and Catchment Technical Committee (CTC) in coordination of planning and implementation of activities in the catchment as well as follow up of the implementation of recommended actions by the stakeholders;
 - c. be the main point of contact between the Catchment Management Committee and Catchment Technical Committee (CTC) and the stakeholders (including development partners) in the catchment;
 - d. mobilize funds for the implementation of catchment management strategies and interventions of the plan as well as support the operations of the Catchment Management Organisation;
 - e. document activities in the catchment for purposes of information sharing, lessons learnt, best practices, new technologies and innovations and cross learning with other catchment areas;
 - f. be an information centre for the catchment;
 - g. coordinate and support the Sub Catchment Management Committees and Micro Catchment Management Committees; and

- h. execute any other functions as shall be determined by the Water Management Zone or DWRM or Catchment Stakeholder Forum or Catchment Management Committee from time to time.

3.5 Sub Catchment Management Committee (SCMC)

1. The functions of the Sub Catchment Management Committee are to:
 - a. lead the development, implementation and review of a Sub Catchment Management Plan (SCMP) on behalf of stakeholders in the sub catchment;
 - b. approve the Sub Catchment Management Plan and present it for endorsement to the Catchment Management Committee;
 - c. present the Sub Catchment Management Plan to the sub catchment stakeholders for their awareness and concurrence;
 - d. represent all stakeholders in decision making at each step of the implementation process;
 - e. mobilize funds for the implementation of sub catchment management interventions;
 - f. provide strategic guidance and coordination support to sub catchment stakeholders on the implementation of the Sub Catchment Management Plan;
 - g. perform any tasks, requests and activities given by the Catchment Management Committee and assure feedback;
 - h. report to the Catchment Management Committee on the progress of the implementation of the Sub Catchment Management Plan where existent and the Catchment Management Plan, developments in the sub catchment and general operation of the Sub Catchment Management Committee;
 - i. inform and support the Catchment Management Committee and Water Management Zone on issues related to the regulation of the use and management of water and related resources in the sub catchment;
 - j. resolve conflicts in the sub catchment during implementation of priority investments;
 - k. coordinate the implementation and monitoring of relevant Acts, by-laws, guidelines, regulations, plans and standards within the sub catchment;
 - l. inform the Catchment Management Committee on any issues related to the functioning of the Sub Catchment Management Committee;
 - m. oversee the management of financial resources for sub catchment related activities in the sub catchment;
 - n. appoint, in consultation with the Catchment Management Committee, staff and other paid employees to run the activities of the Sub Catchment Management Committee where necessary;
 - o. support the Catchment Management Committee in sourcing of professional services as and when the need arises; and
 - p. perform other functions which the Sub Catchment Stakeholder Forum determines are relevant to the implementation of coordinated management of water and other related resources in the sub catchment.

3.7 Micro Catchment Management Committee (MCMC)

1. The functions of the Micro Catchment Management Committee include to:
 - a. lead the development, implementation and review of a Micro Catchment Management Plan (MCMP) if existent on behalf of stakeholders in the micro catchment;
 - b. approve the Micro Catchment Management Plan and present it for endorsement to the Sub Catchment Management Committee;
 - c. represent all stakeholders in decision making at each step of the implementation process;
 - d. present the Micro Catchment Management Plan to the micro catchment stakeholders for their awareness and concurrence;
 - e. mobilize funds for the implementation of micro catchment management interventions;

- f. provide strategic guidance and coordination support to micro catchment stakeholders on the implementation of the Micro Catchment Management Plan;
- g. perform any tasks, requests and activities given by the Sub Catchment Management Committee and assure feedback;
- h. report to the Sub Catchment Management Committee on the: progress of implementation of the Micro Catchment Management Plan and the Sub Catchment Management Plan where existent; developments in the Micro Catchment; and general operation of the Micro Catchment Management Committee;
- i. inform and support the Sub Catchment Management Committee on issues related to the regulation of the use and management of water and related resources in the micro catchment;
- j. resolve conflicts in the micro catchment during implementation of activities;
- k. coordinate the implementation and monitoring of relevant Acts, by-laws, guidelines, regulations, plans and standards within the micro catchment;
- l. inform the Sub Catchment Management Committee on any issues related to their functioning;
- m. oversee the management of financial resources for micro catchment related activities in the micro catchment;
- n. appoint, in consultation with the Sub Catchment Management Committee, staff and other paid employees to run activities of the Micro Catchment Management Committee where necessary;
- q. support the Sub Catchment Management Committee in sourcing of professional services as and when the need arises; and
- o. perform other functions which the Micro Catchment Stakeholder Forum determines are relevant to the implementation of coordinated management of water and other related resources in the micro catchment.

4. LEADERSHIP AND ELECTION PROCEDURE OF THE CATCHMENT MANAGEMENT ORGANISATION STRUCTURES

4.1 Catchment Management Committee (CMC)

4.1.1 Leadership of the Catchment Management Committee (CMC)

1. The Catchment Management Committee shall have the following positions of leadership:
 - a. Chairperson, who is a sitting LC 5 Chairperson of a district in the catchment;
 - b. Vice Chairperson; who is a sitting LC 5 Chairperson of a district in the catchment;
 - c. Secretary; who is a technical officer from one of the districts in the catchment;
 - d. Assistant Secretary; who is a technical officer from one of the districts in the catchment; and
 - e. other positions as may be determined from time to time.
2. The tasks of the Catchment Management Committee Chairperson are to:
 - a. convene and chair meetings of the Catchment Management Committee and Catchment Stakeholder Forum;
 - b. head the Catchment Management Committee and represent the Catchment Management Organisation externally;
 - c. supervise and coordinate activities organised by the Catchment Management Organisation;
 - d. ensure that the Catchment Management Organisation prepares and submits to the Water Management Zone and Water Management Zone Advisory Committee annual reports on operations of the Catchment Management Organisation organs; (*see annex 4 for the composition, structure and functions of the Water Management Zone Advisory Committee*);
 - e. ensure that the Catchment Management Organisation prepares and presents to stakeholders an annual progress report on the operations of the Catchment Management Organisation;
 - f. represent the Catchment Management Organisation on the Water Management Zone Advisory Committee;
 - g. facilitate or coordinate election of Sub Catchment Management Committees in the catchment; and
 - h. perform any other tasks as shall be determined by the Directorate of Water Resources Management or Water Management Zone or Catchment Stakeholder Forum.
3. The Vice Chairperson performs the duties of Chairperson in his or her absence.
4. The tasks of the Catchment Management Committee Secretary are to:
 - a. chair the Catchment Technical Committee meetings;
 - b. be a custodian to all records of the Catchment Management Organisation;
 - c. circulate notices relating to the Catchment Management Organisation, especially those calling for meetings of the Catchment Management Committee, Catchment Technical Committee and Catchment Stakeholder Forum;
 - d. set up and maintain a database of details of Catchment Management Organisation members that includes, but is not limited to the designation and role in the Catchment Management Organisation, telephone contact, physical address, e-mail address as well as the organisation or institution the member represents. These details shall be updated regularly as and when it becomes necessary;
 - e. represent the Catchment Management Organisation on the Water Management Zone Advisory Committee; and

- f. perform any other duty as assigned by the Catchment Management Committee Chairperson.
5. The Assistant Secretary performs the duties of the Secretary in his or her absence.

4.1.2 Procedure for the election of the Catchment Management Committee members

1. The Catchment Stakeholder Forum shall elect the Catchment Management Committee members.
2. LC 5 Chairpersons present at the Catchment Stakeholder Forum at which the Catchment Management Committee members are elected shall select from amongst themselves the Catchment Management Committee Chairperson and the Vice chairperson and as many representatives on the Catchment Management Committee as provided for in this manual.
3. CAOs of the districts not represented by LC 5 Chairpersons shall automatically become member of the Catchment Management Committee.
4. District technical officers shall select from among themselves a number of representatives one of whom shall serve as both the Catchment Management Committee Secretary and Catchment Technical Committee Chairperson. The number of representatives shall be determined by the Catchment Stakeholder Forum or Directorate of Water Resources Management on a case-by-case basis.
5. Other stakeholder groups (Government agencies; CSOs, private sector including companies and media; community resource user groups; academic and research institutions; cultural institutions; religious institutions; Chairpersons of District Women Councils; etc.) shall elect representatives in their respective groups.

4.1.3 Acceptance of a position on the Catchment Management Committee

1. The person elected, as Catchment Management Committee Chairperson, shall give an acceptance speech and sign a declaration of intention to accept the position. Annex 1 provides a sample declaration of acceptance form, which can be adapted, on a case-by-case basis, if need arises.
2. After establishment of the Catchment Management Committee the Minister or Permanent Secretary (PS) or an officer authorised by the Minister or PS shall, within thirty (30) days after the Catchment Management Committee election, write a letter to the elected member in which the roles and responsibilities of the position are clearly explained.
3. The elected member shall within, thirty (30) days after receiving the letter from the Minister or PS or an officer authorised by the Minister or PS, formally accept or decline the position in a signed letter in which the elected member:
 - a. indicates to have understood the roles and responsibilities; and
 - b. indicates if he or she accepts or declines the position.
 - c. In case the elected member has declined the position, the elected member, except for the member elected as Catchment Management Committee Chairperson, shall suggest a suitable replacement from his or her organisation or institution. For the position of Catchment Management Committee Chairperson, the position shall be filled by the catchment stakeholders at the next Catchment Stakeholder Forum following the procedure described in this manual.

4. In case the Minister or PS or an officer authorised by the Minister or PS has not received a formal response from the elected member within the prescribed period it shall be assumed that the elected member declined the position in which case the position shall be filled by the catchment stakeholders at the next Catchment Stakeholder Forum following the procedure described in this manual.

4.1.4 Tenure of office for the Catchment Management Committee

1. The tenure of office for the Catchment Management Committee members is 5 years.
2. Members of the Catchment Management Committee can be re-elected for a maximum of two consecutive terms provided they continue to meet the requirements for the position.
3. If the Chairperson or Secretary leaves the catchment before his/her end of term, the position will be filled by the Catchment Stakeholder Forum.
4. If another member of the Catchment Management Committee (i.e. not the Chairperson or Secretary) leaves the catchment before his/her end of term, he/she will be replaced by his/her successor at the organisation or institution that he/she represented.

4.2 Catchment Technical Committee (CTC)

4.2.1 Leadership of the Catchment Technical Committee

1. The Catchment Technical Committee shall have the following positions of leadership.
 - a. Chairperson (who is the Secretary of the Catchment Management Committee);
 - b. Vice chairperson;
 - c. Secretary; and
 - d. Vice Secretary.
2. The officers mentioned in 4.2.1 (1) above should NOT be from the same sector, e.g. water, natural resources management, agriculture, wildlife and tourism, community mobilisation and sensitisation, engineering and works, and planning, etc.
3. If the Catchment Management Committee needs advice on technical matters not represented on the Catchment Management Committee that necessitates the input from experts of the Catchment Technical Committee, the Catchment Management Committee shall call on the respective Catchment Technical Committee members as resource persons during the Catchment Management Committee meeting. Such resource persons attending a Catchment Management Committee meeting shall not have voting rights at that meeting and neither shall they count on the quorum required for the meeting.
4. The tasks of the Catchment Technical Committee Chairperson are to:
 - a. be the Secretary of the Catchment Management Committee;
 - b. convene and chair Catchment Technical Committee meetings;
 - c. ensure that tasks assigned to the members especially regarding the process of developing, implementing and reviewing the catchment management plan are executed; and
 - d. perform any other duties as shall be determined by the Catchment Stakeholder Forum and/or the Catchment Management Committee.
5. The tasks of the Catchment Technical Committee Secretary are to:
 - a. record minutes and/or resolutions of Catchment Technical Committee meetings;

- b. maintain an up-to-date list of members of the Catchment Technical Committee with all details; and
- c. perform any other duties as shall be determined by the Catchment Technical Committee Chairperson and/or the Catchment Management Committee.

4.2.2 Procedure for the election of the Catchment Technical Committee members

1. The Catchment Management Committee Secretary shall be the Catchment Technical Committee Chairperson.
2. At a Catchment Stakeholder Forum meeting or another Forum where technical officers in the catchment are present, the technical officers shall elect from amongst themselves a Vice Chairperson, Secretary and other members whose number shall be determined by the Catchment Stakeholder Forum or Catchment Management Committee on a case-by-case basis.

4.2.3 Acceptance of the position in the Catchment Technical Committee

1. The person elected as Catchment Technical Committee Chairperson shall give an acceptance speech at the meeting in which he or she is elected and sign a declaration of intention to accept the position. Annex 1 provides a sample declaration of intention to accept the position form, which can be adapted, on a case-by-case basis, if need arises.
2. The Catchment Technical Committee Secretary shall, at the meeting in which he or she is elected, sign a declaration of intention to accept the position.
3. The Catchment Management Committee through its Chairperson shall within thirty (30) days after the Catchment Technical Committee election write a letter to the elected person in which the roles and responsibilities of the position are clearly explained.
4. The elected member shall within thirty (30) days after receiving the letter from the Catchment Management Committee formally accept or decline the position in a signed letter in which the elected member:
 - a. indicates to have understood the roles and responsibilities; and
 - b. indicates if he or she accepts or declines the position.
 - c. In case the elected member has declined the position, the elected members shall suggest a suitable replacement from his or her organisation or institution.
5. In case the Catchment Management Committee has not received a formal response from the elected member within the prescribed period it shall be assumed that the elected member declined the position in which case the position will be filled by either:
 - a. the catchment stakeholders at the next meeting of the Catchment Stakeholder Forum following the procedure described in this manual; or
 - b. the Catchment Management Committee appointing a replacement, in acting capacity, as soon as possible, which will be confirmed at the next Catchment Stakeholder Forum.

4.2.4 Tenure of office for the Catchment Technical Committee

1. The tenure of office for the Catchment Technical Committee is 5 years.
2. If a member of the Catchment Technical Committee leaves the catchment before his/her end of term he/she will be replaced by his/her successor in the organisation/institution that he/she represented.

4.3 Catchment Management Secretariat (CMS)

4.3.1 Leadership of the Catchment Management Secretariat

1. The Catchment Management Secretariat shall have the following positions and primary tasks:
 - a. Executive Secretary:
 - i. oversees the advocacy activities for the Catchment Management Organisation, as well as initiating and following up on partnerships with stakeholders including development partners;
 - ii. prepares proposals for funding Catchment Management Organisation operations and implementation of the CMP; and
 - iii. performs management and administrative functions (such as preparing work plans, budgets, reports etc.) and other tasks as per the Terms of Reference for his/her appointment.
 - b. Administration officer:
 - i. supports the Executive Secretary with the welfare of the office or its day to day running;
 - ii. performs secretarial duties and ensures that documents and records are well kept; and
 - iii. performs other duties as per the Terms of Reference for his/her appointment.
 - c. Other positions and tasks may be created by the Catchment Management Committee.

4.3.2 Procedure for operationalization of the Catchment Management Secretariat

1. Until the Catchment Management Secretariat is operationalized, the Water Management Zone or another designated Catchment Management Organisation member organisation shall perform the tasks of the Catchment Management Secretariat.
2. The procedure for operationalization of the Catchment Management Secretariat shall be elaborated by the Ministry of Water and Environment at a later stage.

4.4 Sub Catchment Management Committees (SCMC)

4.4.1 Leadership of the Sub Catchment Management Committee

1. The Sub Catchment Management Committee shall have the following positions of leadership:
 - a. Chairperson;
 - b. Vice Chairperson;
 - c. Secretary; and
 - d. other positions may be determined by the Sub Catchment Stakeholder Forum if deemed necessary.
2. The tasks of the Sub Catchment Management Committee Chairperson are to:
 - a. convene and chair meetings of the Sub Catchment Management Committee and Sub Catchment Stakeholder Forum;
 - b. supervise and coordinate activities organised by the Catchment Management Committee in the sub catchment;
 - c. ensure that annual reports on the activities in the sub catchment are prepared and submitted to the Catchment Management Committee;
 - d. ensure that the Sub Catchment Management Committee prepares and presents to the Sub Catchment Stakeholder Forum and Catchment Management Committee an annual progress report on the operations of the Sub Catchment Management Committee; and

- e. perform other tasks as shall be determined by the Sub Catchment Stakeholder Forum or the Directorate of Water Resources Management or the Water Management Zone.
3. The Vice Chairperson performs the duties of Chairperson in his or her absence.
4. The tasks of the Sub Catchment Management Committee Secretary are to:
 - a. be a custodian to all records of the Sub Catchment Management Committee.
 - b. circulate notices relating to the Sub Catchment Management Committee, especially those calling for meetings.
 - c. set up and maintain a database of details of Sub Catchment Management Committee members that includes, but is not be limited to the designation and role in the Sub Catchment Management Committee, telephone contact, physical address, e-mail address as well as the organisation or institution the member represents. These details shall be updated regularly as and when it becomes necessary.
 - d. perform any other duty as assigned by the Sub Catchment Management Committee Chairperson.

4.4.2 Procedure for the election of the Sub Catchment Management Committee members

1. The Sub Catchment Stakeholder Forum shall elect the Sub Catchment Management Committee members.
2. LC 3 Chairpersons present at the Sub Catchment Stakeholder Forum at which the Sub Catchment Management Committee members are elected shall select from amongst themselves the Sub Catchment Management Committee Chairperson and the Vice chairperson and as many representatives on the Sub Catchment Management Committee as provided in this manual.
3. Sub-county Chiefs of the Sub-counties not represented by LC 3 Chairpersons shall automatically become member of the Sub Catchment Management Committee.
4. Other stakeholder groups (e.g. CBOs, religious institutions etc.) shall elect representatives in their respective groups at the Sub Catchment Stakeholder Forum.
5. All technical staff participating in the Sub Catchment Stakeholder Forum meeting during the selection of Sub Catchment Management Committee members shall convene and select from themselves members according to their expertise.

4.4.3 Acceptance of a position on the Sub Catchment Management Committee

1. The person elected as Sub Catchment Management Committee Chairperson shall give an acceptance speech and sign a declaration of intention to accept the position.
2. After the establishment of the Sub Catchment Management Committee, the Catchment Management Committee Chairperson or Catchment Management Secretariat shall within thirty (30) days after the Sub Catchment Management Committee election write a letter to the other elected persons in which the roles and responsibilities of the position are clearly explained.
3. The elected member shall within thirty (30) days after receiving the letter from the Catchment Management Committee Chairperson or Catchment Management Secretariat formally accept or decline the position in a signed letter in which the elected member:
 - a. indicates to have understood the roles and responsibilities; and

- b. indicates if he or she accepts or declines the position.
 - c. In case the elected member has declined the position, the elected members shall suggest a suitable replacement from his or her organisation or institution.
4. In case the Catchment Management Committee Chairperson or Catchment Management Secretariat has not received a formal response from the elected member within the prescribed period it shall be assumed that the elected member declined the position in which case the position shall be filled by the Sub Catchment stakeholders at the next Sub Catchment Stakeholder Forum following the same procedure.

4.4.4 Tenure of office for the Sub Catchment Management Committee

1. The tenure of office for the Sub Catchment Management Committee members is 5 years.
2. Members of the Sub Catchment Management Committee can be re-elected for a maximum of two consecutive terms, provided they continue to meet the requirements for the position.
3. If the Chairperson or Secretary leaves the sub catchment before his/her end of term, the position will be filled by the Sub Catchment Stakeholder Forum.
4. If another member of the Sub Catchment Management Committee (i.e. not the Chairperson or Secretary) leaves the sub catchment before his/her end of term he/she will be replaced by his/her successor at the organisation or institution he/she represented.

4.5 Micro Catchment management committees (MCMC)

4.5.1 Leadership of the Micro Catchment Management Committee

1. The Micro Catchment Management Committee shall have the following positions of leadership:
 - a. Chairperson;
 - b. Secretary and
 - c. other positions shall be determined by the Micro Catchment Stakeholder Forum if deemed necessary.
2. The tasks of the Micro Catchment Management Committee Chairperson are to:
 - a. convene and chair meetings of the Micro Catchment Management Committee and Micro Catchment Stakeholder Forum;
 - b. supervise and coordinate activities organised by the Sub Catchment Management Committee in the micro catchment;
 - c. ensure that annual reports on the activities in the micro catchment are prepared and submitted to the Sub Catchment Management Committee;
 - d. ensure that the Micro Catchment Management Committee prepares and presents to the Micro Catchment Stakeholder Forum an annual progress report on the operations of the Micro Catchment Management Committee; and
 - e. perform other tasks as shall be determined by the Micro Catchment Stakeholder Forum or the Directorate of Water Resources Management or the Water Management Zone.
3. The tasks of the Micro Catchment Management Committee Secretary are to:
 - a. be a custodian to all records of the Micro Catchment Management Committee.
 - f. circulate notices relating to the Micro Catchment Management Committee, especially those calling for meetings.
 - b. set up and maintain a database of details of Micro Catchment Management Committee members that includes, but is not be limited to the designation and role in the Micro

Catchment Management Committee, telephone contact, physical address, e-mail address as well as the organisation or institution the member represents. These details shall be updated regularly as and when it becomes necessary.

- c. perform other duty as assigned by the Micro Catchment Management Committee Chairperson.

4.5.2 Procedure for the election of the Micro Catchment Management Committee members

1. The Micro Catchment Stakeholder Forum shall elect the Micro Catchment Management Committee.
2. At the Micro Catchment Stakeholder Forum, LC 2 Chairpersons or LC 1 Chairpersons shall select amongst themselves the Micro Catchment Management Committee Chairperson and as many representatives as provided in this manual.
3. Other stakeholder groups (e.g. Parish Environmental Committees, religious institutions, etc.) shall elect representatives in their respective groups of organisation.

4.5.3 Acceptance of a position on the Micro Catchment Management Committee

1. The person elected as Micro Catchment Management Committee Chairperson shall give an acceptance speech and sign a declaration of intention to accept the position.
2. After the establishment of the Micro Catchment Management Committee, the Sub Catchment Management Committee Chairperson or Catchment Management Secretariat shall within thirty (30) days after the Micro Catchment Management Committee election write a letter to the elected persons in which the roles and responsibilities of the position are clearly explained.
3. The elected member shall within thirty (30) days after receiving the letter from the Sub Catchment Management Committee Chairperson or Catchment Management Secretariat formally accept or decline the position in a signed letter in which the elected member:
 - a. indicates to have understood the roles and responsibilities and
 - b. indicates if he or she accepts or declines the position.
 - c. In case the elected member has declined the position, the elected members shall suggest a suitable replacement from his or her organisation or institution.
4. In case the Sub Catchment Management Committee Chairperson or Catchment Management Secretariat has not received a formal response from the elected member within the prescribed period, it shall be assumed that the elected member declined the position in which case the position shall be filled by the micro catchment stakeholders at the next Micro Catchment Stakeholder Forum.

4.5.4 Tenure of office for the Micro Catchment Management Committee

1. The tenure of office for the Sub Catchment Management Committee members is 5 years.
2. Members of the Micro Catchment Management Committee can be re-elected for a maximum of two consecutive terms, provided they continue to meet the requirements for the position.
3. If the Chairperson or Secretary leaves the micro catchment before his/her end of term, the position will be filled by the Micro Catchment Stakeholder Forum.

4. If another member of the Micro Catchment Management Committee (i.e. not the Chairperson or Secretary) leaves the micro catchment before his/her end of term he/she will be replaced by his/her successor in the organisation or institution that he/she represented.

4.6 Resignation, vacancies and removal of a member of the CMC, CTC, SCMC, MCMC

1. In case a vacancy within one of the Catchment Management Organisation bodies arises before the official tenure is over, due to resignation, demise, transfer or removal of a member:
 - a) the positions of Chairperson or Secretary shall be filled by the relevant Stakeholder Fora.
 - b) for other positions, the out-going member's successor in the institution or office becomes member of the committee pending approval by the relevant Stakeholder Fora.
2. Removal of a Catchment Management Committee or Sub Catchment Management Committee or Micro Catchment Management Committee member can take place in the following situations:
 - a. absentia of the member for 3 consecutive Committee meetings without explanation.
 - b. failure to implement activities assigned without justification.
 - c. when the member is convicted of criminal activities.
 - d. when a member ceases to be of sound mind.
 - e. when a member ceases to be a resident of or, in case of institutions or organisations, ceases to have an office and/or operation in the catchment or sub catchment or micro catchment, as applicable, and
 - f. any other reason as shall be agreed upon for the Catchment Management Committee or Sub Catchment Management Committee or Micro Catchment Management Committee by the respective Stakeholder Forum.

4.7 Vacancies arising from the creation of new administrative units

1. In this manual the term "new administrative units" refers to districts or sub-counties created or carved out of existing ones during the tenure of a sitting Catchment Management Committee or Catchment Technical Committee or Sub Catchment Management Committee as applicable.
2. A new district shall be represented on the Catchment Management Committee by either its LC 5 Chairperson or Chief Administrative Officer and up to two technical officers as determined by the Catchment Management Committee or the Directorate of Water Resources Management.
3. A new sub-county shall be represented on the Sub Catchment Management Committee by either its LC 3 Chairperson or Senior Assistant Secretary and one technical officer as determined by the Sub Catchment Management Committee or Catchment Management Committee or the Directorate of Water Resources Management.
4. Where the creation of a new district or sub-county results into a vacancy on the sitting Catchment Management Committee or Catchment Technical Committee or Sub Catchment Management Committee leadership, the vacant position shall be filled at the next formal stakeholders' meeting. The procedure provided in this manual for the selection of leaders for that position shall be followed.

5. INTERNAL OPERATIONS OF THE CATCHMENT MANAGEMENT ORGANISATION

5.1 Meetings

5.1.1 Meetings of the Catchment Stakeholder Forum (CSF)

A. Frequency, focus and organization of Catchment Stakeholder Forum meetings

1. Catchment Stakeholder Forum meetings shall take place once a year. Extra Ordinary meetings will be held as the Water Management Zone and Catchment Management Committee (if elected) shall see fit.
2. The first Catchment Stakeholder Forum meeting shall be convened and chaired a representative of the Ministry of Water and Environment. One of the participants will be appointed to make a written record of the proceedings of the meeting.
3. The Catchment Management Committee Chairperson shall convene and chair subsequent CSF meetings. The Catchment Management Committee Secretary shall make a written record of the proceedings of the meeting.
4. The agenda for the Catchment Stakeholder Forum meetings shall be determined by the convenor and communicated to the stakeholders not less than fourteen days before the day of the meeting.
5. Within fourteen days after the Catchment Stakeholder Forum meeting the convenor of the meeting shall ensure that the minutes or record of the proceedings of the meeting are shared with all district local governments in the catchment and other stakeholders where possible.
6. Catchment Stakeholder Forum meetings are focused on receiving input on current issues in the catchment, reviewing the Catchment Management Plan and its progress of implementation, determining the steps for the next year and any other business as determined by the convenor.

5.1.2 Meetings of the Catchment Management Committee (CMC)

A. Frequency, focus and organization of Catchment Management Committee meetings

1. Catchment Management Committee meetings shall be held at least four times a year, including one meeting in conjunction with a broader stakeholder consultation that includes the CSF and the Water Management Zone.
2. Extra-ordinary meetings can be convened in case urgent matters arise.
3. Catchment Management Committee meetings shall be convened by the Catchment Management Committee Chairperson.
4. The Catchment Management Committee meetings focus on monitoring developments in the catchment and the progress of the implementation of the Catchment Management Plan.
5. The Catchment Management Committee Chairperson, through the Catchment Management Secretariat, shall give written notice of the meeting at least fourteen days in advance to each

invitee for the meeting. The notice for extra-ordinary meetings may be given in less than fourteen days in advance.

6. The invitation letter shall detail the agenda, venue, time of commencement, duration of the meeting and any required (prior) preparations for the meeting.
7. Where feasible (in terms of budget, availability of venues and other facilities) Catchment Management Committee meetings shall be held in different districts in the catchment on revolving basis.
8. A Catchment Management Committee meeting will include a field visit, if possible and relevant to the objectives of the meeting.
9. Prior to the Catchment Management Committee meeting the Catchment Management Committee Chairperson, Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Catchment Management Committee to:
 - a. inform stakeholders about the meeting; and
 - b. collect stakeholders' views about issues in the catchment and other topics which need to be discussed at the meeting.
10. After the Catchment Management Committee meeting the Catchment Management Committee Chairperson, Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Catchment Management Committee to provide to stakeholders' feedback about the proceedings of the meeting.

B. Attendance of Catchment Management Committee meetings

1. All members of the Catchment Management Committee are required to attend the meetings in person.
2. The required quorum for a Catchment Management Committee meeting is three-quarters of the members.
3. Under special conditions and with approval of the Catchment Management Committee chairperson, a member may be allowed to send a representative to the Catchment Management Committee meeting. The representative shall neither have voting rights nor be counted for the quorum required for that meeting.

C. Agenda for a Catchment Management Committee Meeting

1. The Catchment Management Committee Chairperson and Secretary shall set the agenda for each meeting.
2. The Catchment Management Committee Secretary shall send the agenda to all Catchment Management Committee members at least two weeks before the meeting, with the exception of extra-ordinary meetings whose period of notice may be shorter. Annex 2 presents a sample agenda for a typical Catchment Management Committee meeting.
3. Catchment Management Committee members may provide input to the agenda until seven days before the meeting.

D. Minutes of a Catchment Management Committee meeting

1. The Catchment Management Committee Secretary shall make and keep a written record (minutes) of the proceedings of all Catchment Management Committee meetings.
2. The minutes shall be shared with all Catchment Management Committee members and the Water Management Zone no later than fourteen days after the meeting. The minutes shall be shared through e-mail, post, or such other media and means as shall be determined most suitable and feasible by the Catchment Management Committee.
3. At the next Catchment Management Committee meeting the minutes shall be discussed, validated and signed by the Catchment Management Committee Chairperson, Catchment Management Committee Secretary and two other Catchment Management Committee members who were present at the meeting for which the minutes are presented.
4. Resolutions in the minutes so validated and signed shall become binding on the members and other stakeholders in the catchment.
5. Within seven days after the Catchment Management Committee meeting at which the Minutes have been validated and signed the Catchment Management Committee Chairperson shall ensure that the minutes are shared with all district local governments in the catchment and, where possible, to other stakeholders.

5.1.3 Meetings of the Catchment Technical Committee (CTC)

A. Frequency, focus and organization of Catchment Technical Committee meetings

1. The focus of the Catchment Technical Committee meetings shall depend on the matter(s) for which the Catchment Management Committee or Water Management Zone needs technical advice and guidance, and, generally, the Catchment Technical Committee shall meet as often as the need arises.
2. Extra-ordinary meetings can be convened in case urgent matters arise.
3. Generally, the meetings shall be held in advance of the Catchment Management Committee meeting at which the advice is needed.
4. The Chairperson of the Catchment Technical Committee shall give written notice of the meeting at least fourteen days in advance to each invitee for the meeting, with the exception of extra-ordinary meetings whose notice period may be shorter.
5. The invitation letter shall detail the main topics of discussion, venue, time of commencement, duration for the meeting and any required (prior) preparations for the meeting.

B. Attendance of Catchment Technical Committee meetings

1. Members of the Catchment Technical Committee shall attend the meetings in person.
2. Where feasible, it shall be ensured that all Catchment Technical Committee members whose expertise (as defined by their position or responsibilities in the organisations or institutions they represent) has direct relevance to the matter(s) for which the Catchment Technical Committee meeting is organised are invited to the meeting.

3. Absence of a member shall be communicated formally to the Catchment Technical Committee Chairperson.

C. Agenda for a Catchment Technical Committee Meeting

1. The agenda for the Catchment Technical Committee meeting shall be determined by the Catchment Technical Committee Chairperson and Catchment Technical Committee Secretary depending on the issues for which the Catchment Management Committee has requested technical guidance and in consultation with the Water Management Zone.

D. Minutes of Catchment Technical Committee meetings

1. The CTC Secretary shall make a written record of the proceedings of the meetings.
2. In addition to the minutes, the secretary of the Catchment Technical Committee shall prepare an “advice or position paper” to the Catchment Management Committee.
3. The minutes and “advice or position paper” shall be shared with all Catchment Technical Committee members for their input. The minutes and “advice or position paper” shall be shared through email, post, or such other media and means as shall be determined most suitable and feasible by the Catchment Technical Committee.
4. The minutes or a record of the proceedings of meetings shall be shared with the CMS for filing.

5.1.4 Meetings of the Sub Catchment Management Committee (SCMC)

A. Frequency, focus and organization of Sub Catchment Management Committee meetings

1. Sub Catchment Management Committee meetings shall be held at least four times a year, including one meeting in conjunction with a broader stakeholder consultation that includes the Sub Catchment Stakeholder Forum, the Catchment Management Committee Chairperson (in case the Catchment Management Committee exists) and a representative of Ministry of Water and Environment.
2. Extra-ordinary meetings can be convened in case urgent matters arise.
3. The Sub Catchment Management Committee meetings focus on monitoring developments in the sub catchment and the progress of the implementation of the Sub Catchment Management Plan.
4. Sub Catchment Management Committee meetings shall be convened by the Sub Catchment Management Committee Chairperson.
5. The Sub Catchment Management Committee Chairperson, through the Sub Catchment Management Committee Secretary shall give written notice of the meeting fourteen days in advance to each invitee for the meeting. The notice for extra-ordinary meetings may be given less than fourteen days in advance.
6. The invitation letter shall detail the agenda, venue, time of commencement, duration of the meeting and any required (prior) preparations for the meeting.
7. Where feasible (in terms of budget, availability of venues and other facilities) Sub Catchment Management Committee meetings shall be held in different sub-counties in the sub catchment on revolving basis.

8. A Sub Catchment Management Committee meeting will include a field visit, if possible and relevant to the objectives of the meeting.
9. Prior to the Sub Catchment Management Committee meeting the Sub Catchment Management Committee Chairperson, Sub Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Sub Catchment Management Committee to:
 - a. inform stakeholders about the meeting; and
 - b. collect stakeholders' views about issues in the sub catchment and other topics which need to be discussed at the meeting.
10. After the Sub Catchment Management Committee meeting the Sub Catchment Management Committee Chairperson, Sub Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Sub Catchment Management Committee to provide to stakeholders' feedback about the proceedings of the meeting.

B. Attendance of Sub Catchment Management Committee meetings

1. All members of the Sub Catchment Management Committee are required to attend the meetings in person.
2. The required quorum for a Sub Catchment Management Committee meeting is three-quarters of the members.
3. Under special conditions and with approval of the Sub Catchment Management Committee chairperson, a member may be allowed to send a representative to the Sub Catchment Management Committee meeting. The representative shall neither have voting rights nor be counted for the quorum required for that meeting.

C. Agenda for a Sub Catchment Management Committee Meeting

1. The Sub Catchment Management Committee Chairperson and Secretary shall set the agenda for each meeting.
2. The Sub Catchment Management Committee Secretary shall send the agenda to all Sub Catchment Management Committee members at least two weeks before the meeting, with the exception of extra ordinary meetings whose agenda may be sent in a shorter period prior to the meeting.
3. Sub Catchment Management Committee members may provide input to the agenda until seven days before the meeting.

D. Minutes of a Sub Catchment Management Committee meeting

1. The Sub Catchment Management Committee Secretary shall make and keep a written record (minutes) of the proceedings of all Sub Catchment Management Committee meetings.
2. The minutes shall be shared with all Sub Catchment Management Committee members, the Catchment Management Committee and the Water Management Zone no later than fourteen days after the meeting. The minutes shall be shared through e-mail, post, or such other media and means as shall be determined most suitable and feasible by the Sub Catchment Management Committee.

3. At the next Sub Catchment Management Committee meeting the minutes shall be discussed, validated and signed by the Sub Catchment Management Committee Chairperson, Sub Catchment Management Committee Secretary and two other Sub Catchment Management Committee members who were present at the meeting for which the minutes are presented.
4. Resolutions in the minutes so validated and signed shall become binding on the members and other stakeholders in the catchment.
5. Within seven days after the Sub Catchment Management Committee meeting at which the Minutes have been validated and signed the Sub Catchment Management Committee Chairperson shall ensure that the minutes are shared with all sub-counties in the sub catchment and, where possible, to other stakeholders.

5.1.5 Meetings of the Micro Catchment Management Committee (MCMC)

A. Frequency, focus and organization of Micro Catchment Management Committee meetings

1. Micro Catchment Management Committee meetings shall be held at least four times a year, including one meeting in conjunction with a broader stakeholder consultation that includes the Micro Catchment Stakeholder Forum, the Sub Catchment Management Committee chairperson (in case a Sub Catchment Management Committee exists) and a representative of the Ministry of Water Environment.
2. Extra-ordinary meetings can be convened in case urgent matters arise.
3. The Micro Catchment Management Committee meetings focus on monitoring developments in the catchment and the progress of the implementation of the Micro Catchment Management Plan.
4. Micro Catchment Management Committee meetings shall be convened by the Micro Catchment Management Committee Chairperson.
5. The Micro Catchment Management Committee Chairperson, through the Micro Catchment Management Committee Secretary shall give written notice of the meeting fourteen days in advance to each invitee for the meeting. The notice for extra-ordinary meetings may be given less than fourteen days in advance.
6. The invitation letter shall detail the agenda, venue, time of commencement, duration of the meeting and any required (prior) preparations for the meeting.
7. Where feasible (in terms of budget, availability of venues and other facilities) Micro Catchment Management Committee meetings shall be held in different parishes or villages in the micro catchment on revolving basis.
8. Prior to the Micro Catchment Management Committee meeting the Micro Catchment Management Committee Chairperson, Micro Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Micro Catchment Management Committee to:
 - a. inform stakeholders about the meeting; and
 - b. collect stakeholders' views about issues in the micro catchment and other topics which need to be discussed at the meeting.

9. After the Micro Catchment Management Committee meeting the Micro Catchment Management Committee Chairperson, Micro Catchment Management Committee Secretary, and Catchment Management Secretariat shall use suitable and feasible media as determined by the Micro Catchment Management Committee to provide to stakeholders' feedback about the proceedings of the meeting.

B. Attendance of Micro Catchment Management Committee meetings

1. All members of the Micro Catchment Management Committee are required to attend the meetings in person.
2. The required quorum for a Micro Catchment Management Committee meeting is three-quarters of the members.
3. Under special conditions and with approval of the Micro Catchment Management Committee chairperson, a member may be allowed to send a representative to the Micro Catchment Management Committee meeting. The representative shall neither have voting rights nor be counted for the quorum required for that meeting.

C. Agenda for a Micro Catchment Management Committee Meeting

1. The Micro Catchment Management Committee Chairperson and Secretary shall set the agenda for each meeting.
2. The Micro Catchment Management Committee Secretary shall send the agenda to all Micro Catchment Management Committee members at least two weeks before the meeting, with the exception of extra-ordinary meetings for which the notice period may be shorter.
3. Micro Catchment Management Committee members may provide input to the agenda until seven days before the meeting.

D. Minutes of a Micro Catchment Management Committee meeting

1. The Micro Catchment Management Committee Secretary shall make and keep a written record (minutes) of the proceedings of all Micro Catchment Management Committee meetings.
2. The minutes shall be shared with all Micro Catchment Management Committee members, the Sub Catchment Management Committee, Catchment Management Secretariat and the Water Management Zone no later than fourteen days after the meeting. The minutes shall be shared through e-mail, post, or such other media and means as shall be determined most suitable and feasible by the Micro Catchment Management Committee.
3. At the next Micro Catchment Management Committee meeting the minutes shall be discussed, validated and signed by the Micro Catchment Management Committee Chairperson, Micro Catchment Management Committee Secretary and two other Micro Catchment Management Committee members who were present at the meeting for which the minutes are presented.
4. Resolutions in the minutes so validated and signed shall become binding on the members and other stakeholders in the catchment.
5. Within seven days after the Micro Catchment Management Committee meeting at which the Minutes have been validated and signed the Micro Catchment Management Committee Chairperson shall ensure that the minutes are shared with all parishes in the micro catchment and, where possible, to other stakeholders.

5.2 Communication by the Catchment Management Organisation

1. The Chairperson and/or Secretary of the respective Catchment Management Organisation bodies shall sign and date all communications of those bodies.

5.3 Conflict resolution

1. In case a conflict (related to the functioning of the Catchment Management Organisation) arises between or among members of the Catchment Management Organisation, the Catchment Management Committee will appoint a neutral member to mediate the conflict.
2. The appointed mediator will report back to the Catchment Management Committee and bring issues to the attention of the Water Management Zone if needed.
3. In case the Catchment Management Committee is part of the conflict the Water Management Zone is informed and appoints a mediator to resolve the conflict.

5.4 Facilitation of the CMC, CTC, SCMC and MCMC

1. The Catchment Management Committee, Catchment Technical Committee, Sub Catchment Management Committee and Micro Catchment Management Committee shall NOT be paid a monthly or periodic fee, but shall be facilitated to execute their duties as and when need arises, subject to availability of funds.

6. RELATIONSHIP BETWEEN THE CMO AND OTHER STAKEHOLDERS

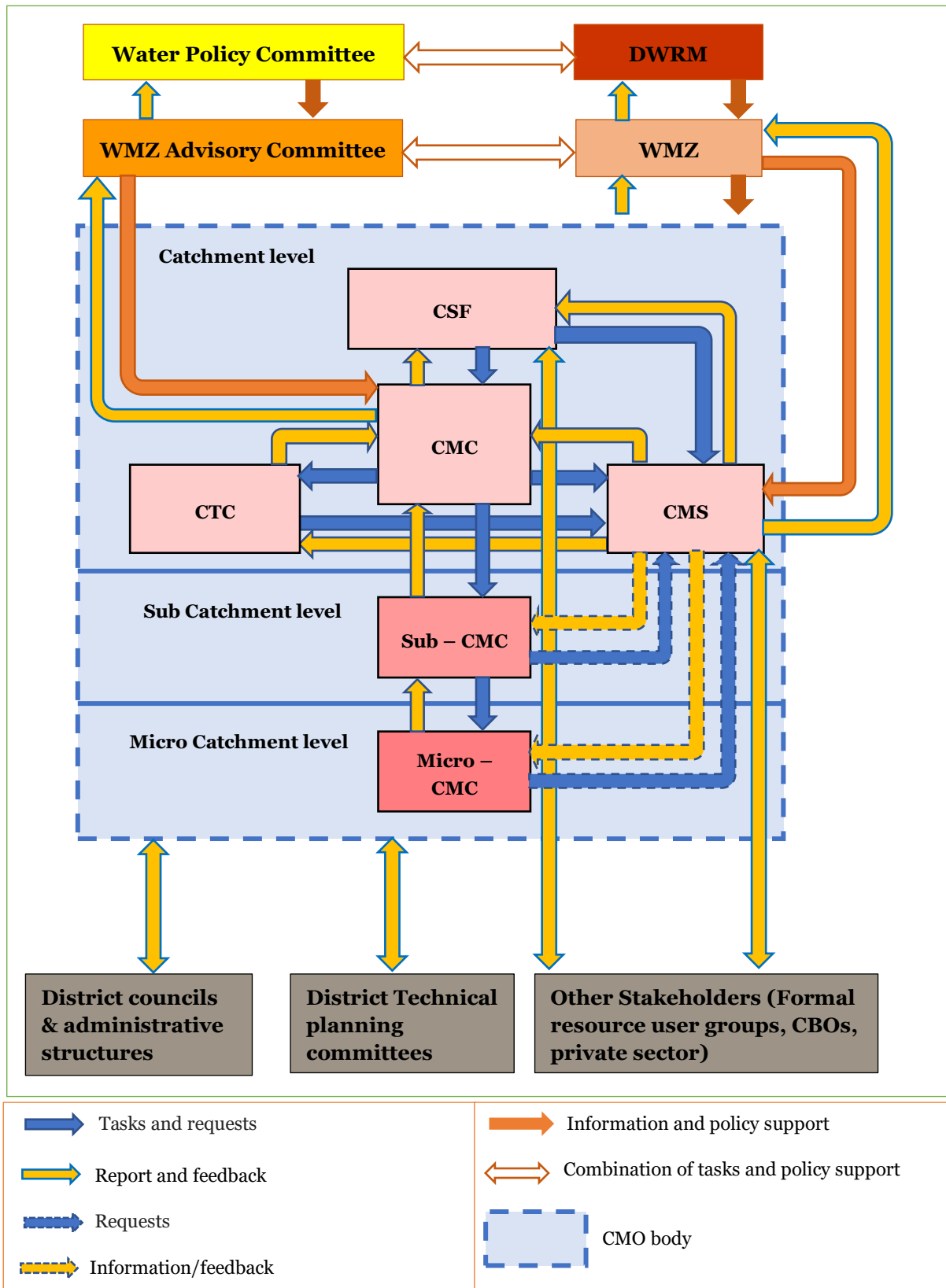


Figure 4: Relationship between the CMO (dashed box) and other stakeholders

The Catchment Management Organisation relates with several stakeholders, at different levels, as shown in Figure 4. The Catchment Management Organisation interfaces with: institutions at central Government level (through the Water Management Zone and Water Management Zone Advisory Committee), District Local Government level, and with other stakeholders including formal resource user groups, CBOs, NGOs and the private sector.

6.1 Relationship between the Catchment Management Organisation and Water Management Zone

1. The Water Management Zone oversees the formation and operationalisation of the Catchment Management Organisation and provides it with policy and, where possible, financial and secretarial support (the latter only applies until the Catchment Management Secretariat is operational).
2. The Catchment Management Organisation implements, on behalf of the Water Management Zone, activities related to catchment management.
3. The Catchment Management Organisation reports to the Water Management Zone on the status of the developments and investments in the catchments and general progress on the implementation of the Catchment Management Plan on a quarterly basis and/or when need arises.
4. The Catchment Management Committee Secretary or Catchment Management Secretariat shares the minutes of meetings of all Catchment Management Organisation bodies with the Water Management Zone and other stakeholders, to keep them informed of the activities in the catchment.
5. The Water Management Zone prepares and constantly updates a database with information about all catchments (studies, assessments, maps and other existing documents) and Catchment Management Organisations in the Water Management Zone and makes this database accessible through the website of the Ministry of Water and Environment. Each Catchment Management Organisation (through its Catchment Management Secretariat) will keep copies of the information in forms accessible to stakeholders.
6. The Chairpersons of the Catchment Management Committee represent the Catchment Management Organisation on the Water Management Zone Advisory Committee (WAC). They inform the WAC about the state of affairs in the catchment especially in relation to the implementation of the Catchment Management Plan and issues that need policy attention.
7. The Catchment Management Committee provides feedback to the Water Management Zone on issues related to the regulation of water use and management of the water resources in the catchment on a regular basis.
8. The minutes of the Catchment Management Committee meetings shall be shared with the Water Management Zone. In addition, the Catchment Management Committee shall, if it thinks fit, prepare official recommendations through its Chairperson and Secretary that shall be shared with the Water Management Zone. The recommendations shall be related to the status of the implementation of the Catchment Management Committee and/or issues that were signalled out in the catchment.

6.2 Relationship between the Catchment Management Organisation and District Local Governments

1. Chairpersons of District Local Governments and CAOs and representatives of urban councils on the Catchment Management Organisation are the main link between the Catchment Management Organisation and the district and urban council governance and administrative structures including district or urban councils. They are, together with the Catchment Technical Committee members from the respective districts, responsible for ensuring the integration of Catchment Management Plans, Sub Catchment Management Plans and Micro Catchment Management Plans in Local Government plans at district, sub-county, parish and village level within the catchment.
2. District technical staff on the Catchment Technical Committee is the main link between the Catchment Management Organisation and the district technical planning committees.
3. The Catchment Management Committee encourages and where possible supports the District Local Governments to assess and approve (using the Catchment Management Plan as a basis) interventions of various stakeholders who want to operate in the catchment.

6.3 Relationship between the Catchment Management Organisation and other stakeholders

1. The Catchment Management Secretariat acts as a focal point within the catchment for information collection and sharing on all matters related to the catchment in general and the Catchment Management Plan in specific.
2. The Catchment Management Secretariat is the link between the Catchment Management Organisation and stakeholders from within and outside the catchment.
3. The Catchment Management Organisation provides guidance to implementing partners in aligning project interventions with the Catchment Management Plan. It promotes joint planning, monitoring and evaluation meetings between all implementing partners at the catchment level.
4. The implementing partners for the Catchment Management Plan (such as civil society organisations, development partners, UN organisations and companies among others) present their plans and progress reports, during the Catchment Management Committee quarterly meetings.

6.4 Monitoring and evaluation of the implementation of the Catchment Management Plan

1. The Catchment Management Committee will report on the progress of the Catchment Management Plan implementation to the Water Management Zone through an annual progress report. An example of contents of the annual report is provided in Annex 3. The progress report will be also presented at the annual Catchment Stakeholder Forum meeting.
2. The Catchment Management Committee should be aware of all projects and activities in the catchment. The Catchment Management Committee should make sure to get access to all relevant catchment data by liaising with the Water Management Zone and implementing partners.

3. Catchment monitoring and evaluation data will be presented and discussed within meetings of the Catchment Management Organisation organs by the Catchment Management Secretariat supported by the Water Management Zone.
4. Lessons learnt and results from the monitoring and evaluation process and experiences from the Catchment Management Plan implementation shall be discussed in the CMC quarterly meetings to assess the progress of Catchment Management Plan implementation and to identify challenges and opportunities.

REFERENCES

DWRM (2005) Water Resources Management Sector Reform Study report, Directorate of Water Resources Management, Entebbe.

DWRM (2010) Framework for Catchment-based Water Resources Management, Directorate of Water Resources Management, Entebbe.

DWRM (2014) Uganda Catchment Management Planning Guidelines, Directorate of Water Resources Management, Entebbe.

ANNEXES

ANNEX 1: SAMPLE DECLARATION OF INTENTION TO ACCEPT POSITION

DECLARATION OF INTENTION TO ACCEPT OFFICE

I [1] having been elected to the office of
 [2] of
[3] declare that:

- a) I have understood the roles and responsibilities of the position,
- b) I take that office upon myself, and
- c) will duly and faithfully fulfil the duties of it according to the best of my judgment and ability.

I undertake to observe the rules and procedures expected of members of
 [3]

Signed Date

This declaration was made and signed before me [4]

Name	Signature	Designation	Date
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Name	Signature	Designation	Date
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Notes

[1] Name of person making the declaration

[2] Position for which the declaration is being made

[3] Name of CMC or CTC or SCMC or MCMC

[4] For the CMC or CTC, a representative of DWRM would be the most suited witness. For the SCMC, the CMC Chairperson is the most suited witness, while for the MCMC the SCMC Chairperson or CMC Chairperson are the most suited witnesses. In the absence of the most suited witnesses, the declaration should be witnessed by 2 respected members (as determined by the SF) present at the SF.

ANNEX 2: SAMPLE AGENDA FOR A TYPICAL CATCHMENT MANAGEMENT COMMITTEE MEETING

The following agenda presents a sample guide for a CMC meeting:

1. Opening prayer and National Anthem
2. Incoming mail and updates from WMZ, CTC, sub- and Micro Catchments and/or other catchment stakeholders
3. Additions to the agenda
4. Approval of the minutes of the last meeting
5. Action points agreed upon at the previous meeting
6. CMP progress update (e.g. delays, revisions, M&E updates).
 - a) Status of CMP implementation: Technical update and advice from CTC representative and WMZ
 - b) Proposed or planned activities under CMP: presentations from implementing partners and development partners
7. Recent development within the catchment (e.g. hydrology, socio-economic, natural resource management issues and new plans or partners in the area)
8. Determine action points to be performed before the next meeting
9. Closing

ANNEX 3: CONTENTS FOR THE CATCHMENT MANAGEMENT COMMITTEE ANNUAL REPORT TO THE WATER MANAGEMENT ZONE

The box below presents some suggestions for the topics of the annual report of the CMC:

1. The status of CMP implementation
2. New developments and urgent matters in the catchment, and
3. A self-evaluation of the CMO by the CMO based on the following generic targets:
 - a) Number of meetings of the different committees and sub-committees with resolutions for action / action points made.
 - b) Minutes of the meetings.
 - c) Number of outreach activities including lobby and advocacy initiated and implemented by the CMO.
 - d) Extent to which local leaders and community members participate in catchment activities.
 - e) Financial resources leveraged or mobilised by the CMO.
 - f) Changes in the composition of the CMO.

ANNEX 4: ROLE AND COMPOSITION OF THE WATER MANAGEMENT ZONE ADVISORY COMMITTEE

1. The Water Management Zone Advisory Committee (WAC) shall bring together regional and national partners.
2. The functions are to
 - a. Ensure that the catchment planning process internalizes the plans, projects and priorities of the various line departments and their regional units;
 - b. Provide guidance to the Water Management Zone on sector policy, strategies and priorities and
 - c. Receive information about the state of affairs in the Water Management Zone especially in relation to the implementation of the CMPs and issues that need policy attention.
3. The Committee shall be composed of
 - a. DWRM;
 - b. Team leader of the Water Management Zone; who shall be the secretary;
 - c. CMC Chairpersons; and
 - d. representatives of: MWE deconcentrated structures, line ministries, donors and international organisations operating in the Water Management Zone.
4. The Committee shall elect from amongst themselves a chairperson and a vice chairperson of the Committee.
5. The Water Management Zone Advisory Committee shall meet once a year.

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