MINISTRY OF WATER AND ENVIRONMENT

DIRECTORATE OF WATER RESOURCES MANAGEMENT

RESOURCE MOBILIZATION STRATEGY FOR CATCHMENT-BASED INTEGRATED WATER RESOURCES MANAGEMENT

(2020-2030)

November 2020

Foreword

This Resource Mobilisation Strategy for Catchment-based Integrated Water Resources Management (CbIWRM) underlines the Water and Environment Sector's commitment towards establishing a framework for predictable, innovative, and coordinated financing towards CbIWRM in Uganda. The Strategy represents an important inflexion point in Uganda's journey towards sustainable and integrated financial and non-financial support towards water resources management. A framework for CbIWRM was developed in 2010 to operationalise CbIWRM in Uganda. The subsequent establishment of the four regional Water Management Zones was a milestone in the implementation of CbIWRM in Uganda. Since that time, several lessons regarding the sustainable implementation of CbIWRM have been learned. The de-concentration of water resources management services to the water management zones; the development of catchment management plans and the establishment of catchment management organisations; development of catchment management guidelines; the promotion of transboundary initiatives for sustainable water resources management; the engagement of stakeholders, including the private sector and capacity building at national, regional and catchment levels, are some of the immediate achievements of implementing of the 2010 Strategy for CbIWRM.

These achievements show that with the necessary mechanisms and partnership arrangements in place, CbIWRM can be scaled up if the requisite resources can be mobilised by the different state and non-state actors. A 2016 Study undertaken by MWE on Capturing and Documenting Experiences in Implementing Catchment-based Integrated Water Resources Management in Uganda showed that sustainable roll out of CbIWRM requires multi-stakeholder engagement and steady financing. Currently, funding for CbIWRM has been mainly provided by development partners, various NGOs, Government of Uganda with some leveraged support from the private sector. However, current funding levels do not reflect the criticality of water resources in supporting other sectors like hydropower development, agricultural production, industrial development, tourism, mineral development, industrial manufacturing and in the mitigation of climate and climate change effects. In addition, the end of the Joint Partnership Fund and declining regular development partners' support towards water resources management has created demand for a new financing paradigm.

To this end, the Ministry of Water and Environment has revised the Strategy to operationalise Catchment-based Integrated Water Resources Management in Uganda. The Strategy provides a roadmap for implementation of specific interventions geared towards coordinating stakeholders, strengthening vertical and horizontal partnerships, and creating awareness of CbIWRM towards achieving national, regional and global development goals. Preparation of this Resource Mobilization Strategy (RMS) for CbIWRM is a timely addendum to the main CbIWRM Strategy and provides innovative pathways and new paradigms for sustainable resourcing of CbIWRM in Uganda. The RMS also provides a mechanism through which the MWE in collaboration with stakeholders in the Water and Environment Sector can jointly marshal resources; undertake structured advocacy for CbIWRM funding; integrate CbIWRM in national and local government plans; and, harmonise CbIWRM efforts at national, regional, district and catchment levels.

I therefore urge all stakeholders at all levels, the civil society, development partners, sector ministries, departments and agencies; the private sector, academia and research institutions, cultural institutions, the media, religious institutions to utilise this resource mobilisation strategy for leveraging resources towards the development and management of water and related resources for Uganda's socio economic development.

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Alfred Okot Okidi

Permanent Secretary

MINISTRY OF WATER AND ENVIRONMENT

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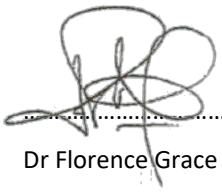

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Abbreviations and Acronyms

ACODE	Advocates Coalition for Development and Environment
AUPWAE	Association of Uganda Professional Women in Agriculture and Environment
BMZ	German Federal Ministry for Economic Cooperation and Development
CbIWRM	Catchment-based Integrated Water Resources Management
CMC	Catchment Management Committee
CMO	Catchment Management Organisation
CMP	Catchment Management Plans
CSO	Community Service Organisations
CSF	Catchment Stakeholder Forum
CTC	Catchment Technical Committee
DEA	Department of Environmental Affairs
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
ENWASS	Enhanced Water Security and Sanitation
EU	European Union
FGDs	Focus Group Discussions
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP	Global Water Partnership
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resources Management
KII	Key Informant Interviews
MAAIF	Ministry of Agriculture Animal Industries and Fisheries
MEMD	Ministry of Energy and Energy Development
MFPED	Ministry of Finance and Economic Development
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoPS	Ministry of Public Service
MTTI	Ministry of Tourism, Trade and Industries
MLHUD	Ministry of Lands Housing and Urban Development
MWE	Ministry of Water and Environment
MTP	Medium Term Plan
NARO	National Agricultural Research Organisation
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NWSC	National Water and Sewerage Corporation
NGOs	Non-Governmental Organisations
OPM	Office of the Prime Minister
POA	Plan of Action
PPPs	Public Private Partnerships
RAIN	Aid Environment
RMS	Resource Mobilization Strategy
SDG	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunities Threats
TSU	Technical Support Units
UO	Umbrella Organizations
UIA	Uganda Investment Authority
UNMA	Uganda National Meteorological Authority
UWA	Uganda WASH Alliance
UWASNET	Uganda Water and Sanitation Network
WRM	Water Resources Management
WSDF	Water and Sanitation Development Facility

Key Words and Definitions

Basket Funding	Aid finance flowing from a development partners' account, kept separate from other funding. The Joint Partnership Fund (JPF) is an example in the water sector of basket funding using on-budget project modalities
Bankable Project	Project that demonstrate a high likelihood of receiving public or private financing on the basis of their objectives, design, enabling environments, risk management, and other factors that indicate that the project is likely to be viable, successful, and sustainable.
Catchment protection	Management actions taken to maintain and improve the biophysical condition of the catchment environment to maintain both water quality and water quantity in the catchment.
Consolidated Fund	Main treasury account where all government and external funds are received. Funds are then allocated according to approved budgets to the ministries and via fiscal decentralisation mechanism to the local governments.
Development Partner	Bilateral, Multilateral and international organisations and agencies providing support to Uganda
De-concentration	Executive tasks and competencies are assigned to other (regional) offices of the central authority or to lower levels within the same administrative structure. Authority and responsibility remains within the central institution. This agency can re-take control over the task and competency at any time. It can also impose rules or regulations at any time or randomly.
Integrated Water Resources Management	a process which promotes the coordinated development and management of water, land and related resources, in order to maximise the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems.
Medium term Expenditure Framework (MTEF)	Three year rolling budget framework used to guide public-sector resource allocation, including Aid. At the beginning of the budget process, sectors are provided with medium term resource ceilings which in aggregate are consisted with the achievement of macroeconomic objectives. Sector Working Groups allocate these ceilings to institutions within the sector over the medium term consistent with the achievement of sector policy objectives. These allocations are articulated in the Budget Framework Paper (BFP) which represents the Government's medium-term budget strategy. The First Year of the MTEF forms the basis of the annual budget allocations, which are voted for by parliament.
Market-based repayable finance	Sub-set of financial flows that need to be repaid, including remuneration for the use of capital at a rate set by the market, e.g. loans, bonds and equity
Program-Based Budgeting	Addresses whether the available funds allocated are spent efficiently and effectively and ensure that all sector programs are aligned to its strategic objectives to facilitate achievement of budget outcomes and strengthen resource prioritisation.
Public funds	Financial flows coming via the government and charitable organisation from taxation and transfers. This may also include public investment in infrastructure, public subsides, for

	operations and maintenance costs or the grant element in concessionary repayable finance
Private funds	Financial flows coming from users of the services, private financiers, such as commercial banks, equity investors or bond holders. This includes tariff revenues, private investments (such as household investments in on-site sanitation facilities) and market-based repayable finance in the forms of loans, bonds and equity
Catchment	A drainage basin or area of land from which surface water drains to a single exit point (usually a point on a river or the estuary where a river enters the sea). Note: some literature use 'watersheds' or 'river basins' to mean the same entity.
Water Source Protection	Management interventions aimed at maintaining and or improving the condition of the catchment to sustain water availability, reduce degradation of surface and groundwater resources, protect supply infrastructure, or avoiding water use related conflicts between and among upstream and downstream users.

EXECUTIVE SUMMARY

The Ministry of Water and Environment is mandated to manage and develop Uganda's water resources in an integrated manner that provides water of adequate quality and quantity for both present and future social and economic needs. As part of water resources management reform, the MWE is implementing the Catchment-based Integrated Water Resources Management (CbIWRM) concept. This reform process begun in 1994 with the development of the Water Action Plan (WAP) which underlined priority actions for sustainable water resources management in Uganda. Subsequently, the Uganda Constitution of 1995 provided specific provisions for water resources management while the Water Policy (1999) and the Water Act Cap 152 underlined the Integrated Water Resources Management (IWRM) approach for sustainable water resources management in Uganda. Since 2008, the MWE adopted a strategy to "de-concentrate IWRM"; meaning that rather than executing all the responsibilities and functions associated with IWRM at the central level within the body of the Department of Water Resources Management (DWRM), these functions would wholly or in part be executed by new units within DWRM that are located in newly defined regions or zones closer to stakeholders and district local governments. Subsequently in 2011, four Water Management Zones (WMZs) were established to implement the traditional water resources management functions at the lower levels and support stakeholder-driven CbIWRM and development throughout the country. Since then, the MWE has developed the CbIWRM Strategy for Uganda with four key Strategic objectives: Enhance the Enabling Environment for CbIWRM Implementation; Strengthen the capacity of stakeholders and relevant institutions and their active participation in CbIWRM implementation; Establish the requisite management systems to ensure smooth implementation and monitoring of catchment-based integrated water resources management in Uganda; and, Enhance resource mobilisation for catchment-based integrated water resources management. Implementing this CbIWRM Strategy however faces apparent resource deficits because of disproportionate government funding for water resources management, declining support from development partners towards CbIWRM and systemic resource leakages arising from poor horizontal and vertical coordination of the different actors.

AT A GLANCE

Target and Cost of Implementing the CbIWRM Strategy:

- The Resource Mobilization Strategy seeks to raise a total of $271,253,470 for CbIWRM and related activities by 2030

Top Six Sources of Revenue for CbIWRM

- Adaptation Fund and Green Climate Fund (22%)
- Government of Uganda appropriations to Water Sector (15%).
- 3% Water Source Protection (17%)
- Civil Society Organizations (14%)
- Development Partners (9%)
- Private Sector (7%)

Other non-financial resources to be generated from proactive efforts at regional and catchment levels.

Securing additional funding for CbIWRM must rely on a combination of:

- Governance and policy reforms that support CbIWRM resource mobilization
- Increased cost recovery (enforcement and compliance)
- Amplified private sector investments
- Better public understanding and awareness of the criticality of CbIWRM
- Capacity building for resource mobilization
- Vertical and Horizontal coordination within and between CbIWRM-implementing sectors

Therefore, this Resource Mobilisation Strategy (RMS) provides a framework of current funding for water resource management and identifies key potential opportunities for sustainable financing of CbIWRM initiatives. It offers a road map for mobilising both financial and non-financial resources for CbIWRM over the 2020-2030 period. The RMS for CbIWRM is intended to be a complimentary, action-oriented framework that guides actors in Uganda's water resource management sub-system on resource mobilization efforts by highlighting the potential opportunities for bringing new actors on board; benchmarking on global best practices in funding of integrated water resource management and identifying new entry-points for traditional and non-traditional partners in the water and environment sector.

The long-term goal of the RMS for CbIWRM is to "Ensure sustainable funding of CbIWRM initiatives in Uganda for socio-economic transformation." The general objective of the Resource Mobilization Strategy for CbIWRM is to ensure that there is a clear, systematic, predictable and well-co-ordinated approach to soliciting, acquiring, utilising, managing, reporting and monitoring of resources for sustainable implementation of the CbIWRM. Specifically, the approach of the RMS is two-fold. It seeks to:

a. Mobilise adequate resources (financial and non-financial) for CbIWRM to carry out all the activities to operationalise the CbIWRM Strategy in Uganda.
b. Establish a framework that guides resource mobilization for CbIWRM over the 2020-2030 period.

The RMS has five strategic objectives. These objectives arose from: elaborate discussions with stakeholders; the need for alignment with the National Development Plan III; the UN Sustainable Development Goals on integrated water resources management; and, the National Vision 2040. The objectives represent a summary of the feedback and aspirations of stakeholders with respect to sustainable funding for integrated water resources management in Uganda. The five strategic objectives are:

a. Establish an Enabling Environment that enhances the mobilization of resources to support the sustainable implementation of CbIWRM;
b. Enhance the coordination of Institutions and stakeholders involved in implementation of CbIWRM;
c. Establish good governance for enhanced accountability for CbIWRM resource mobilisation
d. Increasing budgeting and financing for catchment water-based resources development for socio-economic development; and,
e. Promote inclusive resource mobilisation for CbIWRM

Each of these strategic objectives is supported by a set of strategic actions. Successful implementation of the RMS should result into the following outcomes:

a. An organisation-wide culture of resource mobilization for CbIWRM within MWE and its partner stakeholders
b. Wider awareness of MWE's priority areas and resource requirements
c. Consolidation, expansion and diversification of MWE's funding portfolio with a focus on increasing the share of government allocations to CbIWRM and establishing new local and global partnerships.
d. Better resource planning, usage and reporting of CbIWRM funding to both internal and external stakeholders
e. Increased capacity of CbIWRM stakeholders to mobilize and manage resources
f. Increased partnership between government, the private sector, donors and other stakeholders
g. CbIWRM issues mainstreamed in relevant line ministries and other sectors at national and local government level

The smooth implementation of the RMS is premised on the fact that the various stakeholders are actively engaged to play their role in implementing the CbIWRM Strategy; continued strong engagement by all stakeholders; a mind-set change; governance reform that is flexible in accommodating new donors/partners/collaborators; increased recognition of CbIWRM as a critical pathway to sustainable livelihoods; and, innovation in new processes and systems that result into enhanced financing for CbIWRM initiatives.

Whilst the MWE (and specifically the DWRM) will provide leadership for implementing this Strategy, other ministries, departments, agencies, CSOs, private sector and Development Partners will be required to provide regular input towards implementing and updating the Strategy. As such, the Strategy is a living framework which can be adapted to new and emerging opportunities for funding of CbIWRM initiatives. The resource mobilization strategy for CbIWRM is majorly informed by the following eight funding sources:

- Non-tax revenues (payments by polluters and water users through Water Permit System); Payment for WRM services (sales of data, laboratory services etc.)
- Payment for water source protection (3% of water related investment costs based on Water Source Protection Guidelines)
- Funding from Government of Uganda (Increase in sector MTEF, financing of water)
- Development Partner support
- Climate Financing (Adaptation Fund and Green Climate Fund)
- Financing and support from Civil Society Organisations
- Private Sector support through Payment for Ecological Services and Corporate Social Responsibility
- Leveraging local government Conditional Grants and area specific funds (e.g. NUSAF, NUREP, NAADS, PRDP, LRDP)
- Other Voluntary contributions for catchment management and protection by stakeholders in the catchment

As shown in Table E 1.1, the financial resources to be mobilised for Catchment-based Integrated Water Resources Management for the 2020-2030 period is projected to amount to a conservative estimate of about $271,253,467. This projection does not currently include some of the sectors for which data is lacking or the other non-financial resources which are likely to arise during the implementation of the strategy.

Table E 1.1: Target Resources for Implementing the CbIWRM Strategy

SECTOR	TARGET ($)	PERCENTAGE
Tourism Sector	16,770,012	6%
Works and Transport Sector	11,077,157	4%
Energy Sector	1,725,979	1%
3% Water Source Protection	44,959,992	17%
Non-tax revenue	5,114,096	2%
GOU appropriations to water sector	41,062,894	15%
Civil Society Organisations	37,332,240	14%
Private Sector	17,655,423	7%
Development Partners	24,773,067	9%
Adaptation Fund and GCF	60,920,000	22%
Local Government	9,862,606	4%
TOTAL	**271,253,467**	
Other Non-financial resources	In-kind support from cultural and religious institutions, Media, Rotary Clubs etc.	

The RMS will be typically implemented in three phases. In the **short term (2020-2023),** efforts will be geared towards building a foundation for CbIWRM resource mobilization as a core aspiration within the water and environment sector. During this phase, emphasis will be focused on establishing the basic resource mobilisation mechanisms at central, regional and departmental levels; enhancing visibility and communications; and, fomenting the necessity for sustainable CbIWRM funding. Efforts towards achieving clear wins (low-hanging fruits) will be enhanced through strengthening collection of revenues by compliance and enforcement, upselling the CbIWRM concept to the Ministry of Finance, Planning and Economic Development on the urgent need to plough back resources for catchment management, governance reforms and tapping into available opportunities like the Adaptation Fund and the Green Climate Fund. In the **medium-term phase (2023-2026**), full-scale implementation of the strategy will be undertaken. The efforts will mainly be geared towards achievement of the prescribed targets for resource mobilization and the exploration of new avenues for sustainable funding. This should build on the achievements of the previous phase and address the challenges of the previous period to promote a targeted approach that delivers maximum results in mobilizing the partnerships and strengthening resource-targeting. Over this phase, further efforts should foster confidence-building among stakeholders and other strategic partners to incentivise additional resources with a big push towards attracting non-traditional partners and unconventional sources of financing. By the **long-term phase (2026-2030),** the benefits from CbIWRM should be clear to all stakeholders, steady funding should be assured, government and donor appropriations for CbIWRM should be mainstreamed and institutionalised and achievement of the SDG 6.5.1 should be in full view. The efforts in this phase will be geared towards embedding the different priority actions and aligning them to the medium strategic aspirations of the NDP III (2020/21-2029/30). The implementation of this Strategy is likely to face risks and uncertainties that could create some implementation challenges. These include political interference which may hinder some of the governance aspects of the strategy; inadequate capacity and expertise to drive or lead on some of the more progressive initiatives highlighted in the strategy; and the sustained commitment of all actors across the water and environment sector to seek for more opportunities for resources to support CbIWRM. Several mitigatory efforts have been suggested to curtail the effect of such risks. The applicability and plausibility of the initiatives and approaches for resource mobilization need to be considered on a case by case basis

1 BACKGROUND AND INTRODUCTION

1.1 Background

The Ministry of Water and Environment (MWE) plans and coordinates all the sector activities and has overall responsibility for setting national policies, standards, managing water resources and determining priorities for water development and management. The Ministry also monitors and evaluates sector development programmes to keep track of their performance, efficiency, and effectiveness in service delivery. Over the years, the MWE has been involved in establishing mechanisms aimed at promoting integrated planning; developing and managing water resources so as to create synergy among various sectors; promoting efficiency in utilization of available resources; reducing water and environmental degradation; and, ensuring more efficient utilization of water resources to meet various social and economic demands. Guided by the Water Act Cap 152, the Water Action Plan of 1995 and the 1999 Water Policy, the Ministry has undertaken reforms that embrace the Integrated Water Resource Management (IWRM) approach. The 2005 Water Sector Reform Study and the 2006 Joint Sector Review (JSR) both recommended the implementation of IWRM at the catchment level.

Uganda undertook a Water Resources Management (WRM) reform study from 2003 to 2005 with the overarching view of establishing an effective framework for sustainable water resource management for socio-economic development. As an outcome of this study, the MWE implemented the concept of Catchment-based Integrated Water Resources Management (CbIWRM) as an integrated approach aimed at co-ordinating water resources management across multiple sectors (environment, education, tourism, power, transport, health, finance); ministries, departments and agencies responsible for water resources, irrigation, wetland management, urban water supply and rural water among others. Informed by the Four Dublin Principles (See BOX 1), a framework for CbIWRM was developed in 2010 to guide establishment of catchment management structures and preparation of catchment management plans. As part of the process of reinforcing the CbIWRM concept, a paradigm shift in Water Resources Management (WRM) from centralized to Catchment-based management; a form of de-concentration of services and activities to the lowest appropriate level was established. It was recommended that four water management zones be established based on the hydrological setup of Uganda, and accordingly, the country was divided into four Water Management Zones (WMZs) namely Victoria, Albert, Kyoga and Upper Nile. These WMZs currently undertake delegated water resources management functions that include: water resources monitoring and assessments, water quality testing, water permits assessments, compliance and enforcements, review of environment impact assessment reports and awareness-raising. Policy and legislation, national water strategy development and implementation, national level coordination and trans-boundary water resources management. Technical backstopping of the zonal offices remain core functions of Department of Water Resources Management (DWRM) at the central level.

BOX 1: FOUR DUBLIN PRINCIPLES

Principle No.1: Fresh water is a finite and vulnerable resource, essential to sustain life, development and the environment

Principle No.2: Water development and management should be based on a participatory approach, involving users, planners and policy makers at all levels

Principle No.3: Women play a central part in the provision, management and safeguarding of water

Principle No.4: Water has an economic value in all its completing uses and should be recognised as an economic good.

1.2 CbIWRM Implementation: What has been achieved so far?

Since 2011, several achievements have been derived from implementing Catchment-based Integrated Water Resources Management. These include the following:

a) The presence of regional WMZ offices has increased the demand for WMZ services (e.g. laboratory services, water resources technical guidance offered to local governments, water users and other stakeholders). This has also directly improved the number of permit applications, permit issuance and compliance as stakeholders do not have to travel to Kampala to receive these regular services.

b) Implementation of CbIWRM has also enhanced the participation and contribution of women in restoration activities. Currently, the percentage of women holding key positions in Water Source Committees (WSC) and Catchment Management Committees (CMCs) is at 85% and 53% respectively.

c) CbIWRM efforts have also increased the level of awareness of catchment restoration issues at all levels (national, regional, catchment and community). Specifically, awareness about the future for the rehabilitation of the degraded catchment areas has greatly increased among the target communities and across the country reaching 87% of the target districts. Some communities are now using integrated land management practices like mulching among others.

d) CbIWRM initiatives have also increased the implementation of water source protection measures within communities. This is also as a result of increased awareness and feedback from communities. There is greater awareness about the Water Source Protection guidelines as local stakeholders are regularly updated on these and other emerging reforms in water resources management.

e) CbIWRM has also strengthened the level of collaboration between GOU and the private sector in tackling issues of water resource sustainability. Several Public-Private Partnerships have been established in different catchments. Some companies (e.g. Coca Cola, Nile Breweries Limited, Kinyara Sugar etc.) whose production processes are affected by the status of water and related resources have started committing resources to CbIWRM. The Rwizi CMC worked closely with the industries and other wastewater dischargers like Salim Bin Hem abattoir and GBK diaries in Mbarara municipality to improve the quality of wastewater discharged into the environment.

f) Other companies have invested in novel technologies for treatment of their waste products. DWRM also entered Memoranda of Understanding or framework contracts with several CSOs and local companies regarding the implementation of CbIWRM.

g) CbIWRM has also facilitated capacity building of local communities. The WMZs have held training workshops for the CMCs, SCMCs and MCMCs on various topics including role and responsibilities of the different committees; natural resources related laws and policies; group dynamics and conflict resolution; and technical aspects of water resources management. As a result, some communities have diversified into other new economic activities like bee keeping, poultry, etc. as gainful alternatives to their previous activities that were harmful to sustainable water resources management

h) The early success of CbIWRM efforts has also led to the establishment of new partnerships with cultural leaders, academia, Members of Parliament, celebrities, cultural institutions, faith-based institutions, media etc. This has enhanced visibility of CbIWRM efforts as these non-traditional champions are also galvanising communities for water resource management.

i) CbIWRM has also strengthened and improved the level of collaboration and coordination among the MWE de-concentrated structures (Including TSUs, WSDF, UOs). Co-location of all de-concentrated entities has enhanced information sharing.

j) CbIWRM has also strengthened transboundary collaborative efforts for joint restorative projects between Uganda and other riparian states. This has increased knowledge sharing and human capacity development. For instance, the LEAF II Project has promoted and enforced sustainable fishing procedures and reversed catchment degradation. The project is being implemented jointly with the DRC through the platform of NBI/Nile Equatorial Lakes Subsidiary Action Program; Nyimur Multi-Purpose Water Resources Development and Management Project is being implemented with South Sudan in the River Aswa Basin; Sio-Malaba-Malakisi Basin Management Project in which CMPs have been developed for the shared catchments of Sio-Malaba/Malakisi. In addition, joint preparation of a Catchment Management Plan for the River Kagera along the Uganda-Tanzania border and provision of cattle watering corridors have been agreed on.

k) CbIWRM implementation has also enhanced the level of planning at the catchment level. Catchment Management Plans have been developed in a participatory stakeholder-driven process. In addition, CMO structures, (especially the CSFs, CMCs, SCMCs, and in some catchments MCMCs) have been established. A CTC has so far been established in one catchment: Victoria Nile/Lumbuye. WMZ offices are currently acting as secretariats for the CMOs.

l) Some local governments have also mainstreamed CbIWRM activities into their regular district development plans and budgets. For instance, in Amuria district, the District Water Officer (a member of Lokok CMC) and the district LC5 Chairperson (who is also the Lokere CMC Chairperson) prepared a briefing note which the latter presented to the district council for consideration.

m) Some CSOs in some WMZs are using the CMPs to resource mobilise for CbIWRM–related initiatives, like demarcation of river buffer zones, and developing and implementation of water source protection plans.

n) CbIWRM also rationalised the establishment of a Water Resources Institute (WRI) for applied training, applied research, outreach and dialogue. It is anticipated that the Institute can become a Centre of

Excellence for water resources management capacity building. Already short courses, (on IWRM as a tool for adaptation to climate change; Implementation of SDG 6 indicators; implementation of Water Source Guidelines; Catchment management approach and procedures; Water governance and international water law etc.), seminars and research are being conducted. Other cost-sharing training sessions between MWE and other partners such as WaterAid, Global Water Partnership, World Bank, UNHCR, GIZ, Lake Victoria Basin Commission, Uganda Drillers' Association, and Water for People have been undertaken.

o) In 2018, Uganda held the first Uganda Water and Environment Week (UWEWK). This week has been gazetted as an annual event and provides a platform to promote CbIWRM. In the UWEWK, stakeholders were introduced to concepts around Integrated water resources management; ii) Water and sanitation development, Wastewater and pollution management, among others. Since then, participation increased by 100% with strong participation of the WMZs. This effort is an outcome of CbIWRM efforts for advocacy and communication.

p) At CMO level, exchange visits have been held for the various CMCs; for the committee members to learn from and share experiences with their counterparts in other parts of the country. The resulting partnership provide strategic support by sharing the experiences and lessons learned among participating CMOs, especially benefiting those at an early stage of the process or about to begin implementing their CMPs. Sharing information, experiences and know-how during such exchange visits has improved members' understanding and appreciation of CbIWRM.

1.3 What is resource mobilization for CbIWRM?

Resource mobilization is often considered to be an alternative for fundraising and in most cases is used interchangeably. As shown in **BOX 2**[1], resource mobilization for CbIWRM can no-longer be viewed through the narrow "financing" lens but rather through a broader continuum that considers the different stakeholders, different sectors, different institutions, competing internal systems, new and emerging technologies, global imperatives, trans-boundary and location-specific water resource challenges. Being an "integrated" concept, the CbIWRM also demands for integrated resource requirements which include financial resources (from government, IDAs, donors, CSOs, private sector and community contribution), Social Capital, human (paid or voluntary) and goods and services (vehicles and computer equipment, office space, advertising time, design and print facilities, technical advice, training services and airtime on radios/TV) and related social services.

BOX 2: New Paradigms to Resource Mobilisation

Financial Resources	Human Resources	Goods and Services	Social Resources
Government Budget	Seconded from ministries and other government bodies	Vehicles, computer equipment, office space or even venues	Community organisations
Grants from international development agencies; International non-governmental organisations (NGOs); Bilateral and Multilateral Organisations	Recruited from international agencies	Event sponsorships	Progressive Religious and cultural organisations
Loans from international financial institutions (IFIs)	Associate professional officers, volunteers, interns	Design and print facilities airtime (radio and TV)	Individual actors
Foundations (in-kind contributions)	Local partners	Specialist equipment	
Private Sector and philanthropic foundations; Corporate and academic institutions			

Source: FAO (2015)

1.4 A Rationale for Resource Mobilization Strategy for CbIWRM Implementation

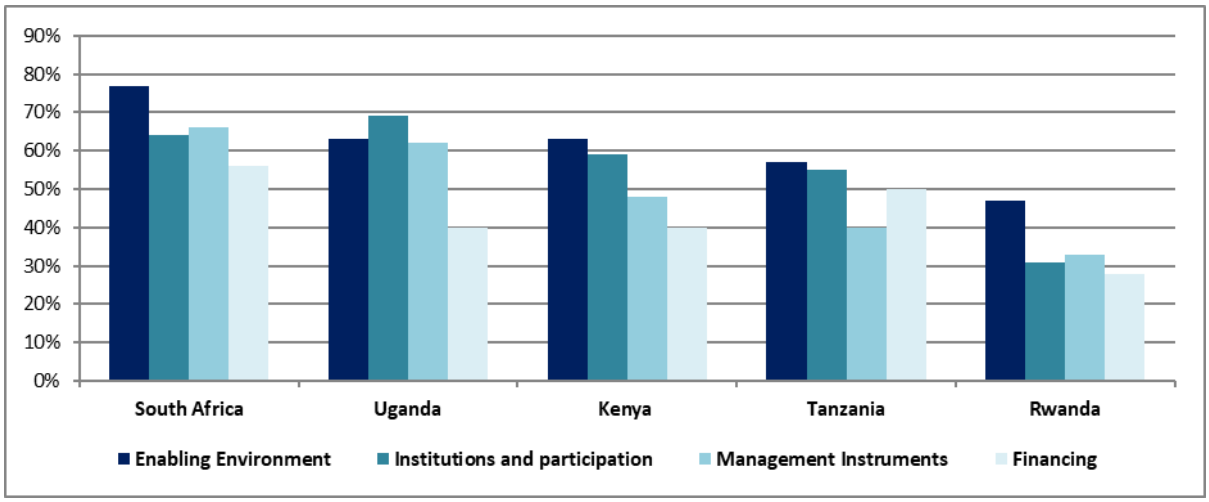
Sustainable implementation of CbIWRM requires a new financing paradigm. In Uganda, certain activities within the water sector have been perceived as an external undertaking. The Water Resources Management and ENR

[1] A Guide to Resource Mobilisation: Promoting Partnership with FAO. Available at http://www.fao.org/3/i2699e/i2699e00.pdf

sub-sectors have perennially received limited GOU funding[2]. As such, resource mobilisation for CbIWRM is occasioned by several factors: Several projects and IWRM initiatives highlighted in the Catchment Management Plans remain unimplemented due to limited funding; the expected draw-down of the Joint Partnership Funding (JPF) by Development Partners should fundamentally reduce direct funding towards CbIWRM; the adhoc and unsteady trend of funding towards water resources management from the central government resulting into duplication of efforts and other forms of resource-leakage; the poor inter-sectoral coordination between major sectors involved in CbIWRM like Agriculture, Energy, Tourism, Industry and Manufacturing, Health, Education, Works and Infrastructure arising from poor harmonisation of funding; the inadequate internal coordination between the different MWE directorates in resource-targeting for CbIWRM; and, the new and emerging challenges, like the COVID-19 which are expected to have a direct effect on sustainable water resource management due to shifting government and donor priorities.

Therefore, increasing the efficiency of existing financial resources and mobilizing additional ones in the form of domestic public finance and domestic and international finance (ODA, loans, grants, etc.) is necessary. Targeted public finance and reforms in CbIWRM financing are essential to improve the performance, increase cost recovery and financial security, and make the CbIWRM concept more attractive to private investment. This can lead to a virtuous circle of improved service levels, attracting further investment until CbIWRM implementation is financially sustainable. There has been growing interest in the concept of CbIWRM by stakeholders. As an early adopter of IWRM, Uganda has specifically made tremendous progress in implementing CbIWRM by deliberately de-concentrating water resource management functions to the four different regions of the country. However, whereas Uganda has made progress in the four main areas identified under the SDG indicator framework 6.5.1 on Integrated Water Resource Management, the component of financing for IWRM remains the weakest link (at 40%) towards achieving the IWRM targets by 2030 (See Figure1).

Figure 1.1: Degree of IWRM Implementation in Uganda and selected countries



Source: UN Water (2020)

In order to ensure the sustainability and financial long-term viability of CbIWRM, an explicit resource mobilization framework is needed. The framework should explore existing and potential financial and non-financial resources, new actors and contributors to IWRM, the types of funding and ultimately the scope of IWRM efforts for which financing is critical in the short, medium to long term.

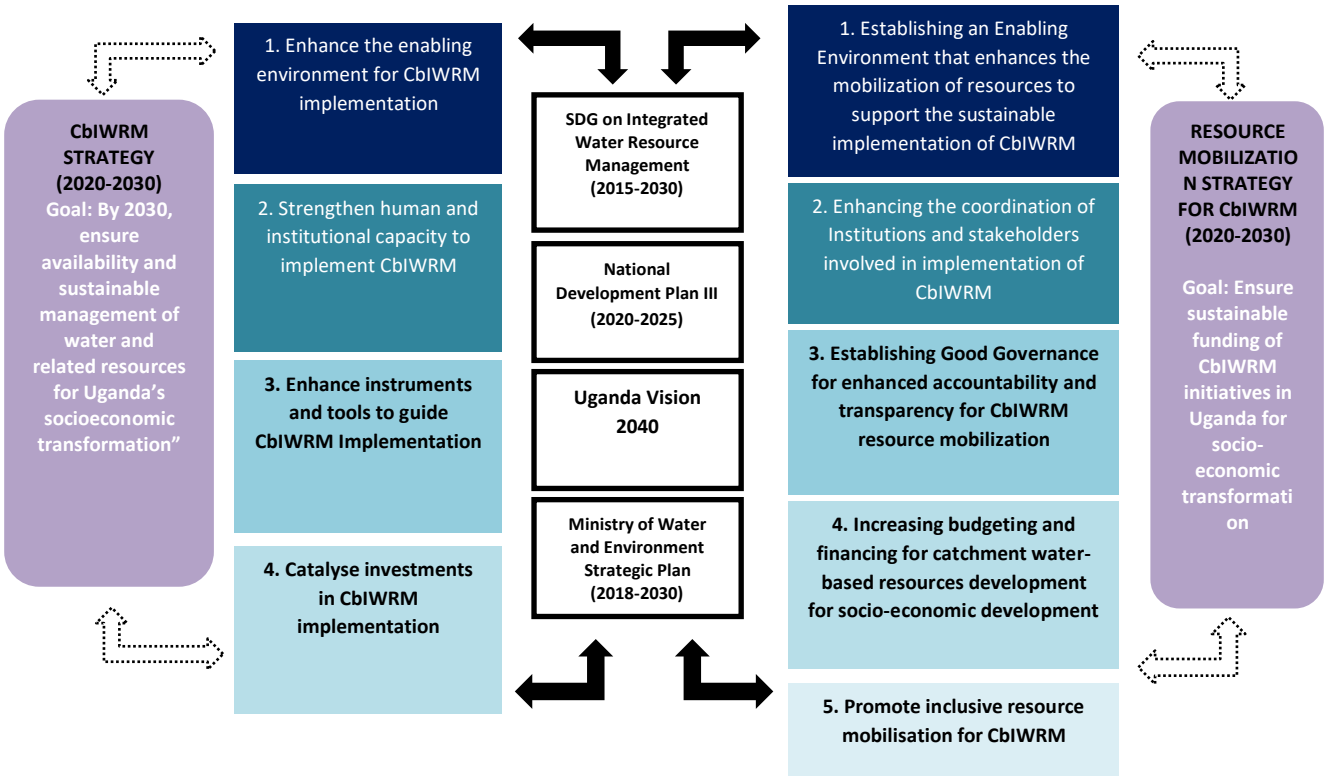
1.5 Linking the CbIWRM Strategy to the Resource Mobilization Strategy

The National Water Policy adopted in 1999 has been revised and updated to take into consideration new priorities, challenges and international developments including SDGs. The revised policy fully recognizes the inter-linkages between SDG 6 and other SDGs and the role water resources play in the socioeconomic development of the country. Therefore, implementing the revised policy should provide a functional mechanism for the effective implementation of the revised Policy to achieve water targets under various goals

[2] MWE (2011), Joint Water and Environment Sector Support Programme (JWESSP, 213-2018). Inception Report for the Ministry of Water and Environment

for sustainable development. This Resource Mobilization Strategy has been informed by financing imperatives derived from the CbIWRM Strategy. The latter provides a medium-term framework for rolling out and implementing catchment-based initiatives for sustainable water resources management in Uganda. The CbIWRM Strategy represents MWE's statement of intent for its operations for full de-concentration of water resource management activities to the different water management zones and the growing and evolving needs for sustainable livelihoods. The Resource Mobilisation Strategy seeks to provide a framework for consolidating and coordinating CbIWRM resourcing for the 2020-2030 period in calibration with the main CbIWRM strategy. This is further informed by the National Development Plan III, the SDG Targets on Water Resources Management, the National Vision 2040 and the MWE Strategic plan as shown in Figure 2 below.

Figure 1.2: Linking the CbIWRM Strategy to the Resource Mobilization Strategy



1.6 Cost of not investing CbIWRM in Uganda

Uganda's growing population and its rising need for food, water and energy are likely to increase water demand almost ten-fold by 2050 while an increasing incidence of drought will reduce water availability[3]. Climate-related drivers combined with non-climate stressors are projected to increase water stress in localized pockets. Non-climate stressors like population growth, rapid urbanization, increased agricultural irrigation extraction; poor land use methods, increased pollution and wetland intrusion are expected to have negative effects. According to the World Bank[4], Uganda's urban population is projected to increase to 20 Million by 2040. Projections show a much greater level of demand and some potential reductions in supply of water in Uganda. For instance, total demand is expected to increase to 3,963 MCM/y by 2050 (compared to 408 MCM/y in 2010) while total unmet demand will rise to 1,651 MCM/y (compared to 3.7 MCM/y in 2010)[5]. The envisaged expansion of irrigation could substantially impair the hydrological balance and the environment while the unmanaged intensification and expansion of rain-fed farming will increasingly contribute to the

[3] Economic assessment of the impacts of climate change in Uganda: Key results

[4] World Bank (2015), Managing Rapid Urbanization Can Help Uganda Achieve Sustainable and Inclusive Growth. Available at www.worldbank.org/en/news/press-release

[5] Economic Assessment of the Impacts of Climate Change in Uganda Data Water Sector Report, November 2014

deterioration of land and water resources in many catchments[6]. Increased flooding events, as shown by recent increased headwater levels of Lake Victoria are symptomatic of weak catchment water resources management. In the energy sector, most energy is currently provided by biomass in unsustainable ways through deforestation (the deforestation rate is 1.8% per year). Without action, by 2050, there will be a gaping deficit due to surplus demand – not to mention that climate change itself will reduce the availability of biomass. These losses, together with reduced water available for hydropower, means that Uganda must transition rapidly to obtain more power from low-carbon forms of energy, including renewable electrical power which calls for sustainable water resources management. The table below shows a list of one or more corresponding interventions and the pathway from environmental or water resources to the ultimate economic activity. As shown in Table 1.1, CbIWRM impacts different parts of the economy through both water resources development and environment management channels. For instance, poor WRM directly affects agricultural production (crop, livestock), Industry, Health and Energy and indirectly results into adverse effects on water quality and sustainable eco-systems as shown below.

Table 1.1: CbIWRM Channels of Economic Impact[7]

Water resources development channels	Environmental Management Channels
Crop Production	**Flood damages to Infrastructure**
MWE investments in irrigation infrastructure and reservoirs affect the quality and reliability of water supply for crop growing	Catchment management practices can mitigate flood risk, thus reducing the average maintenance costs of infrastructure. This affects depreciation rates for bridges, roads, houses, manufacturing and trade
Livestock Production	**Timber Production**
Livestock are more productive when supplied with reliable clean water. CbIWRM has an impact on livestock production through expanding water supply infrastructure for livestock.	By protecting and expanding forest cover, CbIWRM can promote growth in the timber sector.
Water available for Industry and services	**Fuelwood: Health and Time Use**
The Industry and Service Sectors both require reliable and adequate water supply. Industrial demands and forecast based on GDP growth rely on CbIWRM to ensure sustainable water supply to meet unmet demands.	CbIWRM efforts seek to underscore forest production, including the reduction of firewood collection and introduction of alternative technologies. The health, employment and educational impacts on households switching away from using fuelwood can contribute to national reforestation goals.
Water Supply and Sanitation: Health and Time Use	**Water Quality**
CbIWRM efforts have effects on labour productivity due to changes in health outcomes and educational attainment attributable to access to improve water supply and sanitation.	Fish yields increase under improved water quality. CbIWRM interventions can reduce pollutant loadings and increase fish yields in Uganda's lakes
Hydropower Generation	**Eco-system Protection**
The ability of Hydro Plants to meet their full generation potential is dependent on catchment management	CbIWRM interventions have a direct and indirect impact on forest and wetlands management and on the economic outcomes through the growth of water-based recreation and tourism.

1.7 Contribution of CbIWRM to the Economy

a) Impact on Gross Domestic Product: Empirically, GDP is significantly affected by inadequate investment in water management and distribution. Specifically, insufficient investment in water management has much more dramatic effects on water-dependent activities in the agricultural, manufacturing and service sectors. For instance, a study has shown that a 50% reduction in water availability results into a 43% decline in livestock production; a 56% decline from meat, fish and dairy production; and a 67% contraction of the hotel and catering industry. The economic contribution of water, environment, natural resources and climate to the Uganda's economy is well documented. Investing in the water, environment and natural resources sector

[6] MWE (2018), Strategic Investment Plan for the Water and Environment Sector, Uganda (2018-2030), Ministry of Water and Environment

[7] Neumann, J.E., Amanya, C., and Strzepek, K.M (2018), Contribution of Water resource Development and Environmental Management to Uganda's Economy. Working Paper no. 11, May 2018

yields economy-wide benefits. For instance, a recent report has shown that investing $5.3 billion in the water sector will realise a cumulative GDP gain of US $38.1 billion by 2040[8].

b) Impact on achieving the Sustainable Development Goals: The Water sector contributes to the attainment of regional and global goals. Specifically, investment in water resources management contributes to the attainment of SDG 6 (Clean Water and Sanitation), SDG 13 (Climate Action), SDG 15 (Life on Earth), SDG 2 (Zero Hunger), SDG 3 (Good health and wellbeing), SDG 5 (Gender Equality), SDG 7 (affordable and clean energy), SDG 11 (Sustainable cities and communities) and SDG 14 (Life below water).

c) Impact on other sectors: Sustainable management of the water resources is critical for the survival of the fishing industry. According to MWE (2016), enhanced investment in productive fisheries in Uganda will increase productivity by almost 60% by 2040 due to water quality improvements while sound river management will lead to an annual increase in hydropower generation of over 1000 GWh by 2030. Specifically, growth sectors like agriculture, tourism and industry depend on the sustainable catchment-based water resources management practices. According to MWE (2015), the projected damage associated with climate change inaction for agriculture, water, road infrastructure and energy (2010-2050) is estimated to cost between US$273 and US$437 billion, equivalent to US$7-US$11 billion per annum. This has a direct and indirect impact on employment, job growth and poverty alleviation. Table 1.2 below presents a summary of empirically estimated economic potential of the sector to the economy of Uganda.

Table 1.2: Summary of Economic potential of environment and natural resources to economy

Strategy/ Contribution	Economic Potential contribution to Uganda's economy
Sustainable and optimal water resources management	UGX 29.4 trillion (2020-2030)
Sustainable management of rivers	1000 GWh per year by 2030
Enhanced supply of water for production	5% increase in livestock production by 2040
Increasing fisheries production through water quality management	60% increase in fisheries by 2040
Integrated soil fertility management of 41,000 ha/year	23.4 billion per year cumulatively by 2030 UGX 1.17 trillion
Tourism development	US$ 1.874 Billion od UGX 6.84 trillion/ year
Sustainable wetlands	UGX 12.3 trillion (2020-2030)
Renewable energy (biomass energy, solar energy, geothermal, and mini and large hydropower generation	Ecosystem services of UGX 1.04 trillion/year, equivalent to UGX 10.4 trillion over 10 years plus sand stock value UGX 3.265 trillion, a fixed value

Source: NPA (2019)[9]

d) Impact on transboundary waters: Transboundary basin cooperation and development is of utmost importance for sustainable development, economic growth, peace and ecosystem preservation. Transboundary basins provide water to about two billion people worldwide. Currently, 98% of Uganda's waters are transboundary in nature. They sustain irrigation for agriculture and contribute to food security, enable industries to function, generate electricity and support ecosystems. Financial resources are required to collect and process the data and information required to manage the natural resources in the basin; to launch and sustain the process of transboundary cooperation and its institutional arrangements (such as developing agreements, setting up joint bodies, developing joint investment plans, or promoting shared benefits based on basin plans); and to implement investments and other basin management and development measures. Effective agreements between the riparian countries and strong joint institutions to implement them are key to attracting investment funding from public and private sources and can significantly improve bankability of projects.

1.8 Process of Developing the Resource Mobilization Strategy

This Resource Mobilization Strategy was developed through a consultative and participatory process led by MWE through the Directorate of Water Resources Management. The development of the strategy commenced

[8] MWE (2016). The Contribution of Water Resources Development and Environmental Management to Uganda's Economy Final Report Ministry of Water and Environment

[9] NPA (2019), Water and Environment Non-State Actors' Issue Paper. National Development Plan (2021-2025)

in August 2019 with stakeholder consultations and a series of consultative workshops with key stakeholders including Local Governments (LGs), Civil Society Organizations (CSOs), Development Partners and practitioners in IWRM. The MWE deconcentrated units (WSDF, WMZs, TSUs, UOs) were also involved in the stakeholder consultation process as week-long interactions in the four WMZs were held from October to November 2019. The field consultations with the stakeholders were also complemented by a series of workshops to provide an opportunity for feedback and triangulation of views and perceptions on CbIWRM funding sources, financing pathways and proposals. The development of the RMS was also informed by evidence generated through an extensive review of relevant documents, including the Sector Strategic Investment Plan (SSIP), the NDP III, several Local Government Plans, as well as a review of international evidence on best practices in financing of integrated water resource management. The development of the RMS considered these twin factors: (a) The declining donor-allocations to the water and environment sector which is already directly impacting on core activities appropriated for CbIWRM; (b) the stakeholders' appreciation and acceptance of the CbIWRM concept as a sustainable practice. The Resource Mobilization Strategy for Catchment-based Integrated Water Resources Management is organised into six Chapters. **Chapter One** presents a Background and a historical introduction of the CbIWRM concept in Uganda. The section also introduces the linkages between the CbIWRM Strategy and the Resource Mobilisation Strategy; **Chapter Two** provides a situation analysis of CbIWRM in Uganda; **Chapter Three** presents the essential components of the Resource Mobilization Strategy including the vision, objectives and Strategic priorities**; Chapter Four** presents the implementation modalities of the Resource mobilisation Strategy for CbIWRM. **Chapter Five** provides the target of the Resource Mobilization Strategy and the potential financial and non-financial contributions while **Chapter Six** presents the Monitoring and Evaluation arrangements.

2 FUNDING FOR CbIWRM: A SITUATION ANALYSIS

2.1 Introduction

Discussions on water financing have traditionally focused on water services – mostly on drinking water supply and sanitation services and to a lesser extent on water resources management. Nevertheless, increasing attention is being paid to the financing of water resources management. Current international water financing discussions evolve around the concept of sustainable financing from non-traditional sources. This is an improvement over the traditional focus on advocating for more public resources (both domestic and international). The new consensus is that water policy needs to identify what objectives are financially realistic, taking into account that there are only three sources of revenue from the sector – the 3Ts (user charges such as water tariffs, public expenditures financed by domestic taxes, and external transfers financed by tax-payers in donor countries as well as by charities). One major critical element for the successful implementation of CbIWRM is access to sound financing. Traditionally, water resources management has been largely financed by public budgets (tax-payers), water charges (e.g. abstraction fees), fines and penalties and stakeholder contributions. This chapter provides macroeconomic and fiscal context relevant for understanding the factors that have contributed to the current financing situation and the factors that will impact on the implementation of the financing reforms proposed.

BOX 3: Water: A looming Crisis for Urgent Financing

The looming "water crisis", which is essentially a water management crisis. Recent projections indicate that global water demand will increase by 53% between 2000 and 2050 (OECD, 2012a). This will increase the pressures on water-related ecosystems and exacerbate tensions between economic sectors. Meeting the demands that society places on the water sector will require both major investments and widespread reforms – in terms of governance, policy coherence and financing.

Source: OECD (2012)

2.2 Funding CbIWRM in Uganda

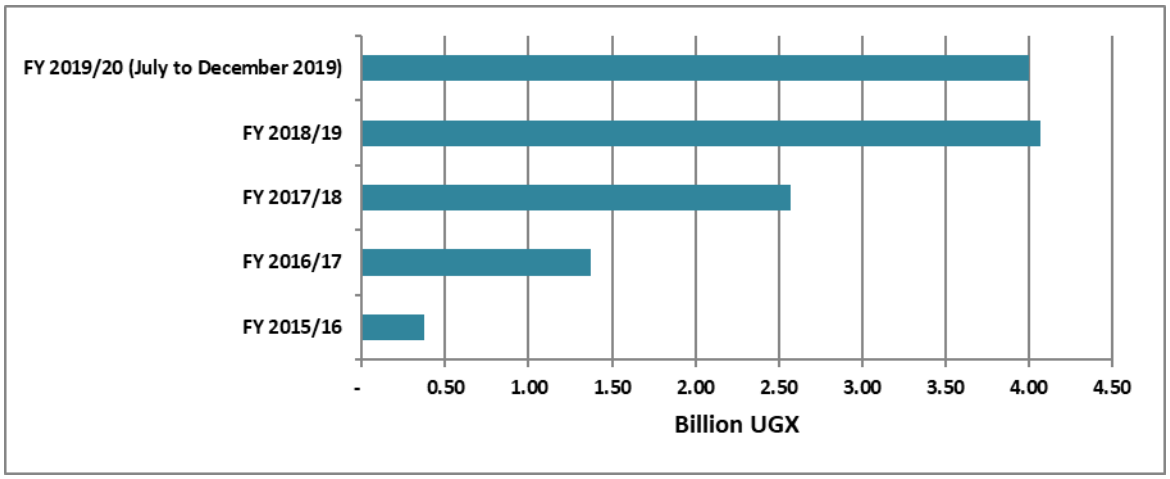
2.2.1 Government Funding towards CbIWRM

The Water and Environment Sector consists of two sectors: Water and Sanitation (WSS) subsector and the Environment and Natural Resources (ENR) sub-sector. The WSS subsector comprises of water resources management, rural water supply and sanitation, urban water supply and sanitation, and water for production. The ENR sub-sector comprises of environmental management, management of forests and trees; management

of wetlands and aquatic resources; weather and climate. Government Funding of the WRM sub-sector is vulnerable to funding uncertainties due to budget cuts as most of its activities are recurrent in nature[10]. At the commencement of the JWSSPS in 2007, it was assumed that GOU would gradually ensure sufficient human resources and funding to water resources management through the Consolidated Fund and that core funding to DWRM operations through the JPF should be tapering off. However, for a long time DWRM still depended considerably on JPF funding (up to 65% of the total DRWM budget). The implementation reforms for the deconcentration of water resource management resulted into the establishment of the WMZs. As shown in Figure 2.1, government funding towards the WMZs has been increasing.

[10] MWE (2013), Preparation of the Joint Water and Environment Sector Support Program (JWESSP, 2013 - 2018), August 2013

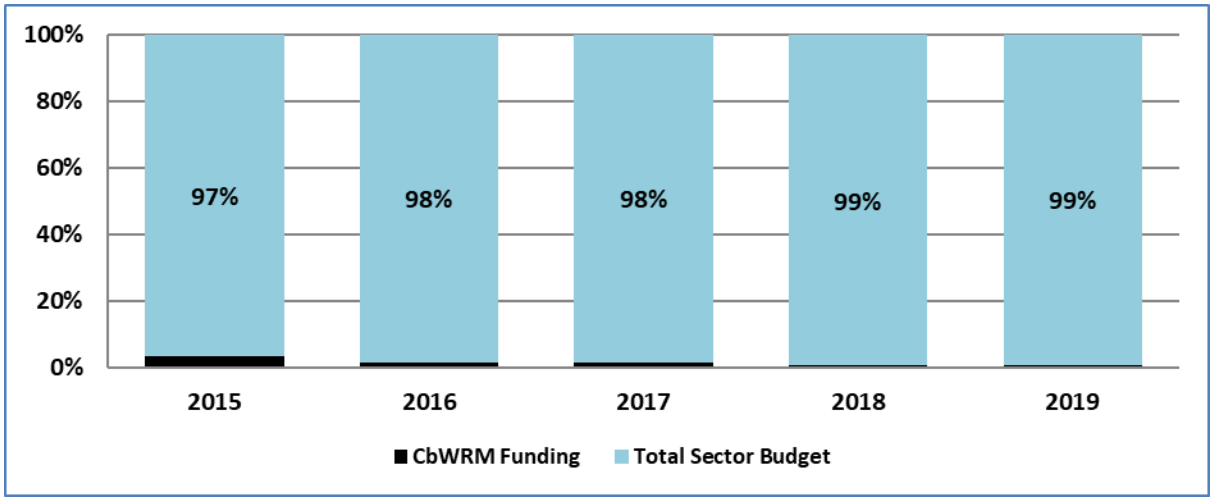
Figure 2.1: GOU Financing for WMZs (2015 – 2019)



Source: DWRM Records (2020)

However, while the proportionate funding towards the water sector was increasing (as a percentage of GDP), funding towards CbIWRM-related activities only contribute between 3% and 1% of the total sector budget (Figure 2.2). A combination of increasing budgetary requirements and a tightening of public budgets (both domestic water budgets and donor budgets for water) suggest the need to explore new opportunities or alternatives for sustainable water financing.

Figure 2.2: Funding towards CbIWRM as a Proportion of Total Sector Budget



Source: Author's computations from different Sector Performance Reports

The JWESSP-II five-year budget overview visualises the disaggregation of the total five-year on-budget sector funding for the Programme period 2018-2023 of UGX 5776 Billion (see Table 2.1 below). However, a closer look at the priorities shows that WRM has not been put forward as a major priority for the Government of Uganda. As shown, WRM only receives 0.5% of the total budget over the JWESSP period.

Table 2.1: Total available funding of the JWESSP-II by components and source of funding (in UGX Billion)

Component	MWE		Agencies			Total
	Development Partners	GOU	Development Partners	GOU	AIA	
Water Resoruces Managemnt (WRM)	17.75	10.84				**28.59 (0.5%)**
Environment and Natural Resources (ENR)	103.96	74.25		108.80	180.65	**472.65(8.2%)**

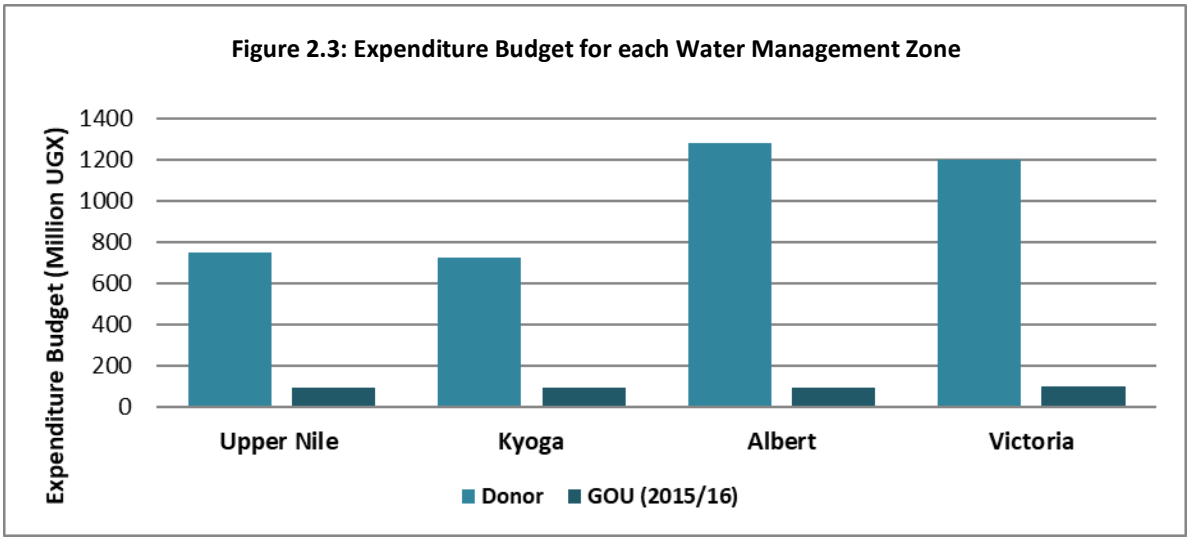
Percentage of ENR and WRM to Total funding	7.6%	9.4%	0%	100%	11.9%	8.7%
Total Funding	1,599	902.26	2,250	108.85	914.80	5775.80

Source: SPR (2019)

2.2.2 Development Partner Funding for CbIWRM

Direct funding towards CbIWRM has mainly been derived from Development Partners under the JPF. Government support (GOU funding) towards CbIWRM across the different water management zones has generally been constant as shown in Figure 2.3.

Figure 2.3: Expenditure Budget for each Water Management Zone



Source: DWRM Records (2020)

Over the 2013-2018 period, the different WMZs have received varying levels of funding, mainly from Joint Water and Environment Sector Support Project (JWESSP)[11] (See Table 2.2)

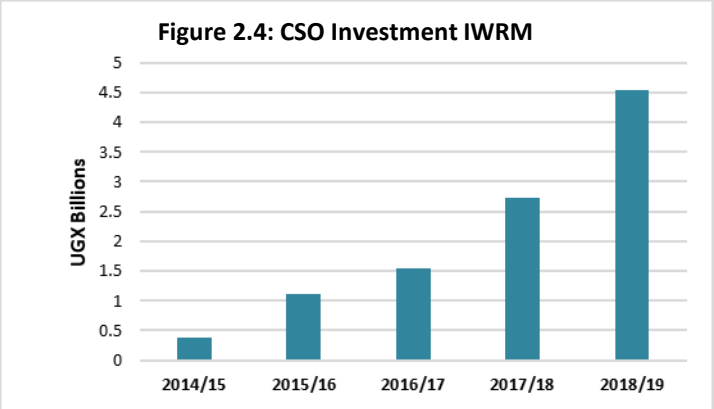
Table 2.2: Estimated remittances to the WMZs under JPF II (July 2013 – June 2018)

Water Zone	Approximate amounts (UGX)
Albert	4,359,655,430
Kyoga	3,500,844,366
Upper Nile	3,632,916,335
Victoria	4,359,655,430
TOTAL	**15,853,071,561**

Source: DWRM Records (2020)

2.2.3 Funding CbIWRM from Civil Society Organisations

[11] MWE (2016), Capturing and documenting experiences in Implementing catchment-based integrated water Resources management in Uganda, Ministry of Water and Environment, Directorate of Water Resources Management



NGOs and CSOs currently implementing different watershed programmes in different catchments are generating evidence/ data, which is being used to engage parliament on environmental protection. Funding from the NGOs and CBOs forms part of the off-budget contributions. In 2018/19, ENR CSO contributions increased from $2.75 Million to $4.32 Million mainly due to the increased number of CSOs. NGOs/CSOs have continued to make significant investments in water resource management. These funds have also been invested in financing water supply infrastructure, like drilling of bore holes, water supply, sanitation, community management, water for production, investment in integrated water resource management, forestry services, wetland management and wealth and climate change activities (MWE, 2019). As shown Figure 2.4, contribution of CSO investment has increased since 2014/15 reflecting an alignment with the sector direction of a catchment-based planning approach to water resources planning and development These organisations have also undertaken efforts to reduce stream pollution and abstractions, resolving conflicts from sharing of water, water supply (for example gravity flow schemes), water harvesting (water conservation and efficient use technologies), awareness, catchment/watershed management, and community mobilization and citizen participation.

2.2.4 Funding CbIWRM from the Private Sector

The private sector provides new information, technologies, and investment opportunities to improve water management and use (UN Environment, 2018). The private sector is responsible for the development of mini-hydropower dams and irrigation schemes and for establishment value addition to water. For instance, interventions in the Albert Water Management Zone (AWMZ) have been undertaken with the private sector through the joint water stewardship partnerships program. In the AWMZ, TOTAL (U) Ltd and GIZ co-implemented a stewardship program to restore the Nsambye River in Bulisa District. In addition, Kinyara Sugar Limited and GIZ initiated a water stewardship partnership to address the deteriorating water security in Kiiha sub catchment in Masindi and Hoima districts. Two private companies, Coca-Cola Bottling Company and Nile Breweries Ltd have actively participated in the Catchment Management Organisation in the Victoria Water Management Zone. Nevertheless, “market-based” repayable finance for CbIWRM has been difficult to mobilise due to several constraints. Potential providers of such financing (e.g. banks, institutional investors, private equity funds, project sponsors etc.) view water-financing as a “high risk/low return” undertaking owing to long-life buried assets. This withstanding, these partnerships have been key in bringing the private sector on board, in mobilisation of additional resources of CbIWRM and in promotion of stakeholder collaboration and coordination.

2.2.5 Funding CbIWRM from Official Development Assistance (ODA)

The sector is funded externally through development loans by the World Bank, Arab Bank for Economic Development in Africa (BADEA), African Development Bank (AfDB), European Investment Bank (EIB) and French development Fund (AFD). The sector loan portfolio during 2017/18 amounted to USD 1,321.8 Million (MWE, 2018). Other bilateral Development Partners to the sector include Austrian Development Agency/Austrian Development Cooperation), DANIDA, French Development Agency(AFD), Kreditanstalt für Wiederaufbau (KfW), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), German Embassy, Japan International Cooperation Agency (JICA), and the United States Agency for International Development (USAID).

2.2.6 Internally Generated Revenue (IGR)

All government ministries, departments and agencies/parastatals are now required to declare their internally generated funds for approval by parliament as Appropriation in Aid (MWE, 2017)[12]. Non-tax revenue (NTR) amounting to UGX 545 million shillings was collected during the FY2018/19 from permit application processing

[12] MWE (2017), Water and Environment Sector Performance Report, 2017. Ministry of Water and Environment

fees, annual water use fees and annual wastewater discharge fees. In addition, a total of UGX 28.85 Million was realised from the sale of data from the surface and groundwater monitoring stations in 2018/19. This is slightly more than the UGX 473.1 million in the previous year. It is envisaged that NTR will substantially increase during the next reporting period due to the regulation campaign that has identified many new water users without permits and has also improved compliance to permit conditions by existing permit holders. The major concern, however, is that IGR collected from water resources management activities are not ploughed back to directly implement CbIWRM-related programs, projects and initiatives.

2.2.7 Key reflections on funding CbIWRM

There are three major limitations to funding CbIWRM. These include:

a. In Uganda, the main limitation for funding for CbIWRM efforts has been the prevailing reality that all non-tax revenue collected from permit application processing fees, annual water use fees, annual wastewater discharge fees etc. is remitted back to the Consolidated Fund or the National Treasury and is not ploughed back to directly support CbIWRM activities. According to the Public Financial Management Act 2015, all government agencies/parastatals are required to declare their annual internally generated funds for approval by parliament as appropriation in aid. This indirectly affects the collection of such revenue and limits the impact of on-the-ground implementation of CbIWRM activities. During implementation of this CbIWRM strategy, deliberate efforts will be made to engage the Ministry of Finance, Planning and Economic Development to facilitate “at-source” expenditure towards CbIWRM efforts

b. Poor compliance and enforcement remain twin challenges that limit collection of revenues for CbIWRM activities. This challenge has both demand and supply side imperatives. Some WMZs have limited human resource capacity to undertake regular enforcement of guidelines while several companies have inadequate and inefficient wastewater treatment plants due to financial and human resource capacity constraints. The CbIWRM Strategy seeks to build in-house capacity for better enforcement as a pathway to resource mobilisation.

c. IWRM stakeholders have increasingly questioned the effectiveness of the National Environment Fund in providing financing for water resources management since revenue generated is not earmarked for use at its point of origin. This has led to low acceptance of this taxation instrument by the persons and companies contributing and has made the intended steering functions for sustainable water resources use difficult to implement. It has also provided limited incentives for the collecting government bodies to enforce and monitor the permits as the funds will most likely not benefit the activities in their area of jurisdiction.

3 RESOURCE MOBILIZATION STRATEGY FOR CbIWRM

3.1 Introduction

Since 2011, an integrated approach to CbIWRM has evolved to manage water more holistically and sustainably, and overcome the fragmented decision making and purely supply-side approach common to the past uses of water resources. Whereas general funding towards the sector has generally been increasing over the past five years, funding for catchment management, systems analysis and planning, flood protection, hydrological and performance monitoring, public awareness, stakeholder consultation and institutional capacity building has been inadequate. The sustainability and effectiveness of the de-concentration process require additional financing. In the short term, this necessitates a substantial increase in the sector budgetary allocation and the development of appropriate mechanisms for channelling the funds within new operational arrangements. Fundamental reforms to resource mobilization processes and mechanisms are required to sustainably achieve the desired CbIWRM outcomes. This chapter provides the broad contours for resource mobilisation for CbIWRM for the 2020-2030 horizon.

3.1.1 Goal

The goal for the resource mobilisation strategy is to:

"Ensure sustainable funding of CbIWRM initiatives in Uganda for socio-economic transformation"

3.1.2 Overall Objective

The overall objective of the Resource Mobilization Strategy for CbIWRM is to:

"Ensure that there is a clear, systematic, predictable and well-co-ordinated approach to soliciting, acquiring, utilising, managing, reporting, monitoring, and evaluating of resources for sustainable implementation of the catchment-based integrated water resource management"

3.1.3 Specific Objectives

a. Mobilise adequate resources for implementation of CbIWRM activities
b. Establish a framework for resource mobilization and utilisation for CbIWRM

3.1.4 Outcomes of the Resource Mobilization Strategy

Ultimately, the RMS aims at achieving the following outcomes:

a) An organisation-wide (across the different levels: national, regional, catchment, community, district) culture and capacity for resource mobilization developed
b) Increased awareness about CbIWRM issues at all levels (National, Regional, Catchment and District)
c) Increased capacity of the CbIWRM stakeholders to mobilize and manage resources
d) Awareness of MWE's priority areas and resource requirements created
e) MWE's funding portfolio for water resource management consolidated, expanded, and diversified
f) Improved information sharing about CBIWRM resources flow and utilization.
g) CBIWRM issues mainstreamed in relevant line ministries and other sectors at national and local government level
h) Increased partnership between government, the private sector, and other donors

3.1.5 Principles of the Resource Mobilization Strategy

DWRM will pursue a resource mobilization strategy that is consistent with its overarching goals and priority programmes. The strategy also complies with the principles laid down in the Paris Declaration (2005) aimed at making aid more effective. The RMS is guided by seven principles. These include:

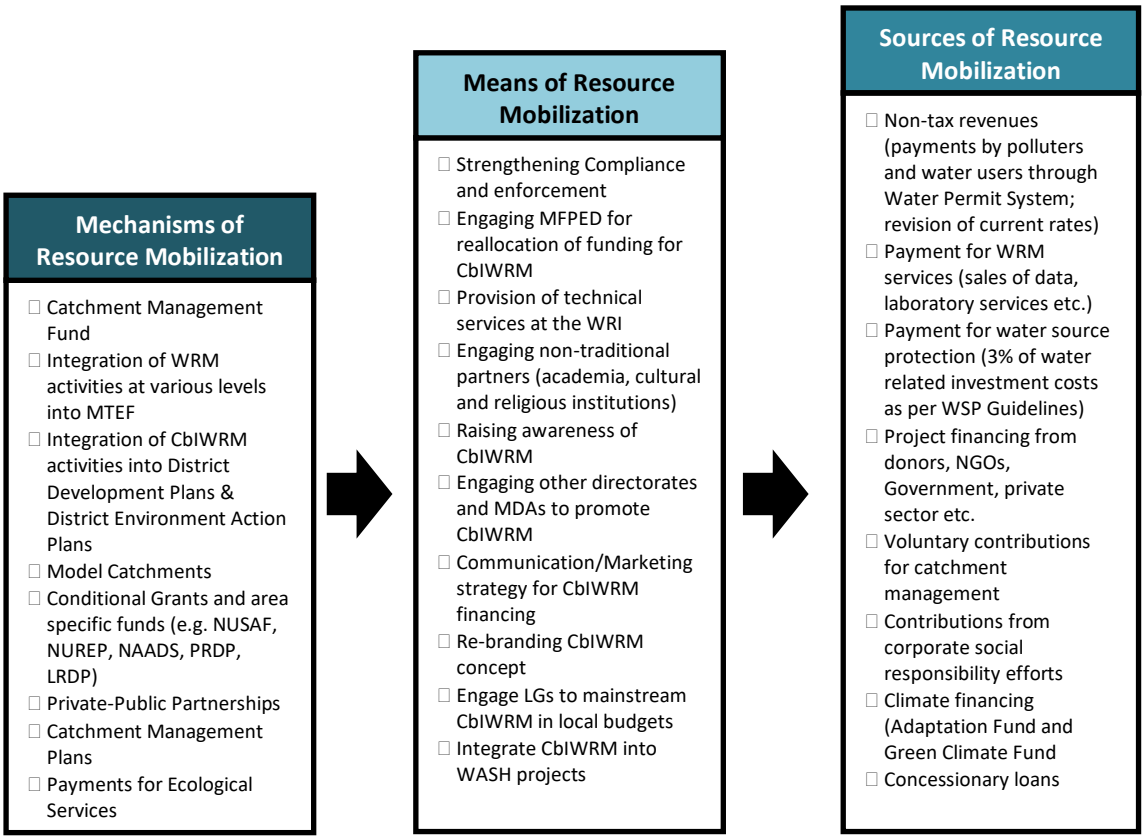
a) **Accountability:** All resources mobilised internally or externally for CbIWRM are formally monitored and accounted for;

b) **Awareness:** All CbIWRM stakeholders are aware about implementation and roll of CbIWRM initiatives in their locality;
c) **Collaboration:** Resource partnership agreements for CbIWRM (including MOUs with partners and other stakeholders) are consistent or comply with MWE's legal and operating framework;
d) **Partnerships:** Old and new partnerships for CbIWRM resource mobilisation are supported and encouraged;
e) **Coordination:** All resource mobilization efforts for CbIWRM are coordinated and harmonised across MWE within a strongly supportive enabling environment which includes adequate support for identifying, mobilising, tracking, spending, monitoring and reporting back on resources received;
f) **Collaboration:** Resource mobilisation is embedded system-wide across both vertical and horizontal channels;
g) **Consolidation:** All resources mobilised for CbIWRM support MWE's strategic plan and are therefore focused on delivering on sector and national priority results.

3.1.6 Structuring Resource Mobilization for CbIWRM

Conceptualising resource mobilization for catchment-based integrated water resources management is perceived along a three-tiered framework for resource mobilisation that includes: Mechanisms, Means and Sources as shown in Figure 3.1 below.

Figure 3.1: CbIWRM: Resource Mobilization Levels



3.2 Priority Interventions for the Resource Mobilization Strategy

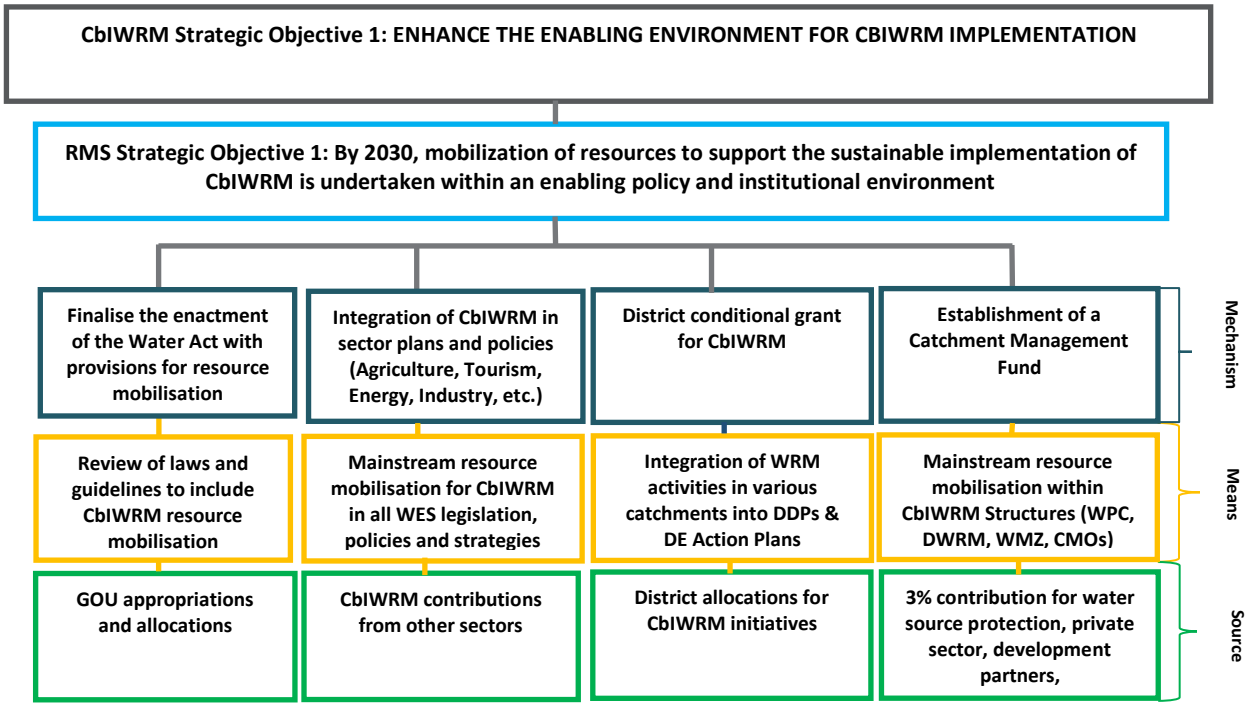
To realize the aspirations in the Uganda's CbIWRM Strategy, SDG 6.5.1 targets for Integrated Water Resources Management (IWRM) and NDP III, the MWE has set four strategies to increase resource mobilization and investment towards CBIWRM. These include the following four strategic themes:

a) **Enabling environment:** The conditions that help to support the implementation of IWRM, which includes policy, legal and strategic planning tools;
b) **Institutions and participation:** The range and roles of political, social, economic and administrative institutions and other stakeholder groups that help to support implementation;
c) **Management instruments:** The tools and activities that enable decision makers and users to make rational and informed choices between alternative actions; and

d) **Financing:** The budgeting and financing made available and used for water resources development and management from various sources

3.2.1 KEY RESULT AREA 1: ENABLING ENVIRONMENT

Sustainable implementation of CbIWRM can only occur within a framework of an enabling environment that establishes the rights and assets of all stakeholders (individuals, public and private sector organizations, civil society, development partners, women etc.). So far, the existing policy and legal framework promotes the sustainable use of water resources from the lowest possible level, while considering roles to be played by different stakeholders at different levels. This offers an opportunity to ensure communities actively participate in development and maintenance of water sources. Other Water Sector related laws and policies form synergies with the Water Policy and Act in the way they reiterate the principles of IWRM. This enabling environment provides the catalyst for effective resource mobilisation through policy review and appropriate reforms that support financing and investment in catchment water resources management.



3.2.1.1 Mechanisms of Resource Mobilisation

a. **Finalise the enactment of the Water Act with provisions for resource mobilisation**

Review of existing laws and guidelines to mainstream CbIWRM resource mobilization is a priority. Currently, the Water Act is under review. This provides an opportunity to embed resource mobilization as an outcome of the Act. Existing guidelines on Catchment ought to be reviewed. Other MWE documentation like the Communication Strategy, the Clients Charter etc. all need to be reviewed to reflect resource mobilization as a core function of MWE. Review of Subsidies/transfers allocations from other sectors to support CbIWRM initiatives can also inform resource mobilization efforts.

b. **Integrate CbIWRM in sector plans and policies (Agriculture, Tourism, Energy, Industry, etc.)**

CbIWRM is a cross cutting concept that affects several sectors. Water resources support key sectors of the economy like hydropower generation (energy), agriculture, fisheries, domestic water supply, industry, navigation etc. However, there has been limited inter-sectoral collaboration in planning and implementation, thereby increasing the frequency of floods and droughts, environmental degradation and pollution of water resources. Therefore, mechanisms for joint resource mobilisation to tackle these cross-cutting concerns can provide the needed impetus for mitigation and resource-targeting.

c. **District conditional grant for CbIWRM**

The GOU provides the water and sanitation conditional grants to support the implementation of water and sanitation services and infrastructure in the rural areas. This is part of the wider Joint Water and Environment Sector Support Program that ensures that citizens have access to safe water and sanitation. Likewise, districts

have to be supported to increase their resilience for catchment management through sustainable practices. The proposal is to include integrated water resources management or to have explicit regular funding allocations from GOU to support CbIWRM efforts within the districts – especially those that have been audited to have key water resource management challenges.

d. **Catchment Management Fund**

The National Environment Fund prescribed in the National Environment Act, 2019 is financed by disbursements from government; environmental levies; fees charged for the use of environmental resources and other fees charged under this Act; administrative fines collected as a result of breach of the provisions of this Act; and gifts, donations and other voluntary contributions to the Fund. However, this fund does not support catchment management activities. Establishment of a Catchment Management Fund (CMF) that pools financing from various sources at either national level or in specific catchments is an alternative that has been implemented in other countries. Such a fund would include contributions to water source protection or percentage contributions from water abstraction permits, whilst either being run independently, semi-autonomous or housed within MWE. The CMF would provide pooled funds by private sector contributors or funds from permits and charges (including the 3% water source protection funds).

3.2.1.2 Sources of Funding

a. GOU appropriations and allocations

GOU allocations to the water sector have been progressively increasing although sector financing remains one of the major challenges to the achievement of national development targets and priorities. Over the 2020-2030 period, efforts will be made to increase GOU allocations to CbIWRM activities through deliberate publicity and awareness, new strategic partnerships, stronger advocacy and policy reform.

b. Contributions from other sectors

Appropriations from other sectors can also support CbIWRM initiatives. Sectors like Agriculture, Energy, Tourism and Industry are all undertaking activities that have a bearing on sustainable CbIWRM activities. For instance the Wildlife Act, 1996 Section (68) establishes the Wildlife Conservation Fund whereas section (69) subsection (4) provides for payment of 20 percent of the park entry fees collected from a wildlife protected area to the local government of that area. These sectors can either engage in CbIWRM efforts or they can charge specific levies that could be ploughed back to support CbIWRM directly.

c. District allocations for CbIWRM initiatives

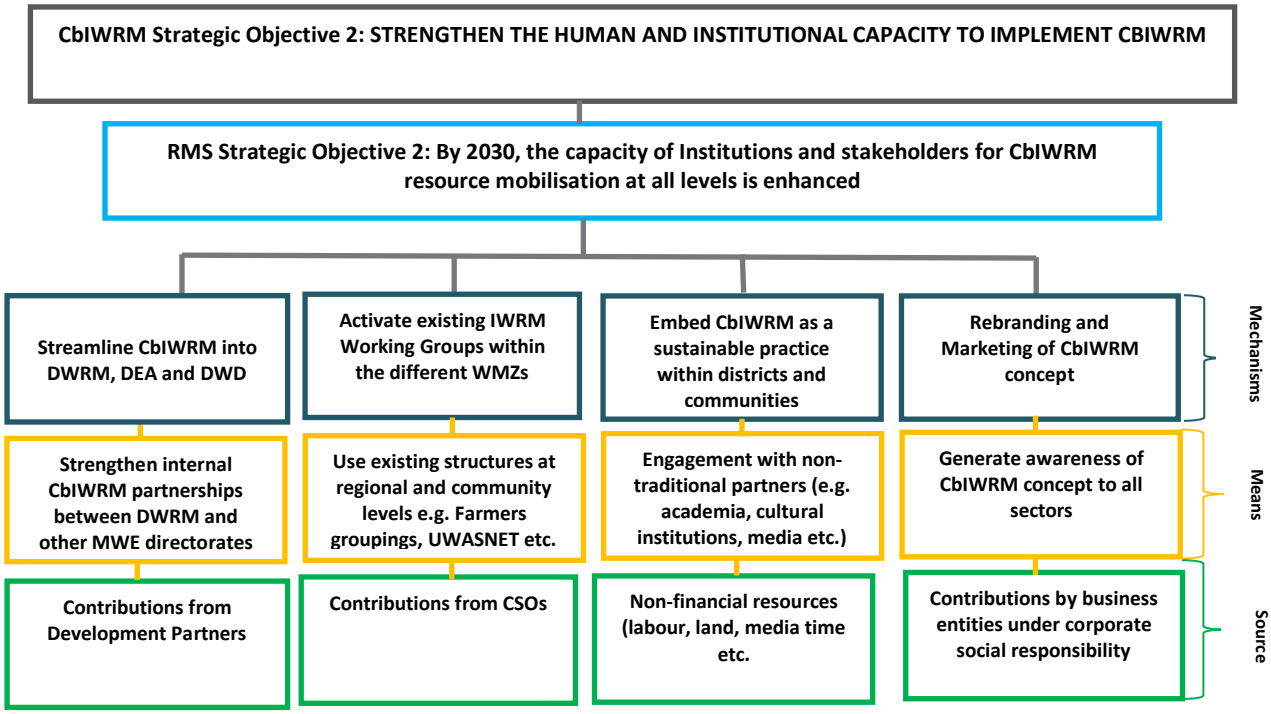
Some districts are peculiar vulnerabilities to degradation activities. They face regular flash floods, landslides and water scarcity. Others have been faced with challenges related to rapid unplanned urbanisation which have exerted pressure on their limited water resources. These districts could be provided targeted support and capacity through direct budgetary allocations to enhance their resilience to mitigate and adapt to such challenges, including CbIWRM. These could form part of the government conditional grants to these districts.

d. 3% contribution for water source protection

The Joint Technical Review (JTR) of 2010 and subsequent Water Sector Working Group (WESWG) adopted the water policy committee recommendation that 3% of water infrastructure budgets should be allocated to catchment and source protection. This is a mandatory charge for water source protection. This cost could form the basis of direct financing for CbIWRM initiatives particularly if such funds are consolidated into the CMF.

3.2.2 KEY RESULT AREA 2: CAPACITY ENHANCEMENT

In general, knowledge about catchment water resource management and its impact on climate change, particularly at the local level is inadequate to support water resource planning and management. Overall, the water sector has limited skills and capacity to respond to the challenges of locally-driven CbIWRM. This result area will aim at building the latent capacities for resource mobilisation at the national, regional and catchment levels.



3.2.2.1 Mechanisms for Resource Mobilisation

a. Streamline CbIWRM into DWRM, DEA and DWD

CbIWRM is a cross cutting concept that touches on all activities in the water sector. By implication, the activities of the different MWE directorates directly or indirectly impinge on CbIWRM. The WMZs have provided a platform for inter-directorate engagement for CbIWRM. The different directorates can become platforms for joint resource mobilisation and partnership for implementing CbIWRM.

b. Strengthen existing IWRM Working Groups within the different WMZs

The focus of the IWRM working group is to coordinate inter-sectoral activities of different members and to act as a platform for knowledge exchange, advocacy and resource mobilisation. The working group brings together different sector ministries, departments, agencies and CSOs whose activities are defined by CbIWRM imperatives. Over the 2020-2030 period, the IWRM Working Group will be used to undertake strategic resource mobilisation activities.

c. Embed CbIWRM as a sustainable practice within districts and communities

Mainstreaming CbIWRM into regular activities of districts and communities increases the level of ownership as local participants, decision makers and stakeholders are “integrated” into the CbIWRM process. Integration of WRM activities in various catchments into District Development Plans & District Environment Action Plans and utilising of existing district structures, like the District Natural Resources Office can be utilised. Having all stakeholders involved and knowledgeable about CbIWRM is a key resource for both management and roll-out of CbIWRM at these different levels.

d. Rebranding and Marketing of CbIWRM

Discussions with stakeholders have revealed that MWE needs to rebrand the CbIWRM concept. Whereas there has been wide appreciation of the role of CbIWRM, more can be done to strengthen buy-in by government, communities and the private sector. Such awareness can reduce the levels of vandalism of WRM monitoring equipment and strengthen community-buy-in. Different information products on CbIWRM are not effectively targeting key stakeholders who could also support different initiatives being undertaken. The Zones could explore new products, like the State of the Zone report that provides a statistical summary of specific data collected and new imperatives for CbIWRM activities. These products can target new types of stakeholders. Whereas CbIWRM is a well-embraced concept, articulation of the “CbIWRM story” and its role and contribution to the national development has been rather weak. Combining both the available evidence for CbIWRM and its effect on livelihoods in a compelling and consistent way is important to amplify the visibility of

CbIWRM in the current information-crowded landscape. Under this priority, MWE and the WMZs need to rebrand / repackage the CbIWRM concept.

3.2.2.2 Sources of Funding

a. Contributions from Development Partners

With the closure of the JPF basket funding and change of priorities by some development partners, support has slightly dipped. However, there are various opportunities for further engagement of development partners in CbIWRM. Resource mobilisation for advocacy activities and direct project support can still provide targeted support to specific areas of CbIWRM at the different levels.

b. Contributions from CSOs

Civil Society Organisations have continued to invest directly into CbIWRM efforts. CSOs have contributed to both district budgets and directly to support CMO activities. CSOs have also directly supported implementation of components within the CMPs. Contributions from CSOs are expected to increase in both financial and non-financial terms over the 2020-2030 period.

c. Non-financial resources and in-kind support

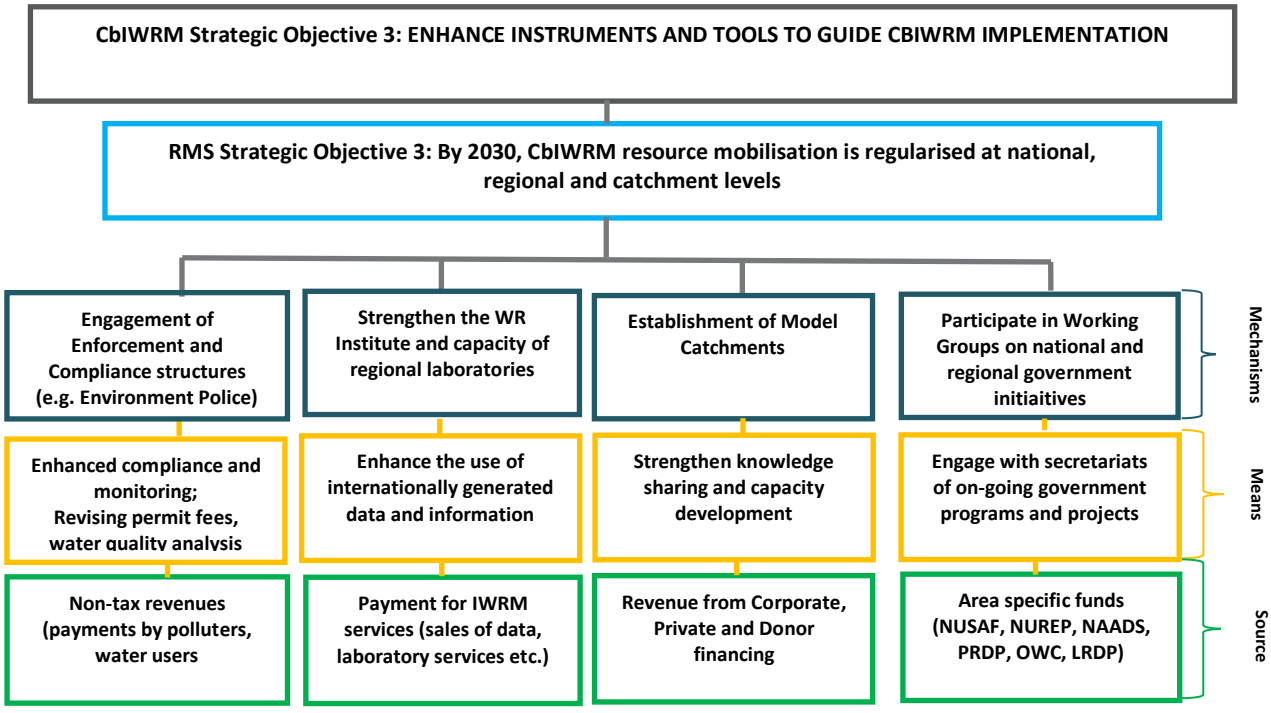
The CbIWRM concept has been well embraced by stakeholders at national, regional and local levels. Particularly, non-financial support has also been increasing with several new partnerships in support of CbIWRM. These include the media, cultural and religious institutions. It is expected that such support will increase with more advocacy and marketing of the CbIWRM concept.

d. Contributions by business entities under corporate social responsibility

Several Corporate entities have already supported CbIWRM so far. For instance Banks and Water Bottling Companies have expressed interest in supporting CbIWRM activities or in supporting specific activities during the National Water Week. Targeted support for CbIWRM from these entities will be explored as part of this Strategy.

3.2.3 KEY RESULT AREA 3: COORDINATION, MONITORING AND ASSESSMENT OF CBIWRM RESOURCE MOBILIZATION

Implementation of CbIWRM has faced a major challenge of poor coordination of the stakeholders involved. This has resulted in several "missed" opportunities, duplication of efforts and/or resource leakages. Moreover, regular WRM activities like monitoring, assessment and regulation have also been negatively impacted. Poor coordination has made resource mobilisation a fringe undertaking that stakeholders have undertaken in an adhoc manner. This result area undertakes to make resource mobilisation as a core function within the overall water resources management system at all levels.



3.2.3.1 -Mechanisms for Resource Mobilisation

a. Engagement of Enforcement and Compliance structures (e.g. Environment Police)

Enforcement of water legislation is pre-requisite for its effectiveness and rests on the relevance, flexibility and administrative capacity to ensure compliance. Enforcement of laws and regulations depends on the efficacy of the existing institutions and the extent and effectiveness of the enforcement capabilities, as well as the potential net benefits of their enhancement. Enforcement of water legislation is a pre-requisite to its effectiveness. It also depends on the efficiency of the existing institutions, the extent and effectiveness of the enforcement capabilities, as well as the potential net benefits of their enhancement. The RMS requires the enhanced enforcement and implementation of legislation on water resource management, economic and socially inclusive development. Strengthening the enforcement mechanism by taking more stringent actions on non-compliant permit holders and repeat offenders should increase resources available for CbIWRM interventions. Further sensitisation of the Environment Police on CbIWRM will be enhanced during the implementation of this strategy.

b. Strengthen the Water Resource Institute and capacity of regional laboratories

The Water Resources Institute (WRI) was established for applied training, applied research, outreach and dialogue. It is anticipated that the Institute can become a Centre of Excellence for water resources management capacity building. Already short courses, seminars and research are being conducted. The WRI can also become a platform for establishing strategic partnerships and as a platform for CbIWRM resource mobilisation.

c. Establishment of Model Catchments

Model catchments have been used as “demonstration platforms” to share knowledge and experiences about CbIWRM good practice. Model Catchment act as a centre of excellence and as a hub for capacity development and knowledge sharing. The private sector will also be encouraged to partner with MWE in setting up the model catchment through public-private partnerships.

d. Participate in Working Groups on national and regional government initiatives

Several platforms are already available which can provide an entry point for new actors, new funders and new opportunities. Besides regular government initiatives, there are also already existing interest groups like farmers (Uganda National Farmers Federation) and Small Scale Miners whose activities impact directly on CbIWRM practice. These partnerships can be co-opted to attract new funding streams.

3.2.3.2 Source for Funding

a. Non-tax revenues (payments by polluters, water users)

Non-tax revenues (payments by polluters and water users through water permit system): Non-tax revenue amounting to UGX 545 million shillings was collected during the FY2018/19 from permit application processing fees, annual water use fees and annual wastewater discharge fees. It is envisaged that non-tax revenue will substantially increase due to the regulation campaign that has identified many new water users without permits and has also improved compliance to permit conditions by existing permit holders. This will require operating and maintain stations with up to date equipment; facilitate regular collection of water resources field data and review of monitoring networks to address water resources challenges.

b. Payment for WRM services (sales of data, laboratory services etc.)

Currently, laboratories receive and analyse client samples at a fee. In 2019, MWE generated UGX 203 million from payments for laboratory services. MWE also gets numerous requests for data from research organizations, prospectors, investors etc. The sale of such data could generate revenue that can support specific CbIWRM initiatives. The MWE also provides short trainings in water related courses and has made partnerships with universities and other research institutions. This is both an avenue for capacity building and resource mobilization towards CbIWRM

c. Revenue from Corporate, Private and Donor financing

The private sector is emerging as a key source of financing, as they are currently facing the risks to their businesses related to the reduced quality and quantity of water resources. The sector also plays a critical role in the value chain of water, sanitation, environment and natural resources products and services. The MWE has already undertaken differentiated, mixed and innovative partnerships approaches with the private sector. In the VMZ, for example, the MWE has partnered with the Coca Cola and Nile Breweries. Other corporate

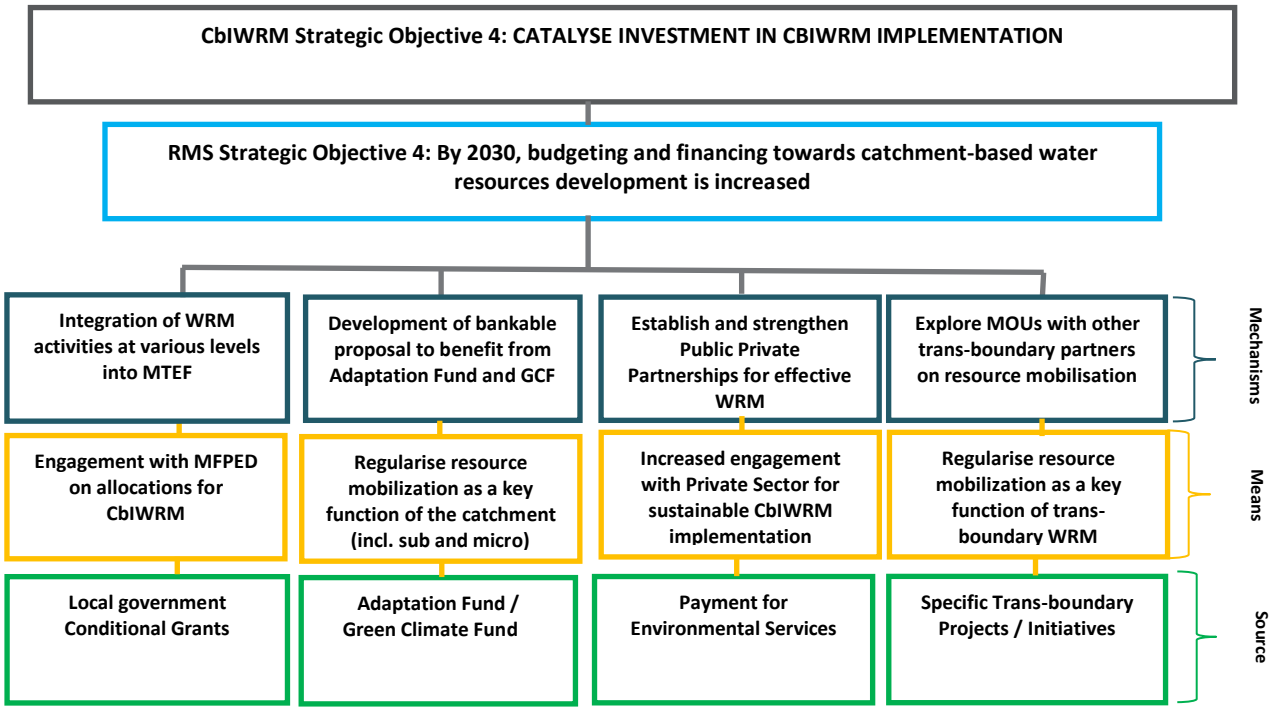
entities have expressed interest in undertaking CbIWRM-based corporate social responsibility initiatives. Under this priority, resource mobilization efforts will particularly target large water users.

d. Area specific funds (NUSAF, NUREP, NAADS, PRDP, OWC, LRDP)

There are already on-going government projects that could support CbIWRM efforts. Operation Wealth Creation, Youth Livelihood Program (YLP), Uganda Women Empowerment Program (UWEP), Operation Wealth Creation (OWC), Northern Uganda Social Action Fund (NUSAF), Northern Uganda Reconstruction Program (NUREP), among others. The National Development Plan III also highlights headline projects in the Energy, Agricultural and Tourism sector.

3.2.4 KEY RESULT AREA 4: RESOURCE MOBILIZATION

Coordination for water resources management must be done with the following institutions: These include: Water Policy Committee; Top Policy management in MWE; Directorate and Department levels; Water and Environment Sector Working Group (WESWG); Sector Reviews (Joint Sector Reviews, Joint Technical Reviews). In the case of NWSC the investment back to the catchment is often interpreted as being minimal because there is no clear environmental damage caused by water abstraction (WWF 2016). There is need for better coordination for effective resource mobilisation.



3.2.4.1 Mechanisms for Resource Mobilisation

a. Integration of WRM activities at various levels into MTEF

The MTEF is an annual, rolling three year-expenditure planning framework that sets out priorities and provides the basis for annual budget planning. Sustainable water resource management is underlined in the National Vision 2040, the NDP III and other planning frameworks. It means integrating the top-down resource envelope with the bottom-up sector programs. Some progress has been achieved in this regard. However, budgeting at national, district and local government level should further reflect allocations towards CbIWRM or WRM-related activities. The CbIWRM Strategy, through a multi-sectoral approach, seeks to engage stakeholders at these different levels to further integrate WRM in their budgets and plans.

b. Development of bankable proposals targeting the Adaptation Fund and GCF

Established under the Kyoto Protocol, the Adaption Fund finances programs and projects that help vulnerable communities in developing countries adapt to climate change while the Green Climate Fund is committed to investing in developing countries' efforts to adapt to the effects of climate change. These twin funds provide an opportunity for developing of joint bankable proposals on CbIWRM issues and collaboration between actors within the sector.

c. Establish and strengthen Public Private Partnerships for effective WRM

Funding from the private sector to support CbIWRM has been effective in some of the Water Management Zones. The private sector companies (e.g. Coca Cola, Nile Breweries, Kinyara Sugar, GWK Diary etc.) are actively supporting CbIWRM efforts either through investment in novel technologies for treatment of their waste products; supporting CMO activities or supporting publicity efforts for CbIWRM and restoration activities. DWRM also entered into Memoranda of Understanding or framework contracts with CSOs and local companies regarding the implementation of CbIWRM.

d. Explore MOUs with other trans-boundary partners on resource mobilisation

There is a considerable financing gap for water-related investments globally and securing funding for trans-boundary basin initiatives. Uganda has undertaken several policy reviews to account for national interest in trans-boundary water resources. Currently, the Lakes Edward and Albert Integrated Fisheries and Water Resources Management (LEAF II) Project has been co-implemented by Uganda and Democratic Republic of Congo with several major catchment management investments ranging from mobile testing laboratory, patrol boats etc. Implementation continued. Other projects like the Nyimur Multipurpose Water Resources Management and development Project, Sio-Malaba-Malakisi River (SMM) Basin Management Project, and Lake Victoria Environmental Management Project II (LVEMPII) are underway. These trans-boundary platforms can also provide for joint resource mobilisation between Uganda and other partners states in dealing with basin related CbIWRM challenges.

3.2.4.2 Sources of Funding

a. Local government Conditional Grants

Funds for activities in district plans channelled as conditional grants through CMOs and later distribute them to districts to implement various interventions in the CMP: Currently, the CMOs have a funding gap that limits their ability to implement their mandate. Environment and Natural Resource management is governed under the National Constitution 1995, article 237 (2) b which provides that the Government or Local Government as determined by parliament by law shall “hold in trust for the people and protect natural lakes, rivers, wetlands, ground water, natural streams, forest reserves, game reserves, national parks and any other land reserves for ecological and touristic purposes for the common good of the citizens of Uganda”. The Resource Mobilisation Strategy envisages engaging MFPED to include CbIWRM financing as part of the conditional funding to districts.

b. Adaptation Fund and Green Climate Fund

The MWE is a National Implementing agency for the Green Climate Fund (GCF) and Adaptation Fund (AF). The AF financed projects and programs that help vulnerable communities to adapt to climate change. The AF allows national entities like MWE to directly access funding and implement programs/projects. CMOs and WMZs can prepare bankable proposals to access this financing and implement initiatives captured in the CMPs. The grants also offer an opportunity for strategic collaborations between the CMOs and academia to undertake tailored research and development on local CbIWRM initiatives

c. Payment of Environmental Services

Payment for Environmental Services (PES) arises from the “beneficiary pays” principle and is a means through which stakeholders enter voluntary agreements to sustainably manage a resource. CbIWRM provides opportunities for PES as downstream water users pay for appropriate catchment management on upstream land. Most of such PES are privately financed. For instance, NWSC can pay upland land managers/owners on behalf of tis customers to implement certain measures designed to stabilise or improve water quality; Uganda’s first PES Fund was launched in 2015 for the Mt. Elgon region. Managed by ECOTRUST, the project has shown how PES can be effective if stakeholders are widely sensitised. A business case which sets out the justification for initiating a PES scheme in a particular “hot-spot” catchment will have to be undertaken.

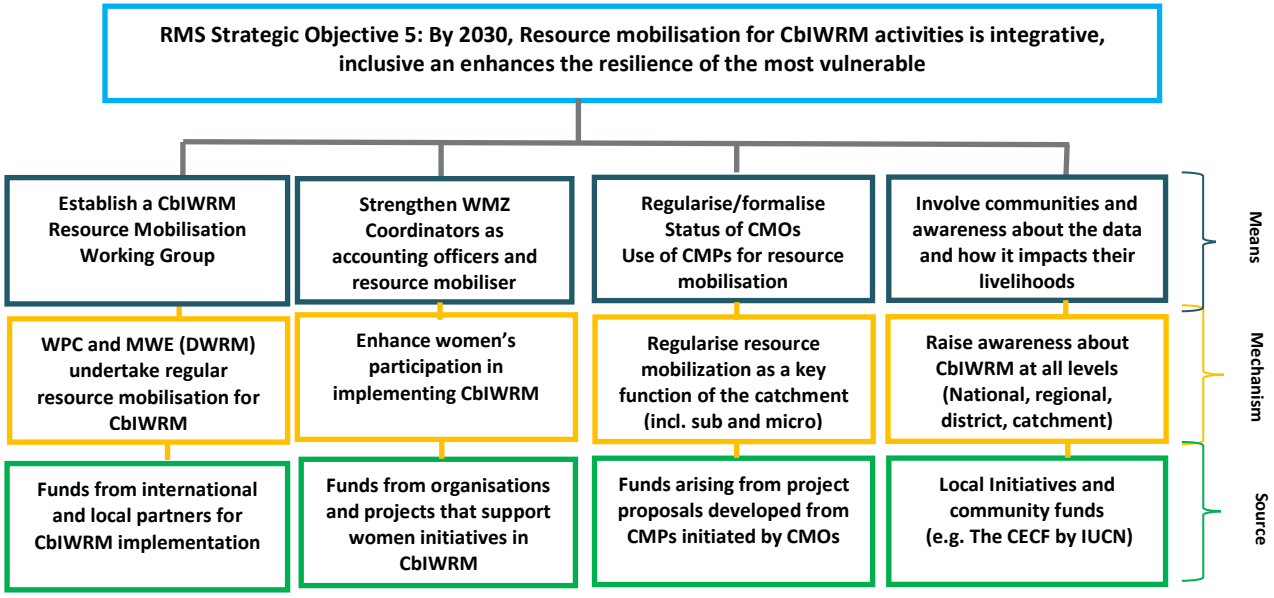
d. Specific Transboundary Projects / Initiatives

Trans-boundary initiatives including joint proposal development with partner countries can provide new funding opportunities for CbIWRM in Uganda. In addition, multilateral development banks can promote co-operation in water policy development and trans-boundary management. A recent example is the Asian Development Bank (ADB) which seeks to support joint projects for the planning, development and management of shared water resources.

3.2.5 KEY RESULT AREA 5: CROSS CUTTING ISSUES FOR RESOURCE MOBILISATION

Coordination in the Water and Environment Sector is a major challenge owing to the multiplicity of stakeholders and varying strategic interests. Specifically, activities of different sectors and actors may directly

or indirectly impinge on implementation of CbIWRM initiatives. Internal coordination for CbIWRM across the different directorates is lacking while external coordination for CbIWRM resourcing is not regulated or reported on. Under this strategic objective, the priorities will be geared towards strengthening the governance and reporting of CbIWRM financing and resource mobilization for sustainable outcomes.



3.2.5.1 Mechanisms for Resource Mobilisation

a. Establish a CbIWRM Resource Mobilisation Working Group

Generally, resource mobilisation has often been undertaken as a peripheral activity within the Water and Environment Sector. Even though the water plays an integral part in the development of other sectors like tourism, energy and agriculture, there has not been a clear rationalisation of its import in sustainable development at local, regional and national levels. The CbIWRM Resource Mobilisation Working group provides a mechanism to coordinate financing options for CbIWRM over the 2020-2030 period.

b. Strengthen WMZ Coordinators as accounting officers and resource mobiliser

The existing structures in the Water Management Zones can also be used for CbIWRM resource mobilisation. Already, most of the Team Leaders of the WMZs have been directly or indirectly involved in resource mobilisation efforts either through engaging the private sector or collaborating with local media. Empowering the Team Leaders to become accounting officers can strengthen this effort. Moreover, including resource mobilisation as performance criteria for team leaders can also increase the range of opportunities towards CbIWRM.

c. Regularise/formalise Status of CMOs; Use of CMPs for resource mobilisation

Regularising the status of Catchment Management Organisation can also enhance their leverage to undertake resource mobilisation. Currently, CMOs are irregularly funded, have near-in formal working relationship and do not have regular activities due to inadequate funding. Regularising CMOs could enable them take ownership for implementation of projects within their CMPs and also enhance their accountability for undertaking resource mobilisation.

d. Community awareness about the data and how it impacts their livelihoods

In most cases the data collected from field stations is done without engaging the local communities where such infrastructure is located. There is an apparent knowledge gap between the communities and the data collected and how the latter informs the local livelihoods. As a result, there is vandalism of equipment and stations arising from the lack of ownership by local stakeholders. Engaging the local communities in aspects of CbIWRM can enhance integrated and owned CbIWRM practice.

3.2.5.2 Sources of Funding

a. Funds from international and local partners for CbIWRM implementation

Funding from local and international consortia involved in CbIWRM-related initiatives is another source of funding. At national level, the DWRM and the CbIWRM resource mobilisation group can jointly prepare

proposals and projects to tap into globally or regionally available funding frameworks to support CbIWRM initiatives. This also includes funding towards trans-boundary water resource management activities.

b. Funds from CbIWRM partners within the WMZ

Several CbIWRM initiatives can only be undertaken in partnership with other stakeholders. The WMZ provides a strategic positioning for resource mobilisation by working with specific stakeholders to undertake interventions unique to that zone. Developing joint proposals and projects to suit CbIWRM initiatives within the Zone can establish public private partnerships for sustainable economic development.

c. Funds arising from project proposals developed from CMPs initiated by CMOs

Several CbIWRM initiatives form part and parcel of the Catchment Management Plans. Several proposals, programs and projects can be developed from the different interventions highlighted in the CMPs. Moreover, CMPs can inform the strategic aspirations of the CMOs and a resource mobilisation tool from government, private sector and other bi- and multilateral funders.

d. Local Initiatives and community funds (e.g. The CECF by IUCN)

The CECF implemented by the IUCN is one of the more successful models of locally owned and inclusive participation of communities in supporting water resource management good practices. Designed around a revolving fund model, the CECF has demonstrated local ownership by its members and shared responsibility for local resources. This model could also be rolled out to other regions to attract more financing from development partners, private sector and other forms of multilateral financing.

4 IMPLEMENTING THE RESOURCE MOBILIZATION STRATEGY

Integrated water resources management is an ongoing process with incremental impacts. Implementing catchment-based integrated water resources management can enhance sustainable and equitable management and use of water for all, leading to impacts such as improved allocation, water use efficiency, pollution control, enforcement of regulations and cost recovery. Implementation of this resource mobilization strategy for CbIWRM is informed by imperatives within the current CbIWRM Strategy.

4.1 Phasing the Strategy

4.1.1 Short Term (2020-2023)

This year (2020) will mark the beginning of the short-term phase with the main objective of building a foundation for CbIWRM resource mobilization as a core aspiration within the water and environment sector. The next three years are key for shaping new and existing WRM initiatives that could support resource mobilisation and help close the acute funding and financing gaps that exist. During this phase, emphasis will be geared towards leveraging MWE leadership, enhancing inter-sectoral buy-in and engagement; strengthening partnerships with core donors; enhancing visibility and communications and fomenting the necessity for sustainable CbIWRM funding; identifying priority CSOs for closer engagement and mobilizing additional funding from existing; developing the evidence-base for potential funding/resource mobilization modalities; and, identification of expertise to facilitate the mobilization of private sector funding.

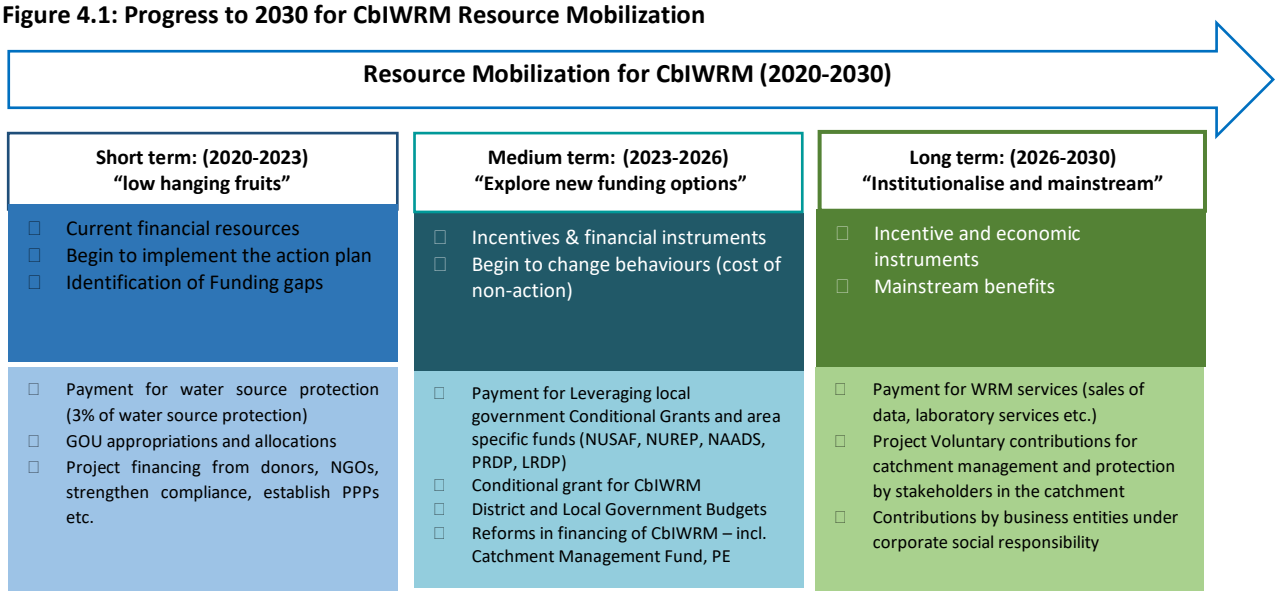
4.1.2 The Medium Term (2023-2026)

Over the medium-term period, full-scale implementation of the strategy will be undertaken. The efforts will mainly be geared towards achievement of the prescribed targets for resource mobilization and the exploration of new avenues for sustainable funding. This should build on the achievements of the previous phase and address the challenges of the previous period to promote a targeted approach that delivers maximum results in mobilizing the partnerships and strengthening resource-targeting. Over this phase, further efforts should foster confidence-building among stakeholders and other strategic partners to incentivise additional resource. A push towards building incentives for CbIWRM will be undertaken. Ultimately, radical behaviour change should be achieved during this phase with increasing non-traditional partners implementing the CbIWRM concept. This is also critical to drive the narrative of success to foster confidence among partners to marshal more resources for CbIWRM.

4.1.3 The Long Term (2026-2030)

During this phase, CbIWRM concept should be fully integrated across the major IWRM sectors. Incentives and economic instruments for CbIWRM sustainability should be achieved. The benefits from CbIWRM should be clear to all stakeholders, steady funding should be assured, government and donor appropriations for CbIWRM should be mainstreamed and institutionalised. The three phases are represented below.

Figure 4.1: Progress to 2030 for CbIWRM Resource Mobilization



4.2 Institutional roles and responsibilities

Different institutions will be involved in implementing different aspects of the resource mobilization strategy. ***Table*** 4.1 below shows the prospective roles and institutional arrangements of the different key stakeholders and their respective mandates with respect to CbIWRM resource mobilisation.

Table 4.1: General Roles and Responsibility for Resource Mobilization

Institution /Entity	Mandate	Responsibility for Resource Mobilization for CbIWRM
Resource Mobilization at the National Level		
Water Policy Committee	Policy advice and harmonisation	Providing strategic guidance to CbIWRM matters (including resource mobilisation efforts) Harmonise policies related to CbIWRM and resource mobilisation Mobilize resources nationally and from development partners for CbIWRM Policy, Strategic advice & Inter-sectoral coordination for effective CbIWRM resource mobilisation
Ministry of Water and Environment / Directorate of Water Resource Management	Water Policy Implementation of the Strategy	Sector Policy coordination and compliance with the RM Strategy Coordination with other ministries and sectors on common CbIWRM initiatives Monitoring and supervising implementation and performance of the resource mobilization strategy Mobilize resources nationally and from development partners for CbIWRM; Liaise with CSOs, private sector and other non-state actors for effective CbIWRM resource mobilisation Contribute to policy formulation, review, evaluation and research for effective resource mobilisation
Ministry of Finance, Planning and Economic Development	Consolidate direct and indirect financing towards CbIWRM	Mobilise and allocate public financial resources for implementation of CbIWRM Coordinate foreign direct investment including aid to water and sanitation subsector Create an enabling environment for Public Private Partnerships in support of CbIWRM Undertake policy reforms for sustainable CbIWRM financing
Ministry of Agriculture, Animal Industries and Fisheries	Support the development of infrastructure and use of water for agricultural production along livestock, crop and fisheries value chains.	Management of on-farm agricultural water facilities Integrate CbIWRM into water for production through joint resource mobilisation with MWE
Ministry of Tourism, Trade and Industry	Formulate and implement policies, strategies, plans and programs that promote tourism, wildlife and cultural heritage conservation for socio-economic development and transformation of the country.	Water use and management of industries, commerce, wildlife and tourism Integrate CbIWRM into budgeting for sustainable management of wildlife resources

Institution /Entity	Mandate	Responsibility for Resource Mobilization for CbIWRM
Ministry of Energy and Mineral Development	To establish, promote the development, strategically manage and safeguard the rational and sustainable exploitation and utilization of energy and mineral resources for social and economic development".	☐ Ensure that water source protection guidelines are followed ☐ Embed 3% water source protection costs into infrastructure project budgets
Ministry of Health	Promotion of household hygiene and sanitation	☐ Support CbIWRM efforts through advocacy and awareness building
Ministry of Works and Transport	Plan, develop and maintain an economic, efficient and effective transport infrastructure;	☐ Integrate CbIWRM components into budgeting for roads, rails and related water courses
Ministry of Local Government	Guide, harmonize, mentor and advocate for all local governments in support of the vision of government to bring about socio-economic transformation of the country.	☐ Coordinate and support Local Governments to include or mainstream CbIWRM in LG Budgets. ☐ Build capacity of Local Governments for planning, budgeting, implementation and monitoring of CbIWRM activities.
National Planning Authority	To coordinate development planning in Uganda, and to advise government on the best policies and strategies for the development of the country	☐ Ensure CbIWRM issues are captured and integrated in the National Development Plans
Joint Water, Environment and Sanitation Working Group (JWESWG)	To ensure efficient and effective long-term and annual planning, monitoring, and policy guidance for the water and environment sector.	☐ Monitor stakeholder contribution (through sector plans, budgets, reports) ☐ Engage existing and new donors on CbIWRM-directed financing ☐ Mobilize resources nationally and from development partners for CbIWRM ☐ Ensure that resource mobilization is prioritised in the sector activities and budgets ☐ Mainstreaming initiative, providing formal approval of annual work plans and budgets, ToR for contracted MWE officers and consultants, and receive and respond to quarterly and annual reports.
ENR Committee of Parliament	Oversee the activities and programs of MWE and MEMD	☐ Lobbying of resources for CbIWRM activities ☐ Lobby for increase of water and environment sector allocation ☐ Primary advocate for resource allocation towards catchment activities
Water and Environment Sector Working Group (WESWG) and Water and Sanitation Sub-sector Sub-group	Provide policy and technical guidance for the sector and comprises of representatives from all key sector institutions	☐ Ensure that components of CbIWRM are integrated in sector wide planning, budgeting, monitoring, coordination and reporting
The Integrated Water Resources Management (IWRM) Thematic Team	A National Forum is required for stakeholders to discuss issues related to the water policy and the long-term strategy for WRM in Uganda.	☐ Advising on WRM issues that can be dealt with nationally, including streamlining of institutional roles and responsibilities
Resource Mobilization at the Regional Level		
Directorate of Water Resource Management	Managing and developing the water resources in Uganda in an integrated and sustainable manner in order to provide water of adequate quantity and quality for all social and economic needs for the present and future generations.	☐ To mainstream resource mobilization as a core function of the zone and mobilise stakeholder contribution ☐ Establish resource mobilization unit at the WMZ ☐ Strengthen resource mobilization capacity at the WMZ ☐ Monitoring and reporting performance of the contributions ☐ Enforce and monitor compliance with the Strategy
Technical Support Unit (TSU)	Assist districts in water and sanitation planning issues	☐ Technical support (Water Source Protection Planning and implementation) ☐ Mobilizing stakeholder contribution ☐ Monitoring and reporting performance of the contributions ☐ Enforce and monitor compliance with the Strategy Collaborative arrangements for joint resource mobilization (e.g. Joint proposal development)
Water for Production (WfP)		
Umbrella Organisations (UOs)	Operations and maintenance of piped water systems for small towns; advocacy of user fees and training of water boards	
Water and Sanitation Development Facility (WSDF)	Building piped water system in small towns and rural growth centres; expansion and rehabilitation of existing schemes	
Other deconcentrated units		
NEMA	Coordination, monitoring, supervision and regulation of all environmental matters in the country	☐ Technical support ☐ Mobilizing stakeholder contribution ☐ Monitoring and reporting institutional contributions and performance of the contribution ☐ Bring specialised donors on board ☐ Collaborative arrangements for joint resource mobilization (e.g. Joint proposal development)
NFA	Management of central and local forest reserves	
UNMA	Providing meteorological, hydrological and related services	
NWSC	Provide sage water supply to urban areas and manage waste	

Institution /Entity	Mandate	Responsibility for Resource Mobilization for CbIWRM
WMZ structures	Moving implementation of IWRM functions closer to stakeholders	☐ WMZ Advisory Committee (WAC) ☐ WMZ Technical Committee (WTC)
Resource Mobilization at the Catchment Level		
Catchment Management Organisation	Implementation	☐ Mobilize resources for CMP implementation ☐ Mobilise stakeholder contribution ☐ Oversee implementation of CMPs and supported activities ☐ Monitor compliance with the Strategy ☐ Lobby local adoption and marshalling of local non-financial resources ☐ Coordinate with CSOs on joint implementation
Catchment Management Committees	Civil Society Organisations	
Resource Mobilization at the District/Sub catchment level		
District Local Government	Municipal authorities, District technical personnel, local influencers, Civil Society Organisations	☐ Include CMP issues in the DDPs and the District Environment Action Plans ☐ Oversee implementation of CMPs and supported activities ☐ Coordinating CbIWRM resource mobilisation at the district ☐ Monitor compliance with the Strategy ☐ Participate in planning and development of CbIWRM at local government level ☐ Support and monitor implementation of CbIWRM resource mobilization strategy ☐ Participate in data collection, validation, storage and use of CbIWRM information for planning and management. ☐ Mobilise and allocate resources for CbIWRM, development and, Operation and Management.
Resource Mobilization by other CbIWRM Stakeholders		
Private Sector	Designing, contracting, and operating and maintaining water and sanitation facilities and support CbIWRM initiatives	☐ Contribute to policy formulation, reviews, research and training; ☐ Co-finance activities or investments with government; ☐ Facilitate and support implementation of the CMPs ☐ Supply of inputs and other private sector services along commodity value chains; ☐ Offer professional services in sustainable planning, design, construction supervision, management and operation and maintenance of CbIWRM related projects
☐ **Non-Governmental Organisations (NGOs),** ☐ **Civil Society Organisations (CSOs)** ☐ **Community Based** ☐ **organizations**	Supplement government activities in the water sector especially in less privileged communities	☐ Participate in supporting CMP implementation and building capacity of CMOs for resource mobilization ☐ Participate in common initiatives/activities with DWRM for capacity building, advocacy and awareness building ☐ Link communities to resource mobilization opportunities ☐ Conducting awareness raising activities
Communities	Communities that carryout activities within the Catchment	☐ Embrace and actively participate in all planned interventions ☐ Participation in planning process to identify and prioritise issues and actions related to the CbIWRM Strategy ☐ Participation in training and capacity building activities ☐ Ensure proper use and self-monitoring the proper use and maintenance of set up infrastructure stock within communities ☐ Engage in gainful and progressive CbIWRM activities

4.3 Results Matrix

The results matrix provides an explicit articulation of the different levels, or chains, of results expected from the resource mobilization strategy. The matrix is expected to as a tool through which MWE can engage stakeholders in linking the different outcomes and objectives to the desired goal of the strategy. It's a living management tool that should help foster ownership and consensus, guide corrective actions, facilitate the coordination of resource mobilization efforts, chart the course for achieving the strategic objective of sustainable funding for CbIWRM activities, and ultimately serve as key accountability tool for evaluation. The comprehensive results matrix is provided in Annex 6.

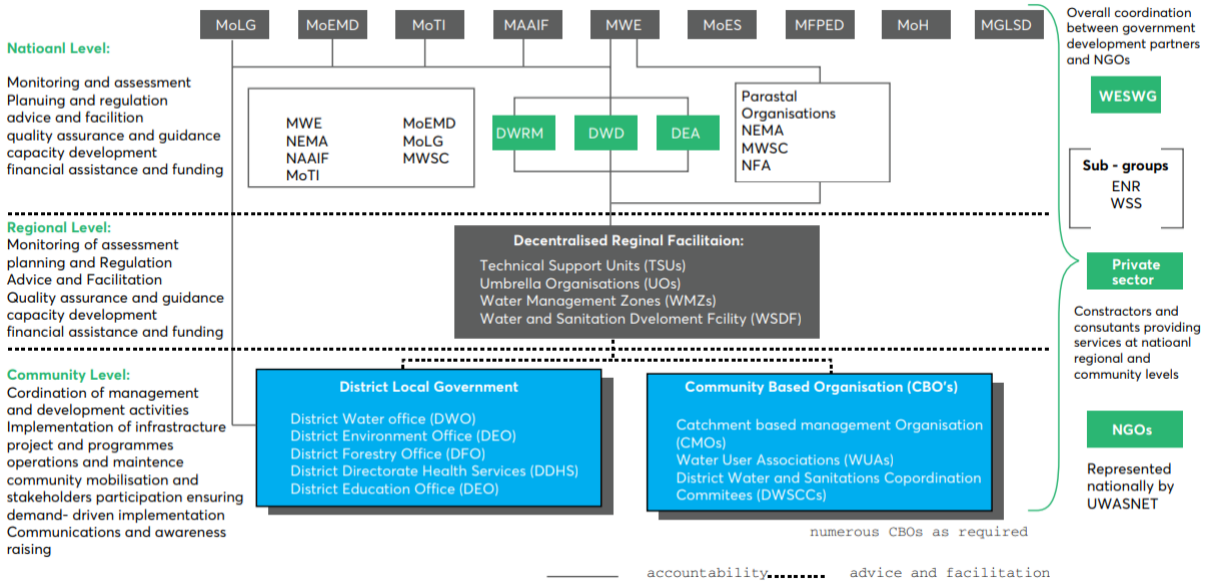
4.4 Governance Structure for Resource Mobilization

Effective resource mobilisation for CbIWRM depends on a robust management and accountability framework. Such a framework should include the different stakeholders at national, regional and local levels. Currently, the implementation of CbIWRM is based on a partnership approach where the Directorate of Water Resources Management (DWRM, MWE) engages with other relevant organizations, development partners and builds on ongoing and planned WRM activities by the partners. In addition, MWE has established partnerships and Memorandum of Understanding (MoU) with various NGOs (including WWF, PROTOS, CARE, IUCN, IIRR etc.) who support and facilitate implementation of activities in the different WMZs. Structures within the

catchments like Catchment Management Organisations (CMOs), Catchment Management Committee, and CMO Secretariat have been formed in the fifteen catchments. However, these structures do not have an explicit function for resource mobilisation. That is, resource mobilisation is a fringe activity.

Under the current governance framework, the Ministry of Water and Environment is the secretariat to the Water Policy Committee (WPC), which is an inter-ministry advisory body for national water resource policy and legislation. Indirectly the MWE's directorates of Water Development (DWD) and Environmental Affairs (DEA) are also taking part in water resources planning and implementation with their departments like Water for Production and Wetlands Management as well as parastatals such as the National Environmental Management Authority (NEMA), the National Water and Sewerage Cooperation (NWSC) and the National Forest Authority (NFA). For national coordination purposes there is also the Water and Environment Sector Working Group (WESWG), with the Water and Sanitation Sub-Sector Working Group (WSSWG) taking care of water resource management in greater detail. The Environment & Natural Resources Working Group (ENRWG) is complementing this for land-use related topics. For the civil society organisations, national coordination can be achieved through the UWASNET Integrated Water Resources Management, Climate Change and Environment Working Group (IWRMCCEWG)[13].

Figure 4.2: Current Governance of Catchment-based Integrated Water Resources Management



Within the context of decentralisation, delegation of functions and responsibilities is incomplete and ineffective unless attention is paid to increasing the capacity of regional and catchments management organisations to raise revenue. This current "incomplete" de-concentration of WRM functions has an effect on resource mobilisation. The current structures are largely functional up to the district level although some WMZs have established vibrant Sub and Micro Catchment Management Organizations. CbIWRM is an inclusive effort that requires the engagement of local communities to directly contribute to planning the catchment, sub catchment and micro-catchment level (some of these groups are not effectively represented within the CMOs). In 2006, a permanent Good Governance Working Group (GGWG) with broad membership (GOU, DPs, CSOs, private sector) was established. However, this Group became inactive mainly because the staff seconded to take charge of the Group was heavily involved in their normal duties[14]. Currently, administrative decisions for procurement, HR, budgeting are all managed from the centre. This has the potential to create some administrative inertia. For instance, arbitrary or sudden staff transfers across the WMZs have an effect on CbIWRM implementation. Team Leaders are also not empowered enough to make strategic decisions regarding resource mobilisation without delegated authority from the centre. Internal reporting and appraisal within the system is also problematic. Some staff within the WMZs have to report to the Team Leader and

[13] UWASNET (2014), Practitioner's Handbook for IWRM in Uganda A guide for Ugandan civil society organizations to implement community-based water resources management projects, September 2014

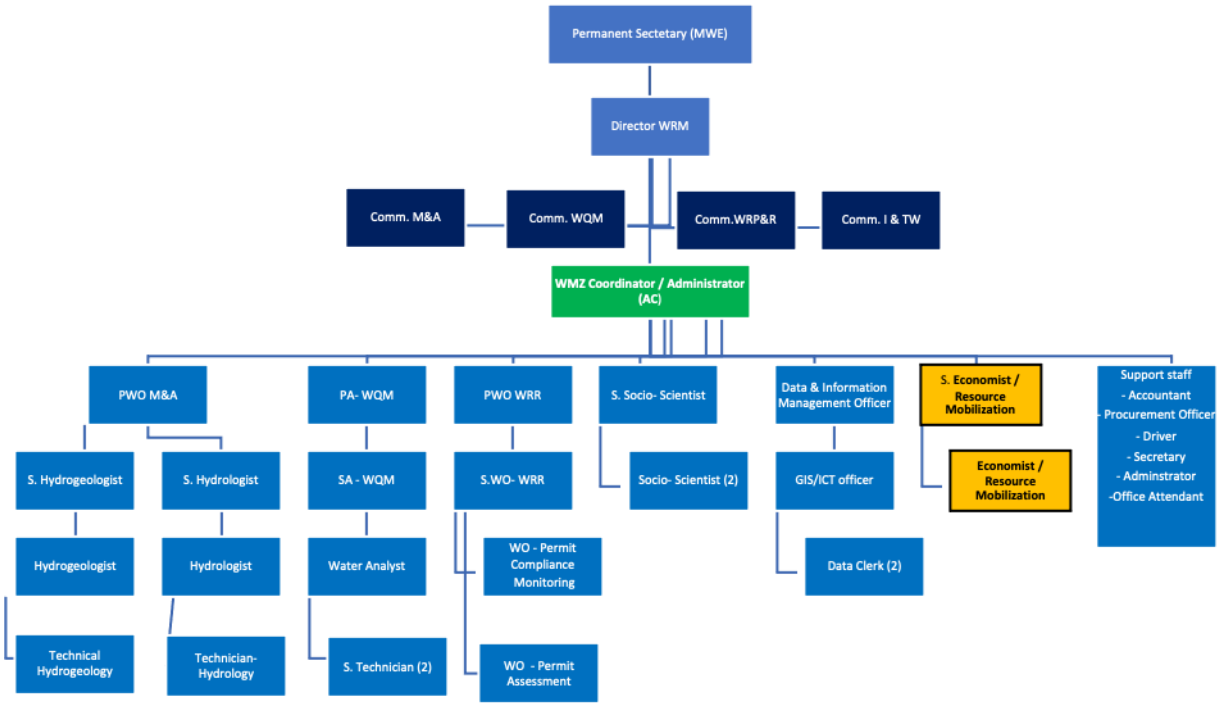
[14] MWE (2013), Joint Water and Environment Sector Support Program (JWESSP, 2013-2018). Ministry of Water and Environment

then to their respective directorates. This dual reporting also affects resource mobilisation as the latter is not a yardstick of staff performance.

4.4.1 Proposed Governance Structure for Resource Mobilisation

Effective & transparent governance of water resources and services requires broader participation by civil society, including the private sector and media. The RMS proposes a review of the existing structure. There are two alternatives. Establishing resource mobilization as an additional job description of the Economist's position at the zone. Secondly, establishing a stand-alone unit within the structure that provides oversight to sector resource mobilization. Such a unit will also reduce the level of duplication of efforts and provide a one-stop portal for the sector to engage with external partners and potential funders. Under the proposed structure, the Water Policy Committee will provide the overall visioning of the CbIWRM Strategy while the DWRM will provide the technical oversight to the Water Management Zones. The DWRM at National Level will continue to be responsible for key technical functions and related activities, that are national and strategic in nature and which cannot be deconcentrated to the zones. Under the proposed structure, resource mobilisation becomes a key performance indicator at the WMZ level (See Figure 9). The WMZ will have to report the different resource mobilisation efforts and initiatives being undertaken. Subsequently, DWRM will report annually to Water Policy Committee and the WESWG on the state of resource mobilisation efforts being undertaken.

Figure 4.3: Proposed Governance structure with Resource Mobilization

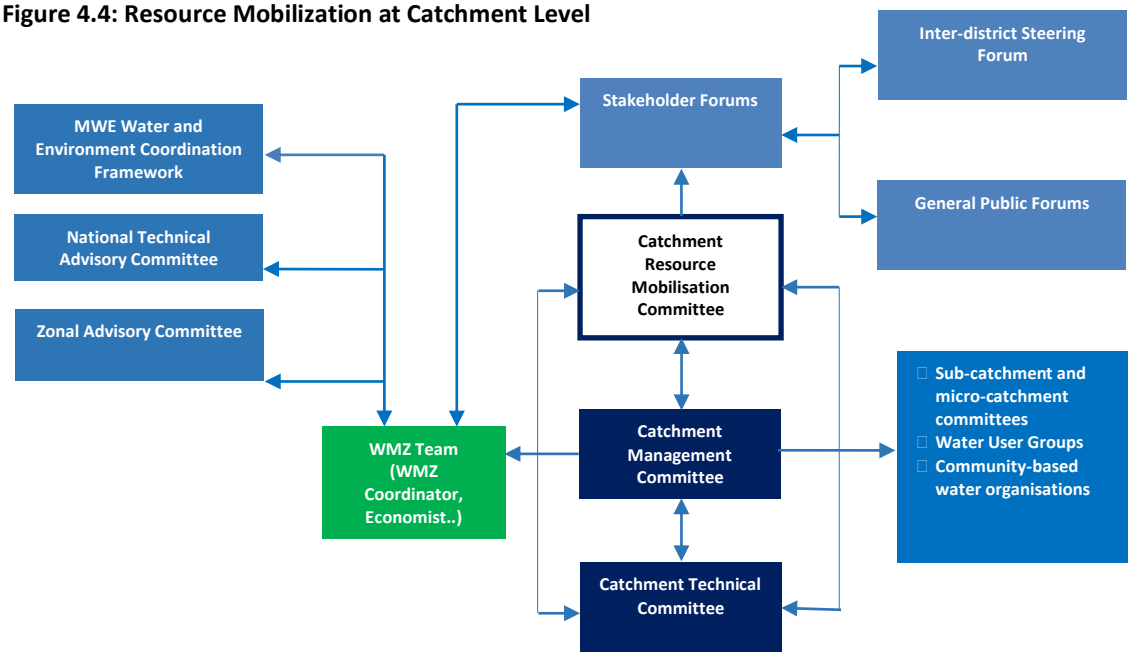


4.4.2 Proposed structure of Resource Mobilisation at Catchment Level

Placement of resource mobilisation at catchment level will be guided by the Uganda Catchment Management Planning Guidelines. The Catchment Management Committee (CMC) and the Catchment Technical Committees (CTCs) will continue to conduct their traditional roles as prescribed the guidelines. The addition of the Catchment Resource Mobilisation Committee (CRMC) will facilitate resource mobilisation efforts at the catchment level. The CRMC will support the CMO to coordinate the development of resource mobilization proposals to be submitted to potential funding opportunities; support the CMO to undertake resource mobilisation and lobbying activities and building strategic local, national partnerships. The CRMC will also be capacitated to explore for collaborations with other watershed management organisations within Uganda or in

related transboundary settings. As shown below, the resource mobilisation will pass through the WMZ coordinator for upscaling to the centre (structure adapted from the CMO Guidelines)

Figure 4.4: Resource Mobilization at Catchment Level



4.5 Success Factors for the Resource Mobilization Strategy

a) Governance

Governance for effective resource mobilization is critical for positive outcomes of these efforts. Whereas the resource mobilization strategy has been developed by DWRM, its smooth implementation and success will require the regular input and support by other implementing partners. Resource Mobilisation will be a mainstreamed function at the centre, region, catchment and sub-catchment levels.

b) Investing in people and processes

The aspirations underlined in this strategy require significant investment in people and processes to enable its successful implementation. Dedicated capacity to ensure the full implementation of the strategy is vital to reinforce the gains and accelerate innovation. Capacity development for resource mobilisation must be mainstreamed and institutionalised.

c) Political Commitment

The existing culture, tradition and manner of conducting local politics has had some negative imperatives about how sustainable water resource management is conducted. Often CbIWRM efforts are compromised by political sentiment and interference within local authorities or by specific individuals. This influences the level of resource mobilization and the effectives of CbIWRM interventions. So far, the successful implementation of CbIWRM in some catchments has been buoyed by political support of district chairpersons, chief administrative officers and other community leaders. Such political buy-in can be achieved through continuous awareness among the highest political decision makers, managers, practitioners and other stakeholders.

4.6 Risks and uncertainties in implementation of the Strategy

The implementation of the resource mobilization strategy is likely to face risks and uncertainties that could render it ineffective. The following risks have been identified:

a. Unwillingness of all key stakeholders to participate in the implementation of strategic imperatives of the RMS
b. Lack of commitment by policy makers to effect changes and the governance set-up necessary to meet the objective requirements of the resource mobilization strategy.
c. A lack of consistency, leadership, commitment among those who must drive the strategy at the highest level
d. Inadequate funding necessary to facilitate the achievement of the identified short, medium and long-term goals.

e. Reduced funding towards the Water and Environment sector arising from government's shifting priorities and emergences like the CORVID 19
f. Unavailable or unreliable development partner support towards CbIWRM
g. Limited capacity for resource mobilisation at national, regional, district and catchment levels

4.6.1 Mitigation of Risks

a) **Political commitment:** Sustained political and operational commitment by stakeholders to the priority areas and outcomes, and their engagement in the implementation process, will mitigate against bottlenecks in implementation. There is already goodwill for CbIWRM within the existing political structures at the national, regional and catchment levels.
b) **Coordination:** At the strategic level, the effective functioning of the regional and national coordination and management mechanisms will streamline monitoring, reporting, evaluation, and sustained ownership of the framework by MWE, its directorates and deconcentrated structures, other MDAs in the Water and Environment Sector and the districts.
c) **Resource mobilisation as a core requirement at all levels:** The design of innovative multi-country programme initiatives, successful mobilization of resources to support their implementation, and agreement on modalities for resource management will be crucial to support efficient financial execution at the regional and national levels. A better aligned resource mobilization framework will harmonise the different efforts undertaken at regional and local levels.
d) **Quality data:** The Water Information System (WIS) is expected to provide national and regional data (with CbIWRM imperatives) from all agencies and stakeholders involved. This system will also increase access to quality data to support evidence-based planning and decision-making. The sector will aim to demonstrate sector performance independently from the availability of funding, as this might attract additional support or budget allocations.

5 FINANCING THE RESOURCE MOBILISATION STRATEGY

5.1 Introduction

The Water and Environment Sector currently receives about 800 billion UGX per year for investment in activities modelled in the Sector Strategic Investment Plan (SSIP). With this funding, the Sector has managed to make progress across a number of indicators that track the Sector's performance across its major areas of intervention[15]. The SSIP estimates that the Sector will need an average annual budget of about UGX 7.6 Trillion for the 13 years to 2030. This is about nine times the current funding allocated to SSIP investments.

5.1.1 Strategic Sector Investment Plan

The Strategic Sector Investment Plan (SSIP) used the Water and Environment Sector funding for FY 2016/17 (about UGX 800 billion) to model the SIM. The sector has produced a set of targets and indicators to be met by 2030, many of which align with the United Nation's SDGs. The SSIP is using 24 of the 42 sector key performance indicators for monitoring progress and has provided investment figures based on targets for those 24 indicators[16].

5.1.2 Financing for CbIWRM

Resource mobilization and sustainable funding for CbIWRM should form part of national discussion at regional, district and catchment levels. The Water Policy Committee, the MWE and its deconcentrated structures should catalyse inter-sectoral coordination of CbIWRM efforts and strengthen engagement with stakeholders involved in sustainable water resources management. The TSUs under the Rural Water and Sanitation Department (RWSD) supporting the districts; WSDFs and the Umbrella Authorities (UAs) under UWSSD; and the WMZ should undertake joint CbIWRM efforts to catalyse resource mobilisation. It is the aim of the RMS that all the deconcentrated entities work closer together utilising possibilities for cost-savings; as in the short-term and medium-term these entities will be further stressed due to the substantial reduction of DP funding.

5.1.2.1 Traditional Financing Mechanisms

Traditional financing mechanisms include financial disbursement from the central government, and budget support allocations from development partners. CbIWRM stakeholders should aim at working with the government and donors to ensure that the funds currently allocated and/or proposed in medium term and long term expenditure frameworks are maintained.

a) **Government of Uganda funding:** This remains a critical source of CbIWRM funding. Whereas government allocations to the water sector have increased (from 2.9% in 2017/18 to 5.3% in 2020/21), there has not been a proportionate increase in government funding towards CbIWRM. The projections are that government allocations will continue to grow at similar current rates and that more funding will be allocated to WRM. The collective government efforts and awareness towards climate vulnerability, the increased advocacy within the civil society and the drive towards achievement of SDG Goal 6.5 should further increase allocations towards CbIWRM. It is anticipated that annual allocations from government will increase to about USD 8 Million by 2030. This will generally derive from reviews in the water tariff, contributions towards transboundary water resource management and conditional grants to Local governments intended to spur CbIWRM initiatives and reforms in use of revenues collected to directly support CbIWRM initiatives.

b) **Local Government Revenue:** In 2020, the districts of Arua, Gulu, Jinja, Mbarara, Fort Portal, Mbale, Masaka are to be granted city status. Over the next four years, more cities will be created in Hoima (2021), Entebbe and Lira (2022), Moroto, Nakasongola, Soroti, Kabale and Wakiso (2023). This progression to city status has implications for urbanisation and water resource management. Whereas Local Governments are constitutionally empowered and mandated by the Local Government Act (CAP 243) to control, regulate and

[15] MWE (2018), Sector Strategic Investment Plan, Ministry of Water and Environment, 2018

[16] MWE (2018b), Joint Water and Environment Sector Support Programme (JWESSP) Phase II 2018 – 2023, Ministry of Water and Environment, 2018

also raise revenues from activities in their jurisdiction[17], there are several missed opportunities for resource mobilisation arising from poor administration and inadequate capacity. In South Africa, a "Water Resource Management Fee" is charged by some municipalities to offset other costs arising from CbIWRM. The proposal is to have 1% levy on total Locally Generated revenue in the new cities. Current estimates show that revenues from this initiative can increase from USD680,000 in 2020 to just over USD2Million annually by 2030.

c) **Non-Tax Revenue (NTR):** Uganda charges fees for applications for permits for water abstraction and discharge and for the laboratory analyses of water quality. In FY2018/19, NTR amounting to UGX 545 Million was collected from permit application processing fees, annual water use fees and regulation campaigns that have identified many new water users without permits improved compliance to permit conditions by existing permit holders[18]. Additional NTR will derive from sales of data collected from MWEs network of surface (65) and ground water (30) monitoring stations countrywide. Such data has been utilized to design CMPs under the LEAF project (Nkusi, Muzizi, Semliki, Mitano), assessment of the potential Impacts of Oil and Gas Development for the Albertine Graben and by the private sector and research entities including the development of a river flow forecast system for the Nile Basin. A total of $7,800 was realized from the sale of this data in 2019. In addition, an average of $170,000 is projected to be collected annually from the national and regional laboratories, reaching to $264,000 by 2030 from current trends. Over the 2020-2030 period, collection of NTR is going to be enhanced through better compliance and enforcement, capacity building, regular reporting and review of rates to reflect contemporary challenges (including CbIWRM), better targeting, wider stakeholder engagement and coordination between the different MWE directorates.

d) **Development Partners' Support:** Bilateral and multilateral donors have heavily supported CbIWRM. Even with the closure of the JPF basket funding, development partners are expected to continue supporting different initiatives highlighted in Uganda's CbIWRM strategy. Specifically, multilateral institutions, such as the World Bank, the Global Environment Facility (GEF), and regional development banks like the East African Development Bank (EADB) and the African Development Bank (ADB), have specific climate funds, some of which are accessible to trans-boundary institutions. Funding for CbIWRM from development partners is projected to rise up to almost $6 Million annually by 2030.

e) **Climate Financing (Adaptation Fund and GCF):** The Adaptation Fund (AF) supports developing countries that are parties to the Kyoto Protocol which are particularly vulnerable to the adverse effects of climate change. An innovative feature of the AF is the option for countries to have "direct access" to funds. Uganda (through MWE as the accredited national implementing entity) can receive funds directly without the involvement of an external implementing agency, such as UNEP, UNDP, or a regional development bank. In addition, parties to the UNFCCC have agreed to establish direct access for climate funds and have carried the practice over to the Green Climate Fund (GCF). The average cost per project is $6.705 million. Uganda has had opportunity to access GCF under six projects with multiple other beneficiaries. Only one project has exclusively been awarded to Uganda out of a possible total GCF funding of USD76 Million.[19] The $24.1M project is jointly financed by GCF with joint financing of $18.1M from GOU and $2M from UNDP. As such, grants from such multilateral funds can also attract funding from government through joint-financing arrangements.

f) **Civil Society Organisations:** CSOs remain committed to contributing to Uganda SDG 6.5.1 target and continue to support sustainable WRM. Financial resources from CSOs supporting ENR increased by 57% from USD 2,755,750 to USD 4,317,560 between FY 2017/2018 and FY 2018/2019 respectively. CSOs have also supported different CbIWRM initiatives and facilitated some functional aspects of the CMOs. Based on historical trends and projection, funding from CSOs is generally projected to remain on average be $3,393,840 per annum but dip slightly by 2030.

5.1.2.2 Innovative Financing Mechanisms

a) **Payment of Ecological Services:** Uganda's environmental legislation, the National Environment Act Cap 153, the Uganda Wildlife Act Cap 200, the National Forestry and Tree Planting Act 2003, the Investment

[17] MFPED (2019), Financing Local Governments: Exploiting the potential of Local Revenue., Budget Monitoring and Accountability Unit Briefing Paper (15/19), May 2019

[18] MWE (2019), Sector Performance Report, 2019. Ministry of Water and Environment

[19] https://www.greenclimate.fund/countries/uganda

Code 1991 and Uganda's Constitution are generally supportive of PES mechanisms. Several PES Programs have been undertaken in Uganda, mostly related to carbon sequestration by the World Bank, UNDP, ECOTRUST, UWA, FACE Forest Certification and other institutions. Implementing a Payment of Ecological Services program in the Mount Elgon region using compensation methods and a client-targeting strategy had an annual cost of up to UGX 2,966,541,000 for a catchment of 2,333 farmers[20]. The resource mobilisation strategy recommends the piloting of at least two PES initiatives in two catchments over the 2020-2030 period. The potential benefits of PES however will be shaped by the peculiar challenges facing a particular catchment, the willingness of stakeholders and, as seen in some countries, specific legal reforms. The process of setting up the PES can be found at http://www.cifor.org/publications/pdf_files/Books/BFripp1401.pdf

b) **Payment for Water Source Protection:** The Joint Technical Review (JTR) 2010 and subsequent Water Sector Working Group (WESWG) agreed that 3% infrastructure budgets should be allocated to catchment and source protection. All forms of water infrastructure defined in the Water Source Protection Guidelines 2013, namely; Piped Water, Point Source, Multipurpose Reservoirs, and Hydroelectric Power, are eligible to contribute to water source protection. The infrastructure value should be above UShs 100 million. The contribution to water source protection constitutes the monetary value of the contribution made by a water infrastructure operator in water user towards the cost of preparing and implementing activities described in Water Sources Protection Plans[21]. Currently, there are several HEP dam projects that are highlighted in the NDPIII. These projects are likely to provide resources through the observance of water source protection guidelines. In addition, major abstractors like the NWSC can also provide allocations towards water source protection. The guidelines for water source protection can be found at https://www.mwe.go.ug/sites/default/files/library/Vol.%203%20-%20Guidelines%20for%20Point%20Water%20Sources-%20FINAL.pdf

c) **Funding from other Sectors:** CbIWRM is a cross cutting concept that impinges on activities in other sectors and industry. The existing legal framework within some of these sectors already provides for opportunities for resource mobilisation for CbIWRM.

- **Energy Sector:** The main goal of the Energy Policy for Uganda, 2002 is to meet the energy needs of the Ugandan population for social and economic development in an environmentally sustainable manner. The policy also recognises linkages between the energy sector and the water sector in terms of its demand for adequate quantities of water for hydropower generation. Under this Strategy, a proposal for a review of tariffs to include water resource management charges can be explored. Charges for electricity generation have a very significant revenue potential. In Spain, a level of 22% is charged on the economic value of electricity while in Brazil a 6.75% charge on hydropower generation and distribution is levied. However, only around 10% of the resources generated end up financing water resources management; most of the revenues are not earmarked for the water sector. In France, the charge is modulated by the height of the dam, the generated electricity and the performance of the power plant. Under this proposal, resources for CbIWRM can be generated by charging UGX 5 on the total units charged.
- **Tourism Sector:** The Wild Life Policy, 1999 recognises management of water bodies within wildlife protected areas as wildlife/biodiversity habitat and tourism attraction. Inevitably, tourism activities have an effect on water quality. Currently, 20% of all gate entrance fees to all Wildlife Protected Areas flow directly to communities neighbouring the respective Protected Areas. Engagement with the Ministry of Tourism can provide a new avenue for resourcing of CbIWRM. For instance, a $0.5 surcharge on gate fees for international tourists to national parks can raise up to $2,958,450 by 2030. In addition, a $20 surcharge on the gorilla permits can raise up to $13 Million by 2030.
- **Mining Sector:** Uganda's Minerals Policy (2000), the Mining Act (2003) and the Mining Regulations (2004) have cohesive actions for biodiversity management such as a requirement for EIA and public engagement in the process, the use of exploration licenses and mining leases which provide for community participation. Even so, the royalties and taxes paid are either not ploughed back to support water resources management or even used in improving the welfare of affected communities. A number of strategic studies and guidelines have been developed for integrating

[20] Katrien, G., Goedele, B., Koen, V., Verbist, B, and Miet, M (2018), Farmers' perspectives on payments for watershed services in Uganda, *Bioeconomics* Working Paper Series Working Paper 2018/6

[21] MWE(2015), Strategy for Operationalizing Stakeholder Contribution towards Water Source Protection, Ministry of Water and Environment, 2015

environmental considerations in oil and gas and mineral planning and development. Additional interventions include efforts of agencies such as the World Wide Fund for Nature (WWF) supporting catchment-based integrated water resources management in the Semuliki River Catchment. The USAID Activity on Environment Management in the Oil sector is also developing instruments to support NEMA, NFA, UWA and District Local Government to develop appropriate instruments to account for biodiversity in the oil and gas sector. This can provide a nexus for cross engagement between the MWE and the Oil and Gas sector for joint resource mobilisation for CbIWRM.

- **Works and Transport Sector:** The works and transport sector receives about one fifth of Uganda's annual budget. The development of infrastructure represents conversion of other land uses into built up areas. However, there are concerns that some of the on-going developments in the sector target catchments like wetlands and often inadequate environmental compliance are undertaken given the public good nature of the investments. Moreover, runoff from roads can often contain oils from vehicles and litter which is then transferred to watercourses causing pollution. By 2030, the paved road network will be 35,250km, and is expected to reach 65,700 Km by 2050[22]. MWE can engage MOWT to include a charge on the road toll or introduce a water resource management surcharge on newly registered vehicles. Based on current vehicle registration estimates, this has a potential of raising $11 Million by 2030.
- **Agricultural Sector:** This sector remains one of the major users of water resources. Some countries have used fertilizer and pesticide fees to raise money for agriculture related environmental protection initiatives[23]. Currently, the main fertilizers imported to Uganda are NPK and Urea which accounted for 83% of all official imports in 2017. The National Fertilizer Policy 2016 identifies MWE as being responsible for the formulation and review of appropriate water and environment policies, standards and regulatory frameworks to help in increasing the water supply for agricultural production and thereby increase fertiliser use efficiency. Moreover, the National Irrigation Policy underlines GOU support implementation of comprehensive catchment management plans, as well as best practices to minimize unsustainable exploitation of water resources using an IWRM approach to irrigation planning, development and management. The WFP can develop synergies with MAAIF for sustainable irrigation practices and funding modalities.

d) **Private Sector Financing:** Recent signals from large institutional investors suggest that further capital could be raised specifically for adaptation activities, provided the right investment products are available. Already the private sector, especially large water users, has demonstrated a willingness to support CbIWRM initiatives in the various catchments. However, many small and medium industrial water users also ought to be targeted. These include water bottling companies and juice makers among others.

5.1.2.3 Nonfinancial resources

Non-financial resource mobilization for the CbIWRM may be conducted by strengthening advocacy for CbIWRM. These include Rainwater harvesting (off-farm), built capacity for the usage of general Water saving irrigation technology, river bank stabilisation, construction of contour bunds/gulley control, wetland restoration, reforestation and afforestation, drain and waterway improvements, flood risk management / preparedness, drainage and waterway improvements, etc. These progressive initiatives should enhance mainstream traditional financing modalities.

5.2 Targeting for Resource Mobilization

Ultimately, the appropriate mix of private and public funding of CbIWRM will depend on several dynamics within the Water and related sectors. In the end, the decision for overall financing for CbIWRM is a political one that should be addressed through a transparent, democratic, and participatory process[24]. The basic approach used to estimate resource requirements is based on proposals derived from available literature and

[22] NPA (2020), National Development Plan III (2020-2021-2024/25), National Planning Authority

[23] OECD (2010), Notes on financing water resources management: Background report for the OECD Expert Meeting on Water, Economics and Financing, Paris, 15-17 March 2010

[24] OECD (2009), Managing Water for All – An OECD Perspective on Pricing and Financing. OECD Studies on Water. OECD Publishing.

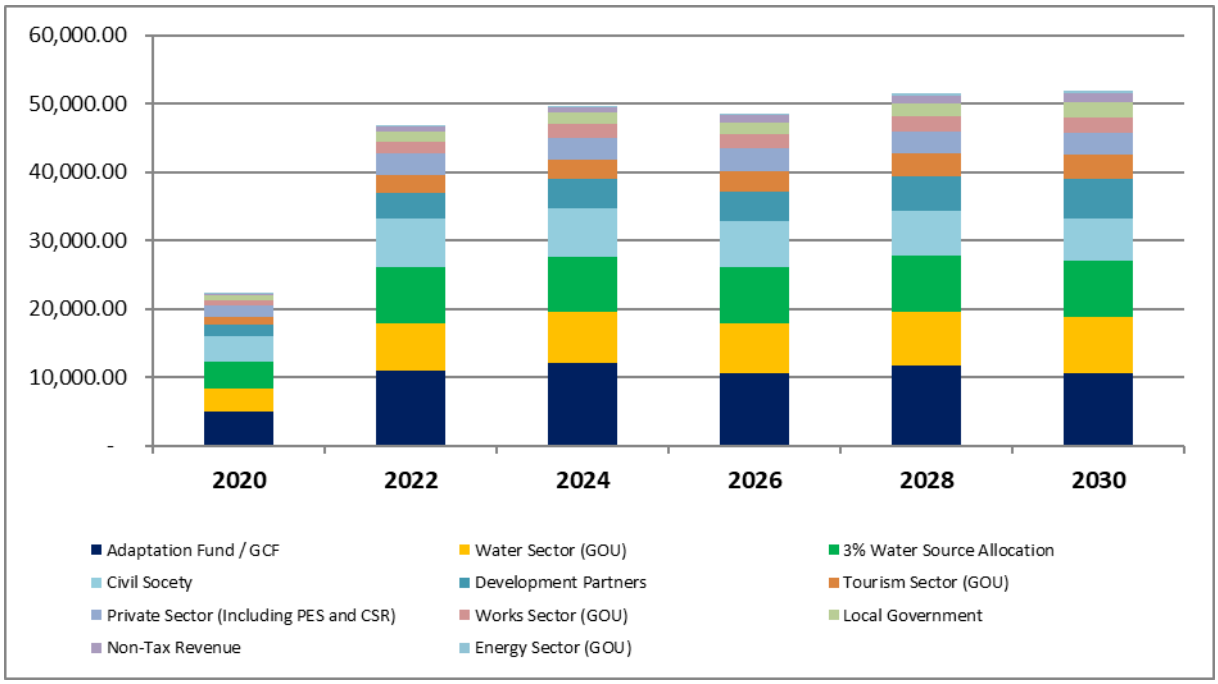
local trends of potential resource mobilization pathways for CbIWRM financing. However, these projections are made outside important assumptions like population growth, inflationary tendencies, abrupt shift in government priorities that have major budgetary implications, spontaneous natural events that have a direct effect on financing (e.g. the global corona virus) and steady buy-in by stakeholders to the CbIWRM concept. Achieving the aspirations included in this strategy will require financing from various sources. As shown below, the target for resource mobilization for catchment water resource management will amount to $271,253,470 over the 2020-2030 period.

Table 5.1: Resource Mobilisation Target for CbIWRM Implementation (2020-2030)

Major Sources of Funding (USD' 000)	2020	2022	2024	2026	2028	2030	TOTAL
Adaptation Fund / GCF	5,000.00	11,000.00	12,120.00	10,500.00	11,800.00	10,500.00	60,920.00
Water Sector (GOU)	3,271.79	6,900.70	7,379.43	7,359.03	7,836.99	8,314.95	41,062.89
3% Water Source Allocation	4,087.27	8,174.54	8,174.54	8,174.54	8,174.54	8,174.54	44,959.99
Civil Society	3,696.92	7,211.99	6,969.53	6,727.06	6,484.60	6,242.14	37,332.24
Development Partners	1,555.32	3,651.45	4,372.53	4,343.51	5,064.59	5,785.67	24,773.07
Tourism Sector (GOU)	1,208.42	2,606.52	2,859.42	3,112.32	3,365.22	3,618.11	16,770.01
Private Sector (Including PES and CSR)	1,591.86	3,203.71	3,218.71	3,213.71	3,213.71	3,213.71	17,655.42
Works Sector (GOU)	853.61	1,797.89	1,930.30	2,057.89	2,186.57	2,250.90	11,077.16
Local Government	680.08	1,490.07	1,663.29	1,836.51	2,009.73	2,182.95	9,862.61
Non-Tax Revenue	265.78	651.04	810.35	969.66	1,128.98	1,288.29	5,114.10
Energy Sector (GOU)	88.74	213.58	272.73	327.78	383.64	439.51	1,725.98
TOTAL	**22,299.78**	**46,901.50**	**49,770.83**	**48,622.02**	**51,648.57**	**52,010.77**	**271,253.47**

This target does not necessarily represent a direct funding requirement by MWE/DWRM but rather represents potential resources that can be marshalled from different sectors, different actors and stakeholders towards CbIWRM in their respective efforts towards sustainable funding for CbIWRM. Achieving the target is also premised on better enforcement of guidelines, mainstreaming of CbIWRM into budgetary processes and reforms relating to "ploughed back" financing that directly supports CbIWRM efforts.

Figure 5.1: Potential allocations for resource mobilization for CbIWRM (2020-2030)



5.2.1 Cost Benefit Analysis for Resource Mobilisation

A cost benefit analysis of the different CbIWRM resource mobilisation approaches across the ten years of the strategy shows that implementing the 3% water source protection guidelines has the highest return per unit dollar invested. That is, a $1 investment in implementing the guidelines has the potential of returning $186 for CbIWRM financing. Similar explanations can be derived for the other sources of funding as shown in Table 5.2 below.

Table 5.2: Cost-Benefit Ratios for Resource Mobilisation approaches

Avenues for resource mobilization	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Average
Contributions from other sectors	51.2	22.1	50.3	31.3	55.1	64.2	27.5	62.0	38.3	65.9	68.3	**48.7**
3% Water Source Allocation	199.4	36.0	190.1	545.0	35.1	199.4	36.0	190.1	545.0	35.1	35.1	**186.0**
Non-Tax Revenue	9.2	1.4	2.2	2.4	2.7	16.0	2.2	3.4	3.7	3.9	4.2	**4.7**
GOU	45.3	22.0	58.0	44.3	36.5	33.4	30.9	63.5	76.8	32.1	33.1	43.3
Civil Society	129.7	55.5	40.0	59.1	40.9	119.1	50.9	36.6	54.0	37.3	36.6	**60.0**
Private Sector	49.7	12.9	15.1	15.2	14.9	50.2	13.0	15.2	15.2	14.9	14.9	**21.0**
Development Partners	97.2	16.1	25.2	27.6	30.0	130.1	20.9	32.1	34.5	36.9	39.2	**44.5**
Adaptation Fund / GCF	500.0	100.0	100.0	109.1	111.3	500.0	100.0	105.5	109.1	90.9	100.0	**175.1**

5.3 Funding the Resource Mobilization Strategy

The RMS has a resource target amounting to $254,131,734. The bulk of CbIWRM funding will be mobilised from sources that demand a new approach to financing and not business as usual. Currently, the deconcentrated structures do not have an autonomous mandate to mobilise financial resources. However, resource mobilization efforts at the regional or Zone level will be undertaken within a new paradigm that allows proactive engagement with stakeholders and potential partners. Whereas DWRM maintains the oversight role, WMZ should be supported (and rewarded) to be more astute towards resource mobilisation. Resource mobilization of non-financial resources will mainly be undertaken at the WMZ, catchment and sub-catchment level. These will derive from capacity development, infrastructure development, community networking and other resources derived from stakeholders. CMOs can help mobilise capacity for rainwater harvesting (off-farm), Water saving irrigation technology, protection of village, town and urban water sources. flood risk management/preparedness drain and waterway improvements, reforestation and afforestation; and, wetland restoration. Catchments with large water bodies (e.g. Lake Victoria and Lake Kyoga) receive most of the funding for ambient water quality improvement, although that funding is distributed across all catchments with consideration for the distribution surface water area.

6 MONITORING AND EVALUATION

6.1 Introduction

This section outlines the key inputs, outputs, outcomes and impact indicators. It further stipulates the steps to be taken in assessing the progress and impact of the resource mobilization strategy. Monitoring of the RMS shall be progressive throughout the five-year implementation cycle. Periodic monitoring will be undertaken on a quarterly and annual basis, and related progress reports will be prepared and disseminated to the Joint Sector Working Group and the Water Policy Committee. The monitoring will be participatory at all levels. The RMS will be monitored and evaluated following the same cycle as MWE's operating framework. The Outcomes and Outputs highlighted in the Results Framework and the Annual Work Plans developed each year will provide the basis for routine monitoring of the RMS. The Results Framework will also provide information on the responsibilities of the different stakeholders by stating the Lead agencies on a particular resource mobilization effort and the coordination mechanisms for each outcome/output.

Table 6.1: Matrix of monitoring and evaluation framework

Strategies / interventions	Indicator (s)	Data sources	Implementation Horizon			Sectors, Ministries, Department, Agencies
			Short term	Medium term	Long term	
STRATEGIC OBJECTIVE ONE: ESTABLISHING AN ENABLING ENVIRONMENT THAT ENHANCES THE MOBILIZATION OF RESOURCES TO SUPPORT THE SUSTAINABLE IMPLEMENTATION OF CBIWRM IN UGANDA						
Review of laws and guidelines to include CbIWRM resource mobilization	☐ Number of policies, guidelines, protocols developed / reviewed that engender CbIWRM resource mobilisation	☐ Sector Ministerial Policy Statements ☐ NDP III ☐ Vision 2040 Reviews ☐ Annual Sector Performance Report				MWE/DWRM Central, WESWG, MoJCA, Solicitor General, NEMA, UNMA, NWSC, MAAIF, MoWT, MOES, MoH, MTTI,
Integration of WRM activities into DDPs Action Plans	☐ No. of districts that have integrated CbIWRM into District Development Plans	☐ Sector Ministerial Policy Statements ☐ District Development Plans ☐ District Environment Reports ☐ Annual Sector Performance Report				WMZ, DWD, TSUs, UOs, WSDF, DEA, MOLG, DWRM, ULGA, MOWT, MAAIF, MFPED, CSOs
Integrate CbIWRM in sector plans and policies (Agriculture, Tourism, Energy, Industry, etc.)	☐ No. of Sectors that have included CbIWRM financing components into their Sector Plans ☐ Percentage of sector contribution to CbIWRM	☐ Sector Ministerial Policy Statements ☐ Reports from Development Partners ☐ CSO Reports ☐ IWRM Working Group Reports ☐ Annual SPR				WMZ, DWD, TSUs, UOs, WSDF, DEA, DWRM, MAAIF, MTTI, MEMD, Petroleum Authority, UTB, CSOs,
Implementation of the 3% contribution for water resource protection	☐ No. of Projects / Programs that have complied with 3% water resource protection guidelines ☐ Percentage of actual collections from the 3% contribution levy	☐ Sector Ministerial Policy Statements ☐ District Development Plans ☐ Annual Sector Performance Report				MWE, MAAIF, MoT, MEMD, MTTI, NWSC, DWRM, MOLG, MFPED, NEMA,

STRATEGIC OBJECTIVE TWO: ENHANCING THE COORDINATION OF INSTITUTIONS AND STAKEHOLDERS INVOLVED IN IMPLEMENTATION OF CBIWRM FOR SUSTAINABLE DEVELOPMENT						
Strengthen internal CbIWRM partnerships between DWRM and other MWE directorates	□ No. of joint CbIWRM projects/initiatives undertaken across MWE directorates □ Percentage change in development partner contribution to CbIWRM	□ Sector Reports □ Annual Sector Performance Report □ Reports from different MWE directorates □ Bilateral. Multilateral funding reports				MWE, MAAIF, MoT, MEMD, MTTI, NWSC, DWRM, DEA, TSUs, UOs, DWD, WPC, WESWG, Stakeholders Forum,
Use existing structures at regional and local levels to mainstream CbIWRM resource mobilisation	□ Percentage of contribution of CSOs towards CbIWRM efforts	□ Sector Reports □ Annual Sector Performance Report □ UWASNET Reports □ Development Partner Reports □				CSOs, UWASNET, DWRM CENTRAL, WMZs □
Engagement with non-traditional partners for CbIWRM resource mobilisation	□ Number of resource mobilisation activities undertaken at the WMZ □ Number of private sector partnerships established for CbIWRM resource mobilisation	□ MWE/DWRM Central Reports □ WMZ Performance Reports □ Annual Sector Performance Reports				□ MWE/DWRM Central, WMZ □
Enhanced awareness of CbIWRM at all levels (national, regional and catchment)	□ Number of CbIWRM awareness campaigns per annum □ CbIWRM Communication and Marketing Strategy launched	□ MWE/DWRM Central Reports □ WMZ Performance Reports □ Annual Sector Performance Reports				□ MWE/DWRM Central, MAAIF, MOWT, MEMD, MFPED, MTTI, MOES
STRATEGIC OBJECTIVE THREE: ESTABLISH SYSTEMS FOR REGULAR MONITORING AND ASSESSMENT OF CBIWRM RESOURCE MOBILISATION						
Enhanced compliance and monitoring of CbIWRM Revising permit fees, water quality analysis	□ Percentage increase in revenues from permit fees □	□ MWE/DWRM Central Reports □ WMZ Compliance and Enforcement Reports □ Annual Sector Performance Reports		□	□	□ MWE/DWRM Central
Utilisation of data and information generated for CbIWRM system strengthening	□ Number of CbIWRM annual reports produced □ Number of staff trained □ Percentage increase in revenue from sales of data and laboratory services	□ MWE/DWRM Central Reports □ Regional Laboratory reports □ Annual Sector Performance Reports				□ MWE/DWRM Central, WMZ
Strengthened knowledge sharing and capacity development for CbIWRM	□ Establishment of Model Catchment □	□ MWE/DWRM Central Reports □ Regional Laboratory reports □ Annual Sector Performance Reports				□ MWE/DWRM Central, WMZ, CMO, CSO
Integration of CbIWRM with other	□ Number of CbIWRM initiatives undertaken	□ MWE/DWRM Central Reports				□ MWE/DWRM Central, NPA,

on-going government interventions that have CbIWRM-related activities	in collaboration with on-going government programs	☐ Regional Laboratory reports ☐ Annual Sector Performance Reports				MFPED
STRATEGIC OBJECTIVE FOUR: INCREASING BUDGETING AND FINANCING FOR CATCHMENT WATER-BASED RESOURCES DEVELOPMENT FOR SOCIO-ECONOMIC DEVELOPMENT						
Engagement with MFPED on reallocating funding for CbIWRM	☐ Catchment Management Fund established ☐ Local government grants for CbIWRM capitalised	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports				☐ MWE/DWRM Central, CMO, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,
Mainstream resource mobilisation at all levels (National, regional, catchment)	☐ No. of bankable proposals developed ☐ Percentage increase in applications to the Adaptation Fund and Green Climate Fund	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports				☐ MWE/DWRM Central, WESWG, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,
Enhanced engagement with the private sector for sustainable CbIWRM implementation	☐ No. of PPPs for CbIWRM established at all levels ☐ Percentage increase in direct funding from the private sector for CbIWRM implementation ☐ Number of Payment for Ecological Services schemes established	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports				☐ MWE/DWRM Central, WMZ, MFPED, MAAIF, MEMD,MOWT, MTTI,
Resource mobilisation established as a core aspiration for trans-boundary water resource management	☐ No. of joint trans-boundary resource mobilisation proposals developed ☐ Percentage increase in funding towards trans-boundary initiatives and projects	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports ☐ Sector BFPs				☐ MWE/DWRM Central,
STRATEGIC OBJECTIVE FIVE: PROMOTE INCLUSIVE RESOURCE MOBILIZATION FOR CBIWRM						
Strengthen governance for resource mobilisation	☐ Establish a CbIWRM Resource Mobilisation Working Group	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports ☐ Sector BFPs				☐ MWE/DWRM Central, CMO, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,
De-concentrate components of resource mobilisation to the WMZs	☐ Number of project proposals generated by WMZs per annum	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports ☐ Sector BFPs				☐ MWE/DWRM Central
Regularise resource mobilisation as a key function of the catchment management organisations	☐ Number CMPs developed ☐ Number of bankable or funded projects arising from CMPs	☐ MWE/DWRM Central Reports ☐ Annual Sector Performance Reports ☐ Sector BFPs				☐ MWE/DWRM Central ☐ CMO

6.2 RMS Annual Monitoring

Uganda developed a Sector Performance Monitoring Framework in late 1990s. The framework is based on 11 Golden Indicators (water and sanitation) and 10 Platinum Indicators (environment and natural resources).

The relevant SDG indicators have been included in the Sector performance monitoring framework for easier tracking and comparison. In addition, Uganda has been producing annual Sector Performance Reports over the last 12 years and these reports are issued out around September every year. Thus, monitoring results of the resource mobilization strategy will be reported annually in Sector Performance Reports.

6.2.1 Golden Indicators for WRM

Monitoring the Golden Indicators (as far as they measure sector performance at the outcome level) depends too strongly on the availability of funding. Therefore, a distinction should be made between progress towards the resource mobilization targets and the performance and achievements of the sector. The indicators captured in the RMS relate to efforts that are directly related to resource mobilization efforts for CbIWRM.

6.3 RMS Evaluation

An Evaluation will be conducted at the end of the RMS 1.0 roll out in 2021. The evaluation will be undertaken at the same time with regular sector-wide reviews. The evaluation will analyze the level of achievement for both expected and unexpected results by examining whether the anticipated theory of change of RMS for CbIWRM was appropriate and which lessons ought to be taken forward in the next RMS 2.0 cycle.

6.4 Coordination Mechanisms

Given the number of ministries, departments and agencies involved in resource mobilization for catchment water resource management, the MWE's DWRM will take the responsibility for overall coordination and communication. The DWRM will liaise with the different implementation teams to coordinate planning, reporting, supervision, and oversight across departments involved in resource mobilization efforts. The DWRM will engage a Resource Mobilization Unit comprising key technical specialists (e.g. grants officers, economists) to assist the MWE in coordinating different internal and external resource mobilization efforts. The resource mobilization unit will provide support to the DWRM to consolidate plans, developing budgets, monitoring results and compiling reports. The Water Policy Committee and relevant governing bodies will provide high-level operational and policy guidance to ensure that this Strategy's components and activities are implemented as intended. The DWRM will facilitate coordination of resource mobilization activities with other DPs who are supporting complementary activities.

6.5 Reporting on the RMS

The RMS will be a source of critical information and data for the Water Policy Committee, the JWESWG and donors among others. The DWRM will produce an annual report that will provide a comprehensive appraisal of how MDAs, CSOs and other stakeholders are undertaking resource mobilization efforts, including the underlying challenges, the innovations, the lessons and the progress towards achievement of targets in the Results Matrix. This report will provide critical input to the annual JWESG and the Water Policy Report and the Sector Performance Report (SPR).

ANNEXES

ANNEX 1: A Summary of Sustainability Financing Opportunities

Policy/Financing Instrument	Legislation and / or policy	Sustainability Outcome
Environment Taxes		
Environmental Levy	Public Finance Act 2015	Avoided pollution with heavy metals and chemicals to wetlands, and water catchments and air pollution
Environmental Taxes	Oil and gas revenue management policy (2008)	Avoided pollution from spills, waste and industrial activities
Environmental Compliance Charges		
Environmental Impact Assessment (EIA) fees	EIA Regulations 1998, National Environment Act Cap 153	Compliance with national environmental management standards
Enforcement Fines and Charges	National Environment Act Cap 153 Water Act Cap 153	Penalties for non-compliance with national environmental management standards
Economic Instruments for the Oil and gas Sector	Revised National Environment Bill	Incentive and disincentive options for environmental management for the oil and gas sector.
Wetland User Permit Fees	National Environment Act Cap 153	Resource use regulation charge levied on communities and other wetland users. In turn the wetland users agree to compliance and enforcement support based on wetland user standards, including penalties and restoration in case of misuse.
Wetland Restoration orders	National Environment Act Cap 153; Water Act Cap 153	Penalties to comply to national environmental management standards
Biodiversity Offsets	Revised National Environment Bill	Compliance with national environmental management standards
Water abstraction permit fees	Water Act Cap 152	Resource use regulation charge. Administered by the Directorate of Water Resources Management (DWRM) in MWE
Water source protection charge	Water Act Cap 152	Compliance with national environmental management standards
Effluent discharge permits fees	Water Act Cap 152	Fees to discharge effluent and compliance to national pollution discharge standards.
Local Governments, District, City, Municipal Town and sub-county fees		
Clean Development Mechanism Programme of Activities (CDM PoA) municipal solid waste project	Local Government Act Cap 234	Aimed at improving solid waste management and producing high quality organic manure for use on farms, also to achieve GHG emissions reductions. CDM PoA can be used for other Greenhouse Gas and environmental challenges, beyond waste management
Fish levies for boats, fish mongers and fishing licences	Fish (Beach Management) Rules, 2003 (S.I. No. 35 of 2003)	Originally intended to limit fishing to sustainable levels. The instrument has failed and instead increased fishing and encouraged illegal fishing practices
Charges on timber and wood fuel (licences to harvest timber or produce charcoal, movement permit)	National Forestry and Tree Planting Act, 2003	The charges are aimed at ensuring an accurate record of wood trade and to collect rents for the District Local Governments The instruments use inadequate measuring tools and the governance process has been abused, encouraging deforestation instead
Creation of catchment management organizations/ committees developing catchment management plans	Water Act Cap 152 Catchment Management Guidelines	The country is divided into four water management zones, sub-regional centres, DWRM and catchments created with local management structures.

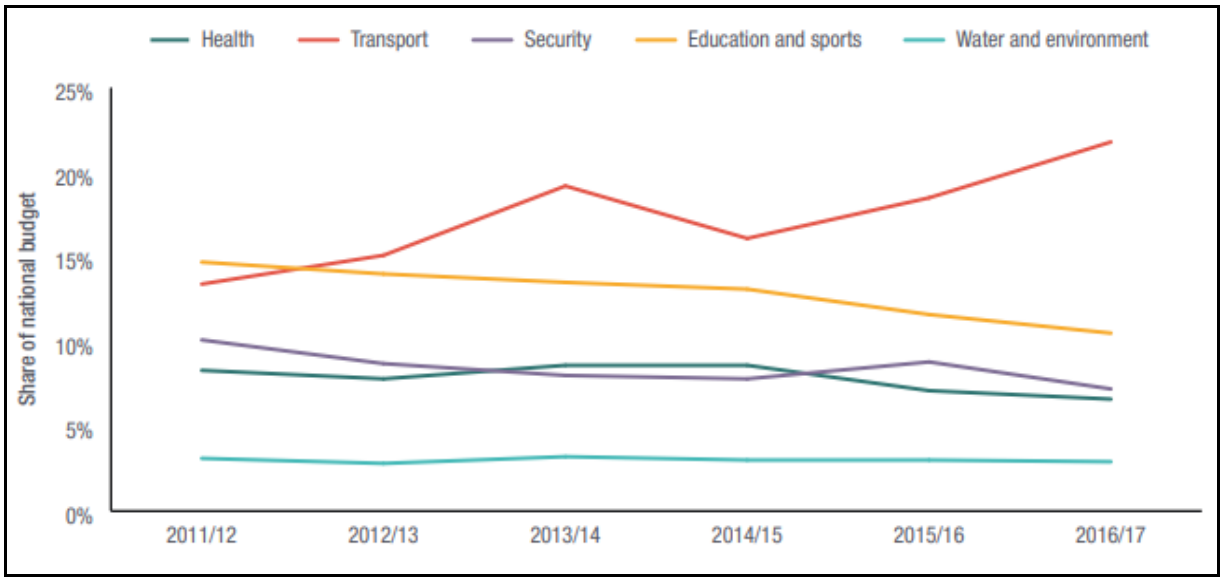
Policy/Financing Instrument	Legislation and / or policy	Sustainability Outcome
Resource Rents		
Minerals and Oil and gas sector resource rents & royalties	Oil and gas revenue management policy (2008) Mining Act 2003	Returns for resource extraction to government on behalf of citizens.
Biodiversity, Climate and Water Resource Finance Instruments		
Payments for Environmental Services (PES)	Proposed under Revised National Environment Bill	Incentives for stewards of ecosystems and ecosystem services for actions to conserve functioning of ecosystem
International Funds		
Green Climate Fund	UNFCCC in support of Rio Multilateral Environment Agreements	Investing in low-emission and climate-resilient development. GCF was established by 194 governments to limit or reduce greenhouse gas (GHG) emissions in developing countries, and to help vulnerable societies adapt to the unavoidable impacts of climate change e.g. wetlands management
Global Environment Facility (Sustainable Land Management, Territorial Approaches to Climate Change, Albertine Rift Sustainable Environment Management etc.)	Convention on Biological Diversity, UNFCCC, UNCCD	Support implementation biodiversity conservation priorities in the NBSAPs
Emissions of Reductions for carbon– CDM, voluntary carbon projects	UNFCCC, National Forestry Policy (2001), National Forestry & Tree Planting Act, 2003	Afforestation and reforestation activities in Natural Forests
Emissions of Reductions for carbon– REDD+	UNFCCC, National Forestry Policy (2001), National Forestry & Tree Planting Act, 2003	Reduced deforestation and forest degradation
Climate Investment Funds (CIF)	Electricity Act 1999, Renewable Energy Policy, 2007	Scaling up Renewable Energy in Low Income Countries Programme (SREP)
Non- Tax Revenue		
Round wood harvest fees for plantations/ stumpage fees	National Forestry & Tree Planting Act, 2003	Sustainable production of timber for the country's needs in plantations
Concessional Land leases under Sawlog Production Grant Scheme (SPGS)	National Forestry & Tree Planting Act, 2003	Increase sustainable production of timber to meet the country's needs A subsidy to encourage commercial forestry production. Government of Uganda and the European Union funds
Concessions for ecotourism	National Forestry & Tree Planting Act, 2003, Wildlife Act, 2014	Increase Public-Private Partnership and private investment in conservation
Gate or entrance fees	Uganda Wildlife Act Cap 200 Uganda Wildlife Education Centre Trust Deed of 1994 National Forestry & Tree Planting Act, 2003	Obtain revenues for running institutions and manage numbers of visitors
Tourism packages fees (hot springs, mountain climbing, birding, boat launch, bush camping, caves, chimp tracking, cultural encounters, gorilla tracking, etc.	Uganda Wildlife Education Centre Bill	Obtain resources for managing biodiversity under jurisdiction of institution
	National Forestry & Tree Planting Act, 2003	Provide tourists and visitors with a quality service and experience
Revenue Sharing with communities near Protected Areas (Pas)		Enhance community participation in forest conservation and conservation of protected areas e.g. National Parks
Commercial activities (semen, eggs, ova, embryos).	The Animal Breeding Act, 2001 National Agricultural Research Organisation Act, 2005	Raise revenue to maintain livestock diversity in the country Raise high quality breeds and stocks for distribution to farmers
Revenue Benefit Sharing and Resource Access		
Collaborative forest management arrangements or collaborative resource management	National Forestry and Tree Planting Act, 2003 Uganda Wildlife Act Cap 200	Enhance community participation in forest conservation and conservation of protected areas e.g. National Parks Benefit sharing of ecosystem services within tourism or production zone in the PA
Wetland user committees	National Environment Act Cap 153 National Wetland Policy, 1995	Enhance community and sustainable use of wetland resources Limit degradation from encroachers

Policy/Financing Instrument	Legislation and / or policy	Sustainability Outcome
Conservation Funds		
Uganda Biodiversity Conservation Fund	Proposed under Revised National Environment Bill Uganda Wildlife Act Cap 200	Provide a funding pool for all biodiversity conservation actions in the country
Bwindi Mgahinga Conservation Fund	Uganda Wildlife Act Cap 200	Provide incentives for communities to contribute to Mountain Gorilla Conservation in Bwindi Impenetrable and Mgahinga Gorilla National Parks
Community Environment Conservation Fund	Uganda Water Act Cap 152 National Forestry and Tree Planting Act, 2003	Support Forest Landscape Restoration and catchment management through providing livelihoods for integrated water resources management (IWRM)
EBA Climate Adaptation Fund for Mt. Elgon Ecosystem	Proposed under Revised National Environment Bill proposed Climate Change Act	Adaptation through landscape restoration activities and supporting agricultural livelihoods and soil and water conservation practices
Carbon Bank for Mt. Elgon Ecosystem	Uganda NGO Registration Act, 1989	Reforestation actions and establishing a fund to buffer carbon sequestration mitigation for verified emission reductions under the Plan Vivo Standard
Energy Standards and Compliance program		
1. ISO 50001	Voluntary, consensus-based, market-relevant International Standards.	Using energy efficiently helps organizations save money as well as helping to conserve resources and tackle climate change
2. Comprehensive Feed-in-Tariff (FiT) policy	Energy Policy 2002 Renewable Energy Policy 2007, Electricity Act 1999	Increase private sector investment in electricity generation Increase renewable energy options as a means of generating sustainable energy
Subsidies		
1. Support for paddy rice farmers for increased production through seed, fertilizers and extension support	National Agriculture Policy, 2013 Agriculture Sector Development Strategy and Investment Plan 2010/11 – 2014/15	Conversion of wetlands for paddy rice ensures higher productivity for rice Clearing of trees for upland rice production also leads to biodiversity loss No compliance actions undertaken
Construction of roads and other infrastructure (roads and railways) through wetlands	The National Transport Master Plan, Uganda National Roads Authority Act, 2006, The Roads Act, 1964, Railways Corporation Act Cap 331	To reduce the cost of compensations, sections of road go through public lands of wetlands without compensation Interferes with due diligence compliance actions under EIA and Environmental Audits, as well as Wetland Use Guidelines, and Catchment Management Guidelines
4. Provision of agricultural fertilizers to farmers under NAADS to increase agricultural productivity	National Agriculture Policy, 2013 Agriculture Sector Development Strategy and Investment Plan 2015/16 – 2019/20	Increase agricultural productivity through supplying fertilizers. If the fertilizers are poorly used this could lead to leaching and washing away of nutrients with storm water in rivers, wetlands and lakes
Central government		
1. Central Government Transfers	Public Finance Management Act, 2015	Government transfers funds to local government for salaries for local government staff, to MDAs for salaries of their staff, and under the Poverty Action Fund (PAF) for environment management
2. African Forest Landscape Restoration Initiative	National Forestry & Tree Planting Act 2003 National Climate Change Policy, 2013; UNFCCC	The Government of Uganda has promised to restore up to 2.5 million hectares of degraded and deforested landscapes by 2030.
Overseas development assistance		
1. Farm Income Enhancement & Forest Conservation Project (FIEFOC)	National Forestry & Tree Planting Act, 2003	Forest restoration on private land and restoration of wetlands
2. Mt. Elgon Region Environment Conservation (MERECEP)	Lake Victoria Basin Commission Protocol Treaty for establishment of the East African Community, 1999.	Restoration and sustainable management of the key water catchments for Lake Victoria Private Sector

Policy/Financing Instrument	Legislation and / or policy	Sustainability Outcome
Private Sector		
Corporate Social Responsibility (Coca Cola, Standard Bank Uganda, Standard Chartered Bank, MTN, Airtel, URA)	Private corporate social responsibility funds, corporate outreach	Giving back to consumer communities and contribution to poor communities' welfare
2. Catchment Management financing (Coca Cola, Bugoye Hydropower, KCCL, Hima Cement.	Investment pack in reducing operational costs	Catchment restoration activities to reduce siltation in the water, mudslides and ending of operations that lead to revenue losses
3. Certified organic agriculture and Sustainable Agricultural Commodities	National Agricultural Policy, 2013 Draft Organic Agriculture Policy	Producing food in a complete cycle with minimal external inputs and compliance with high organic standards

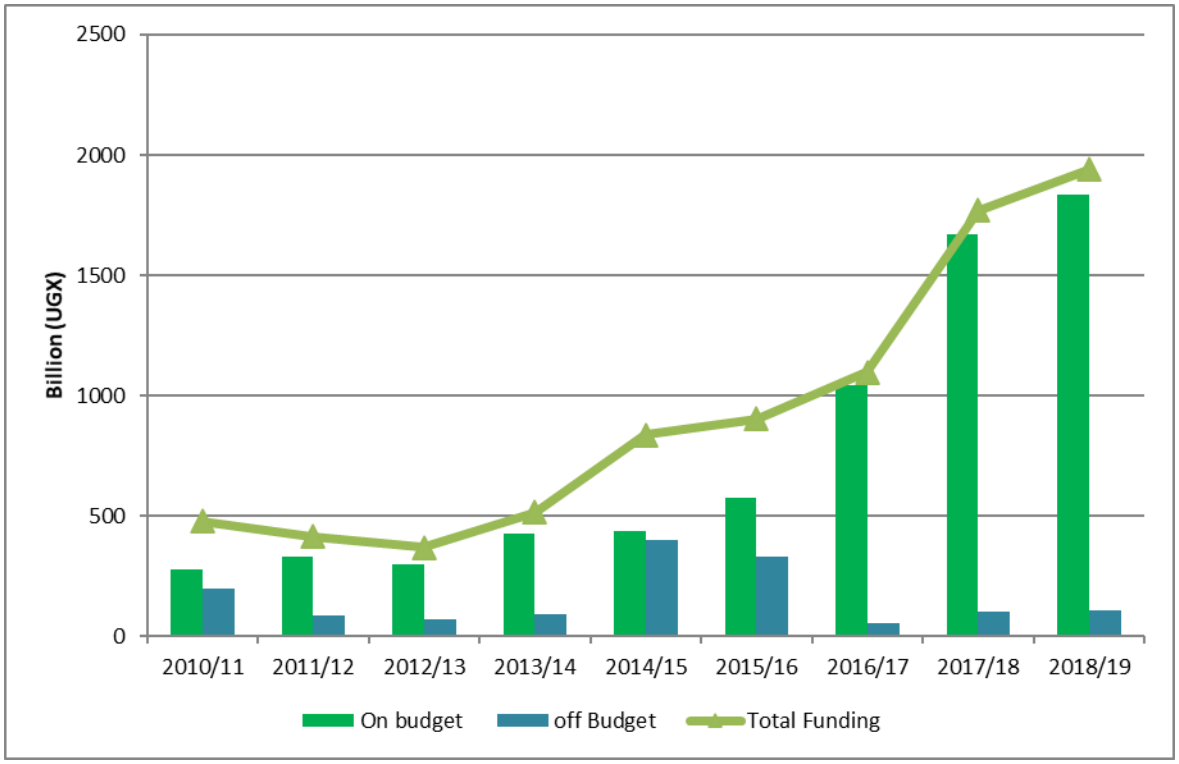
ANNEX 2: Sector Funding Trends

Annex 2.1 Share of the national budget by key sectors of the economy

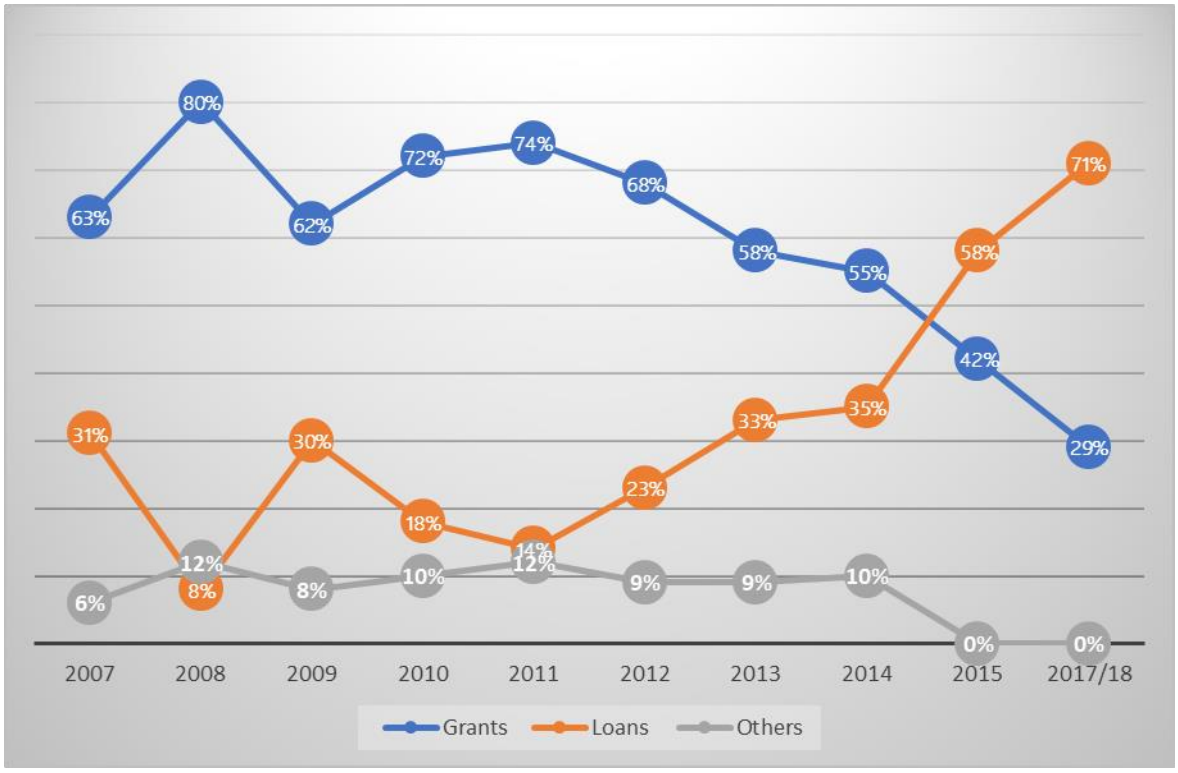


Source: MWE (2016)

Annex 2.2 Trends in overall sector funding amounts (UGX Bn)

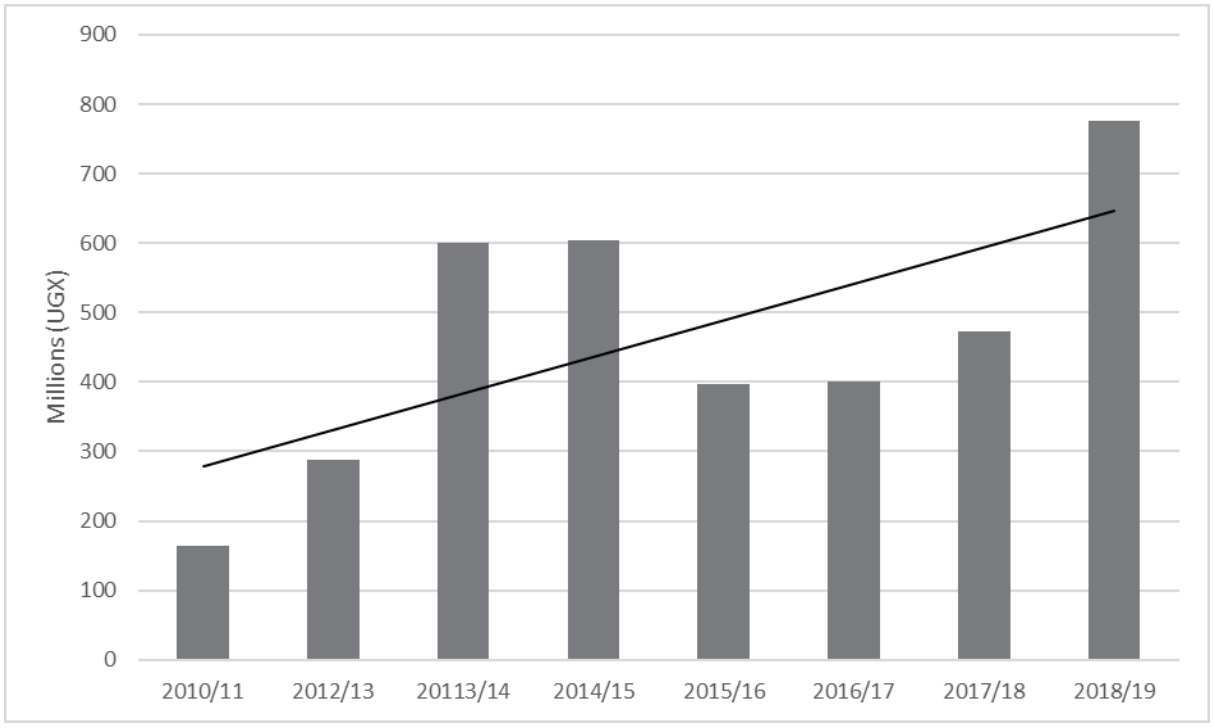


Annex 2.3 Trends in development support to the sector (2007-2017)



Source: UNICEF (2019)

Annex 2.4 Non-Tax revenue (2010/11 – 2018/19)



ANNEX 3: Examples of Funding Sources

EXAMPLES OF FUNDING SOURCES FOR CMOs			
Type and Description	**General Prerequisites**	**Level of government regulation necessary**	**Estimated suitability for Uganda**
In Brazil, water use fees are paid to government agency. Funds are earmarked for interventions in the same watershed. A Maximum of 7.5% can go into watershed administration. CMOs can benefit from this and suggest the amount charged	Water users that can be monitored and charged accordingly	High (regulation, enforcement and funds management	Similar to current system, more suitable for urban areas where larger industrial users can be charged and monitoring is easier.
In Nigeria the government (federal with support by states) set up a multi-million US $ trust fund through which river basin protection measures are funded.	High level government commitment	None, but high willingness to pay by government.	Currently the Ugandan government has other priorities and the sustainability of such a fund is rather low.
In the state of Virginia (USA) a "Water Monitoring Council" is funded mainly through contributions from (government) research institutes.	High availability of research funds.	None, but several well-funded research institutes is needed	Partial funding possible, but very precarious
At state level in Germany, WRM interventions are paid through a mix of user fees and by budget support from local government (and a limited set of national and EU subsidies).	Willingness to allocated local government budgets.	High level of regulation to allow local governments to collect user fees.	Possible, but risk of corruption at local government level high
Another system in Germany is fully privatized as formalized networks of water using industry. It depends on member fees and voluntary contributions.	Wealthy and cooperative water using industry.	High government regulation to incentivise industry for WRM measures	Possible in urban areas where industry and parastatal utilities exist
In central Europe voluntary agreements (PES) between water supply companies and farmers exists that gives funds to the latter for letting their land fall fallow or use less pesticides. A CMO as a representative of the farmers could manage these and provide evidence to utilities.	Large treatment costs for water supply companies.	None, but regulation and further subsidies can improve impact.	Suitable for selected towns with water-supply operated by NWSC.
Rural municipalities in the USA sometimes utilize sewerage charges to rehabilitate and protect wetlands with are used to increase effluent water quality of wastewater treatment plants.	Availability of a sewerage system users pay for.	Medium as discharge regulations need to exist.	Due to the very low sewerage connection rate this is not feasible (yet).
In the Scandinavian states a pollution market scheme for the Baltic sea has been proposed, where polluters can buy pollution rights from others that have reduced their pollution or have implemented pollution reducing measures.	Well-functioning monitoring and enforcement system	Very high for pollution market creation, otherwise only low as market mostly regulates itself	Not feasible as environmental monitoring is not sufficient
In the USA for sites near national parks and the like special fees on tourism, fishing and hunting are raised to also fund catchment management	Healthy tourism sector	Medium, fees need to be collected efficiently	Similar system already in place for national parks but not yet systematically utilized for catchment management.

EXAMPLES OF FUNDING SOURCES FOR CMOs			
Type and Description	**General Prerequisites**	**Level of government regulation necessary**	**Estimated suitability for Uganda**
In many developed countries special sales taxes are raised on pesticide and fertilizer taxes to lower the pollution cause by them or to fund restoration of wetlands etc. to counteract the pollution caused.	Developed agricultural sector	Low, as a sales tax is easy to enforce	Likely not suitable as fertilizers are already too expensive for most subsistence farmers in Uganda.
Multilateral development banks are beginning to promote co-operation in water policy development and transboundary management. A recent example is the Asian Development Bank (ADB) which seeks to support joint projects for the planning, development and management of shared water resources	- Establishment of institutional mechanisms for effective management (including agreement on anticipated benefits and modes of cooperation). - operation of the institutions themselves - Implementation of water management programmes (including data collection, surveys, joint planning and monitoring and steps towards confidence-building). - Investment in infrastructure for shared river management.	Effective agreements between the riparian countries and strong joint institutions to implement them are key to attracting investment funding from public and private sources and can significantly improve bankability of projects.	Further engagement with multilateral donors like the World Bank, African Development Bank to support transboundary initiatives within the EAC region
Trust funds or endowments administered by a transboundary institution. They provide a means of diluting direct donor control over the administration of resources and of building capacity in financial and institutional management. They can smooth out funding fluctuations that arise when organisations are dependent on annually allocated resources from either government or donors.	- Requires a strong legal and institutional framework at basin level, a common strategic vision of the basin development, political leadership from riparian countries and capacity to set up bankable projects.		
Revolving funds to engage private investors in projects with positive transboundary externalities. Similar revolving funds could be established at a transboundary level to promote investments with positive transboundary externalities, such as water treatment, conservation and pollution-avoidance techniques, through grants, technical assistance and loans to the local private sector.	- Collection of funds from pollution fines, licence costs and water charges, with additional funding from bank loans. - Other river basin organisations in France and Indonesia have a funding base rooted in a variety of water-related charges, which allows them to tap into other funding resources as well.	Can work in more mature (and possibly smaller) river basins, particularly where there are few large water users and polluters and, hence, taxation regimes are easier to manage.	Can work with regional partners in the EAC region although it may require reforms within existing guidelines and protocols for cross border investments
Public-private partnerships at a transboundary level can be explored. PPPs could be supplemented by political risk insurance and investment guarantees	- Existing mechanisms must be adapted to the transboundary context and guarantees from development banks are needed		Effective agreements between the riparian countries and strong joint institutions to implement them are key to attracting investment funding from public and private sources and can significantly improve bankability of projects. Uganda needs to explore PPPs and related co-investments across the different transboundary efforts like the SMM, Nile Basin etc.

EXAMPLES OF FUNDING SOURCES FOR CMOs			
Type and Description	**General Prerequisites**	**Level of government regulation necessary**	**Estimated suitability for Uganda**
Donors can play an important role in providing resources to build and strengthen the enabling environments in which financial co-operation over transboundary management becomes a possibility. An example is the Nile Basin Initiative.	- Commitment (through process ownership) of the riparians themselves can encourage donor support - awareness raising and capacity building, which in turn provides a stable political environment to attract other sources of funding	Concessionary loans and grants can be obtained at a relatively low cost through government to government agreements	This is an opportunity that has been explored and can be strengthened

ANNEX 4: Examples of Funding Mechanisms

I Payment for ecosystem services

Also known as payments for environmental services (or benefits), these are incentives offered to farmers or landowners in exchange for managing their land to provide some sort of ecological service. In PES schemes can include, people managing and using natural resources, typically forest owners or farmers, are paid to manage their resources to protect watersheds, conserve biodiversity or capture carbon dioxide (carbon sequestration)

BOX 4: Payment for ecosystem services in Lake Naivaisha

The need to reduce sediment load in rivers is linked with livelihood improvements in the upper catchment of Lake Naivasha. The project addresses siltation as a result of unsustainable land-use practices. Researchers worked with small holders to design a business case in order to change current practices in a feasible manner. The costs and opportunity costs of conservation interventions to the farmer were considered alongside the ability to recover those costs over time. 565 farmers in Malewa river basin that feeds Lake Naivaisha were targeted with over 150 farmers with farm sizes of 1-4 Hectares applying the promoted land use technologies voluntarily through agroforestry, indigenous tree planting, bench terracing and other sustainable land management practices. The farmers get flat payment of 17USD/ha/year over the first three years, issued as vouchers for agro-inputs with registered suppliers. In addition, in-kind support through project investment in nurseries and Sustainable land management training, material inputs (fodder crops, tree seedlings and high value crops) are provided by the project.

Several PES inventories have been conducted in Uganda[25]. Catchments bring together different stakeholders whose different activities affect biodiversity, food production, water quality etc. This system allows for negotiation and compromise for sustainable exploitation of water resources. Whereas its successful implementation may require specific policy reforms, PES schemes will be explored as a resource mobilisation mechanism in this strategy.

a. The Water Fund in Kenya

Water Resource Investment (WRI) commenced in 2008 and is mandated to monitor, conserve and manage the water resources and catchment areas for sustainable economic development. This is done through appraising and funding Water Resource Users Association (WRUA) and Community Forest Associations (CFAs) proposals in their water resources management. The Water Resources Investment is financed by Development Partners while the Kenya government covers operational costs of the Water Fund. The WRI is also specifically aimed at capacity building of the WRUAs, development of sub-catchment management plans (SCMPs) and implementation of the SCMP activities. Currently, a total of 17 counties are benefitting from the Water Fund's support. Creation of Water Fund in Uganda will require comprehensive stakeholder consultation and policy reform with respect to sector financing and partnerships.

b. The Rwanda Green Fund

The Rwanda Green Fund (RGF) is an environment and climate change investment fund. With funding (US $32.8 Million) from the Green Climate Fund (GCF) through the Ministry of Environment, the RGF is directly support 150,000 residents, as well as provide wider benefits to more than 380,000 people. It aims at restoring and enhancing the ecosystem in a sub-catchment of the Muvumba watershed, increase the capacity of communities to renew and sustainably manage forest resources, and support smallholder farmers to adopt climate resilient agriculture.

BOX 5: The Rwanda Green Fund

The Rwanda Green Fund (FONERWA) provides technical and financial support to the best private and public projects that align with Rwanda's commitment to a green economy. FONERWA facilitates direct access to international environment and climate finance, as well as to streamline and rationalise external aid and domestic finance. Access to the Fund is open to line ministries and districts, charitable and private entities, including businesses, civil society and research institutions. FONERWA receives contributions from both internal and external sources, including contributions from the private sector. Domestic capitalisation sources include: Environmental fines and fees and other environmental revenue and seed financing from domestic stakeholders (line ministries).

II Catchment Management Fund

[25] Ruhweza, A and Masiga, M (2005)., Inventory of Payment of Ecosystem Services in Uganda. Available at http://www.ecosystemmarketplaces.org

In some countries, a Catchment Management Fund was created to provide sustainable financing for catchment conservation activities. The fund receives money from the government, public utilities, electric companies, private companies and CSOs. In Ecuador, an independent financial manager invests the money and the interest is used to fund activities for catchment management. Water Users are also part of the board that manages the fund with a technical secretariat that acts as the executive director of the fund.

BOX 6: Payments for Catchment services in practice – the Quito Water Fund

Most urban water users in Latin America, as in many other catchments across the globe, are not aware where their drinking water comes from and the rural communities that live in these areas. Such a disconnect can be reversed by creating sustainable mechanisms to link water users with landowners and natural ecosystems. Urban and industrial water users in the Andean region have proven quite willing to act by creating Water Trust Funds, entities bound by a legal contract among founding members, generally institutions or companies representing key water users.

The Quito Water Fund (FONAG) is an example of a Water Trust Fund. The municipal drinking water and electrical utilities, a private brewery, and a water bottling company commit resources through a long-term financial mechanism, or 80-year trust fund, as defined by local financial regulations. The returns from this investment leverage donations from international and local NGOs, governments, and Overseas Development Assistance. These funds in turn are invested in critical conservation projects that involve strengthening parks and protected areas, supporting rural families to restore degraded lands and adopt sustainable farming practices, reforestation, and educating children about sustainable water management. FONAG has generated an endowment of more than USD 6 million from its members, which has allowed it to invest USD 2.3 million and leverage an additional USD 7 million to spend in key conservation activities. Catchment protection activities financed through FONAG from 2000 to 2008 amounted to USD 9.3 million. The Quito model is now being replicated for many Andean cities, such as Palmira, Cali, Bogotá, Medellín, and Cartagena (Colombia); Lima (Peru); and Zamora, Espíndola, Ambato, Riobamba, and Cuenca (Ecuador).

Source: Stanton et al (2010)

III User Charges in Ghana and South Africa

In Ghana, internally generated funds (IGFs) from the Water Resources Commission (WRC) have always exceeded government budgetary approvals and actual releases. The IGFs come from four main sources – administration fees, application fees, raw water abstraction fees and drillers' licensing fees[26]. Part of the IGF is always retained at source to cover for spending by the WRC. A similar Water Resource Management Charge is implemented in South Africa (BOX 7). This has the potential to work in Uganda although retaining collected funds (or non-tax revenue) to directly CbIWRM activities is still an on-going challenge.

BOX 7: South Africa: The WRM Charge

The WRM charge was introduced to recover the governance costs in a basin, including, but not limited to: Monitoring and assessing water resource availability and use; Water use allocation; Water quantity management, including flood and drought management, water distribution, control over abstraction, storage and stream flow reduction activities; Water resource protection, resource quality management and water pollution control Water conservation and demand management. Under the 1999 Pricing Strategy this WRM charge applied to consumptive water uses, namely abstraction, storage (losses) and streamflow reduction activities (commercial afforestation). Registering users, maintaining the data base, billing according to water use and recovering costs needs serious technical, managerial and financial resources from the Department of Water Affairs (DWA), linked to the establishment of the water resources national register and billing systems. The key lesson to be drawn from implementation of the WRM charge is the importance of engaging customers in the process of setting charges and the need to demonstrate the benefits of the functions being charged for.

Source: Pegram and Schreiner, Financing water resource management: the South African experience. Pegasys, 2009

IV Fertilizer and Pesticide Fees in the USA

Fertilizer and pesticide fees include dealer license fees, assessment and inspection fees, and registration fees. States often use these fees to raise money for agriculture related environmental protection initiatives. Iowa and Montana are examples of U.S. states that have enacted fertilizer and/or pesticide fees. The State of Iowa charges pesticide fees authorized by the 1987 Groundwater Protection Act. A portion of the revenues raised with these pesticide fees is placed in the agriculture management account of Iowa's groundwater protection fund. Montana charges pesticide and fertilizer registration fees and uses the revenues it raises to fund groundwater quality monitoring work. Implementation of such a levy is a typical example of opportunities for inter-sectoral engagement that can facilitate new strands of resources for implementation of CbIWRM.

V Cost sharing for transboundary financing

[26] Ankomah A. and Asuming, B (2011), Financing water resources management. Nov 2011

River based Organisations require sufficient, reliable, and sustainable funding in order to fulfil their mandate and implement their activities. Financing can stem from numerous resources–most importantly member country contributions and external contributions. Contributions from member countries can be shared equally or key-based–equal cost-sharing tends to be regarded as a sign of cooperation and commitment. High reliance on external funding can increase the RBO's vulnerability and/or indicate ownership and commitment problems. Strengthening Transboundary Commissions and Authorities also empowers and legitimises them to mobilise resources more easily.

BOX 8:Mekong River: Financing Transboundary Efforts

The Mekong River Commission (MRC) is an "...inter-governmental organisation that works directly with the governments of Cambodia, Laos, Thailand, and Vietnam to jointly manage the shared water resources and the sustainable development of the Mekong River". Its mission is "To promote and coordinate sustainable management and development of water and related resources for the countries' mutual benefit and the people's well-being". The MRC works with a total budget of about US-$20million per year. The MRC is financed by 1) Member country contributions (<10%); Development partner support (>90%). Member contributions are shared equally (25%), but increases in contributions since 2000 are based on a formula consisting of 5 indicators: a) Catchment area; b) GDP per capita; c) Population; d) Territory in the basin; and, e) Average flow

VI Local Sales Taxes

Local sales taxes are often add-ons to state general sales and use taxes. They are usually limited to a specified time period, or a dollar collection total, and are dedicated to a specific use. The revenue stream may be used to back local general obligation or revenue bonds or to pay for a specific environmental protection program directly. For instance, the revenues from local taxes collected by the locality (e.g. from market dues, parking fees) can be used to capitalize local revolving funds for environmental protection purposes. They can support a multitude of environmental protection programs. Local sales tax revenues are often dedicated to initiatives such as open space acquisition, wetlands protection, or catchment management.

VII Key messages and emerging issues

As shown, a wide variety of economic and financing instruments are currently applied in the water sector in different parts of the world. These instruments can help to complement public funds for financing CbIWRM. The current financial crisis and policy development within Uganda's water and environment sector should ultimately promote the search for innovative financing instruments and a balanced contribution by polluters, users and beneficiaries of water resources. There are opportunities for collaboration and support through the WSDFs; the work and projects supported by donors/partners such as WWF, UWA, SNV; and the district local governments. Agencies such as WSDFs, TSUs and UWSs have established inter-district coordination mechanisms which can make positive contribution to creating synergies with WMZ offices and CMO structures to explore funding options for implementation of CMPs. This Resource Mobilization Strategy provides an opportunity to integrate some of these innovations. The increasingly volatile aid environment prompts the MWE to retain and expand the current level of support from its traditional donors, including a shift in CbIWRM-messaging. In particular, the MWE will need to increase the level of engagement and incentivise support from non-traditional partners and leverage private sector contribution. The dual pursuits of retaining core donor support while also mobilizing new partners and sources of funds will in turn necessitate internal structural governance reforms that embrace resource mobilisation at all levels. This Strategy proposes the following resource mobilisation approaches:

ANNEX 5: Swot Analysis

Strengths
CbIWRM concept embraced by a wide number of stakeholders
Strong support and leadership provided by top management of MWE and affiliate sectors
Commitment of funds and donor support for actions to strengthen CbIWRM
CbIWRM has facilitated alternative livelihoods. However, it has been appreciated that the sustainability of the restoration measures are highly influenced by economic realities at household level. Humans degrade resources in the process of searching for survival.
The Water Resources Monitoring Network has been upgraded from manual to telemetric data collection which forms a major component in the development of Early Warning Telemetry System since it enables quick dissemination of the information products to the public and researchers
Compliance to water discharge permit conditions has improved. The biggest wastewater discharges such as NWSC facilities, sugar manufacturing companies, leather tanning industries have improved their compliance. enforcement efforts continue to ensure that permit holders put in place measures to comply with these conditions.
Weaknesses
Limited capacity for resource mobilization
Deconcentrating to the regional entities (including WMZs), of key functions (including resource mobilisation) is incomplete
Defining the catchment is still challenging, as there is a tension between the natural contours of the catchment and social and political boundaries
There is lack of standardised and available data from different catchments to support resource mobilisation
Low priority afforded to improved governance and law enforcement (e.g. of water abstractions)
Uncoordinated capacity development interventions across departments and sector agencies, increasing number of districts and resources gap arising from downscaling JPF funding.
Inadequate local capacity prioritization of water despite the ever increasing demand for its services
Opportunities
increasing awareness of CbIWRM imperatives among the private sector and donors
central government support for key actions to strengthen WRM-data systems, ground water and water quality management, creation of CMOs and CMPs is increasing
Aspects of CbIWRM included in the third National development plan (NDP III), National Vision 2040
Link water to the headline infrastructure projects/programs of the government. Industrialization is a priority (presidential directives); 12% must go to water infrastructure. currently, there is a poor linkage with government priorities
Cascade CMP into sub-catchment plans (stronger engagement with the community)
Increasing awareness among corporate to support CbIWRM initiatives through deliberate Corporate social responsibility initiatives.
Increased compliance of water users and permitting
Engage the Private sector to unlock new financing; Tap into financing from Banks as part of their Corporate Social Responsibility (CSR) program
Delays in releasing government funds delays activities co-funded with CSOs
Large water users are increasingly embracing CbIWRM

- International funding mechanisms like the Adaptation fund are directly supporting CbIWRM efforts
- CMOs / CMCs can be operationalised to undertake resource mobilisation for CbIWRM
- Engagement of private sector, government and other stakeholders can support resource mobilisation through new innovative funding mechanisms like the PES
- Building technical capacity in designing and (supervision of) implementation of relevant ministries and contractors
- Require that a certain percentage of revenues from water-based products (for instance cattle, crops) be directed to fund Operation and Maintenance
- Education of communities and water users on best approaches of the use and maintenance of water facilities

Threats

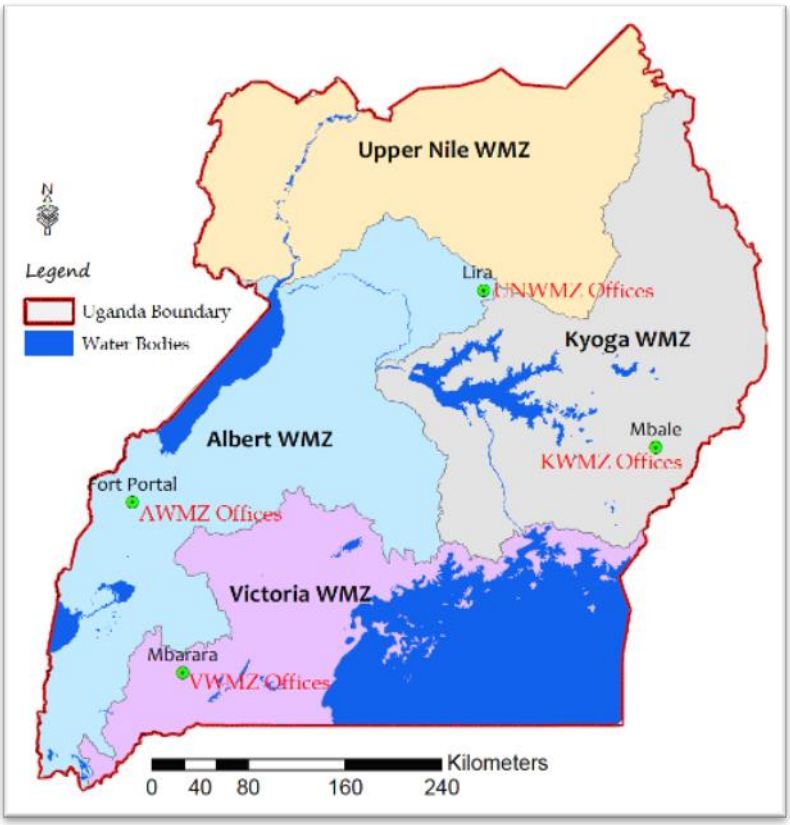
- Sectoral approaches to WRM have dominate in the past and is still prevailing. This has led to fragmented and uncoordinated development and management of the water resources with further implications on capacity for resource mobilisation
- Political interference has affected the implementation of some activities leading to misunderstanding and misrepresentation of policy intent
- Structure of Catchment Management Plans: The current CMPs consist of two elements: first, a number of agreed investments in infrastructure and other interventions; and, second, various water management interventions and actions meant to help resolve conflict, conserve and protect the catchment and its natural resources, and ensure equitable access to and use of water resources. Investments within the CMPs are prepared to pre-feasibility level. Several popular versions of the CMPs have also been produced. The structure of the CMPs needs to be designed to explicitly identify the bankable opportunities for catchment-based integrated water resource management.
- Legal status of CMOs: The current legal backing and regulation regarding the deconcentrated water resources management structures still lacking. A draft of the amendment to the Water Act is being discussed with various stakeholders. It is anticipated that the Water Act can cure some of the inherent contradictions
- Inadequate Horizontal and Vertical Coordination: At local government level, catchment management roles and responsibilities are less clear and no direct accountability to the MWE exists. With facilitation of the WMZs and through coordination with the CMOs the district's water, environmental and forest offices are expected to help implement water resource management efforts as also outlined in the District Implementation Manual (DIM). Moreover, both between the MWE and other ministries and between the different deconcentrated units involved in integrated water resource management is still weak.
- Enforcement: Several achievements have been registered on compliance. Enforcement of environmental policies and water resource protection measures is widely regarded as very weak. This, rather than the overall quality of regulation (which is among the best in Africa) is the main issue in water governance now. However, there remains a mismatch between the severity of the penalties and the effort a company would have to undertake to adhere for example to the discharge regulations. Given the minuscule probability of getting caught and persecuted, combined with the low financial penalty, it makes perfect economic sense to continue offending and disregarding the laws.
- Inadequate Capacity: A major challenge for sustainable CbIWRM implementation is the inadequate capacity of institutions and individuals involved, particularly at the WMZs where catchment activities are improperly coordinated between the Zone and the district.
- Poor Coordination between the de-concentrated units: Coordination of activities among the different deconcentrated units is generally weak across all the four zones. Although these units were often situationally located in the same complex, there was limited or no collaboration (technical and functional) of these units, especially in undertaking CbIWRM. Different human capacity requirements, different accountability centres and the personal preferences of the team leaders are some of the factors that could possibly explain the state of limited collaboration. This has a direct influence on the capacity for resource mobilization for CbIWRM.
- Political Interference in CbIWRM: Whereas different efforts have been undertaken to widen the number of stakeholders involved in CbIWRM, political interference has hindered the delivery and implementation of some efforts. In VWMZ for instance, power peddling by politicians
- Financial management at the Zone: Financial management of the zone is still remotely managed from the Centre. In cases where funders want to support specific initiatives at the Zone, approval must be sought from the centre to accept

or to use such funds. This is generally so because WMZs still

ANNEX 6: Dialogue Outline for Funding for CbIWRM

WRM – Issues	Justification for being a dialogue issue	Typical DP Action /messages [Aim]
Decentralised WRM strategy and implementation – are there enough funds to continue this approach?	Decentralised/deconcentrated WRM is new for Uganda. There is unanimous consensus on the strategy and although there are mismatches with the funding available.	☐ Undertake a close technical discussion on the progress of the CbIWRM ☐ Encourage harmonization of the approaches adopted by MWE and other support efforts such as those of the World Bank.
Compliance and enforcement– is there evidence of improving compliance?	WRM is dependent on compliance and enforcement which has several challenges. The public at large and the political establishment have not fully internalized the importance of WRM. DPs can add their voice to those calling for a longer-term view that will ultimately benefit all.	☐ Pay attention to the golden indicators on compliance and enforcement and develop a deeper understanding of the data and what it means so that a technical dialogue can be held on the subject with the MWE. ☐ Form advocacy partnership with organizations that argue against impunity for those who transgress WRM regulations and argue for imposition of penalties. [Aim: golden indicators on compliance and enforcement are reached or exceeded]
Funding levels – how is advocacy for greater funding and proof of value for money progressing?	The debate on funding levels both in terms of the size of the sector cake and the share for WRM has become sterile and repetitive. DPs can potentially provide new impetus and catalyse interest groups to renew attempts to secure greater resources for the WRM sub-sector and encourage the sector to more effectively put its case and provide evidence of value for money and continuous performance improvement.	☐ Argue that greater resources are needed for WRM both in terms of a bigger cake for the sector as a whole but also a bigger share for WRM sub-sector ☐ Argue for the sector to provide more evidence on value for money and efficiency of operations ☐ Strengthen Implementation of the communication strategy ☐ Bring external expertise and knowledge on quantifying the cost benefit of the sector and benchmarking on WRM expenditure with other countries e.g. OECD work on cost of WRM governance. **[Aim: Resources allocated to WRM are on an increasing trend]**
Streamlining and developing legal framework for CMOs operations	CMOs are critical for sustainably implementing the CMPs. They provide last-mile ownership of CbIWRM interventions	☐ Argue that formalising CMOs provides a legal basis for attracting funding from traditional and non-traditional partners ☐ Argue that benchmarking studies in other similar countries have demonstrated their contribution to CbIWRM program implementation efficiency and effectiveness

UGANDA'S WATER MANAGEMENT ZONES



ANNEX 7: Results Matrix

Lead Entity	DWRM							
Participating MDAs, entities	MWE Directorates (DEA, DWD), CCD, MoLG, MoEMD, MoTI, MoES, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,							
Coordination Mechanisms	WESWG							
Budget								
Budget Gap								
KEY RESULT AREA ONE: ENABLING ENVIRONMENT								
STRATEGIC OBJECTIVE	**Establishing an Enabling Environment that enhances the mobilization of resources to support the sustainable implementation of CbIWRM in Uganda**							
Strategic Outcome	**Resource mobilisation for CbIWRM is undertaken within an enabling environment**							
Outcome Indicators	**Source of Data**	**Baseline 2020**	**Target 2030**	**Risk and Assumptions**				
Number of CbIWRM-related Policies, Guidelines, Protocols developed with resource mobilisation as a core aspiration	☐ Sector Ministerial Policy Statements ☐ NDP III ☐ Vision 2040 ☐ DWRM Reports	☐ Water Act under review	☐ Legislations include CbIWRM resource mobilisation	**Risks** ☐ Other sectors misunderstand the essence of the CbIWRM concept ☐ other directorates within MWE don't embrace the CbIWRM concept (that it belongs to DWRM) **Assumptions:** ☐ There is willingness of Government to support CbIWRM initiatives ☐ No legislative barriers that hinder CbIWRM implementation ☐ Mainstreaming guidelines are developed				
Number of sectors that integrate catchment-based integrated water resources management considerations in their budgeting processes		☐ Some sectors have integrated aspects of CbIWRM	☐ Most Sectors (Water and Environment, Energy, Agriculture, Education, Tourism, Trade and Industry, Roads and Transport, Health) have embedded CbIWRM					
Output 1.1	**Review of Laws and guidelines to include CbIWRM resource mobilization**							
Lead Entity (s)	**MWE/DWRM Central**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Number of policies, guidelines, protocols developed / reviewed that engender CbIWRM resource mobilisation	-Sector Ministerial Policy Statements -NDP III - Penal code -Uganda constitution	☐ Water Source Protection Guidelines published ☐ Ministerial directive on the 3% water source protection	☐ Policy reviews undertaken to include CbIWRM Resource mobilisation	☐ Policy reviews undertaken to include CbIWRM Resource mobilisation	☐ Policy reviews undertaken to include CbIWRM Resource mobilisation	☐ Policy reviews undertaken to include CbIWRM Resource mobilisation	☐ Policy reviews undertaken to include CbIWRM Resource mobilisation	**Risks:** ☐ Involve 3rd party like Solicitor General **Assumptions:** ☐ Willingness of ministry of Justice and constitutional affairs to provide input into

								CbIWRM □ No legislative barriers that hinder CbIWRM implementation
Output 1.2	**Integration of WRM activities into DDPs Action Plans**							
Lead Entity (s)	**WMZ, DWD, TSUs, UOs, WSDF, DEA**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ No. of districts that have integrated CbIWRM into District Development Plans	□ Sector Ministerial Policy Statements □ District Development Plan □ District Environment Reports □ Annual SPR	□ Few districts have made explicit allocations towards CbIWRM □ Limited budget for ENR activities □ Few CbIWRM champions within the district establishment □ Limited awareness of CbIWRM Concept within the LG system	□ CbIWRM part of district budget conference □ Awareness of CbIWRM among district technocrats □ CbIWRM activities aligned to district budgeting cycle	□ CbIWRM mainstreamed in district budgets	□ CbIWRM mainstreamed in district budgets	□ CbIWRM mainstreamed in district budgets	□ CbIWRM mainstreamed in district budgets	**Risks:** □ Misallocation of resources to non-CbIWRM activities □ Limited resources **Assumptions:** □ District technocrats are keen to mainstream CbIWRM in budgeting □ CbIWRM is consistent with district priorities
Output 1.3	**Integrate CbIWRM in sector plans and policies (Agriculture, Tourism, Energy, Industry, etc.)**							
Lead Entity (s)	**WESWG, WMZ, DWD, TSUs, UOs, WSDF, DEA**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ No. of Sectors that have included CbIWRM financing components into their Sector Plans □ Percentage of sector contribution to CbIWRM	□ Sector Ministerial Policy Statements □ District Development Plan □ District Environment Reports □ Annual SPR	□ CbIWRM activities are scattered across various sectors □ CbIWRM concept not readily integrated in other sectors □ Disjointed funding of CbIWRM activities	□ WESWG / DWRM across sectors □ Funding for CbIWRM streamlined across sectors	□ Funding for CbIWRM streamlined across sectors	Funding for CbIWRM streamlined across sectors	□ Funding for CbIWRM streamlined across sectors	Funding for CbIWRM streamlined across sectors	**Risks:** □ Other sectors have competing priorities □ Sector funding gap **Assumptions:** □ Sectors embrace the CbIWRM concept □ Availability of technical and human capacity to undertake

								CbIWRM
Output 1.4	**Implementation of the 3% contribution for water resource protection**							
Lead Entity (s)	**WMZ, DWD, TSUs, UOs, WSDF, DEA**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ No. of Sectors that comply with the 3% water source protection guidelines ☐ No. of projects that comply with 3% water source protection guidelines ☐ Percentage of actual/collected payments to total possible payments of the 3% levy	☐ Sector Ministerial Policy Statements ☐ District Development Plan ☐ District Environment Reports ☐ Annual SPR	☐ Water Source Protection Guidelines published ☐ Ministerial directive on the 3% water source protection	☐ Water Source Protection Guidelines implemented ☐ Compliance with water source protection guidelines	☐ Water Source Protection Guidelines implemented ☐ Compliance with water source protection guidelines	☐ Water Source Protection Guidelines implemented ☐ Compliance with water source protection guidelines	☐ Water Source Protection Guidelines implemented ☐ Compliance with water source protection guidelines	☐ Water Source Protection Guidelines implemented ☐ Compliance with water source protection guidelines	**Risks:** ☐ Limited awareness of 3% water source protection ☐ Uncertainty as to the management of the levy **Assumptions:** ☐ Sectors embrace the water source protection guidelines ☐ Extended awareness of the 3% levy
KEY RESULT AREA TWO: COORDINATION AND CAPACITY ENHANCEMENT								
Outcomes Area 2	**ENHANCING THE COORDINATION OF INSTITUTIONS AND STAKEHOLDERS INVOLVED IN IMPLEMENTATION OF CBIWRM FOR SUSTAINABLE DEVELOPMENT**							
Strategic Outcome 2	**Capacity for Resource mobilisation for CbIWRM is enhanced at national, regional and catchment levels**							
Outcome Indicators	**Source of Data**	**Baseline**	**Target 2030**	**Risk and Assumptions**				
☐ Number of CbIWRM joint steering committees involving different stakeholders formed ☐ Number of stakeholders represented in the IWRM working groups ☐ Number of IWRM working group meetings held annually	☐ Sector Ministerial Policy Statements ☐ NDP III ☐ Vision 2040 ☐ DWRM Reports	☐ CbIWRM Resource mobilisation poorly coordinated ☐ Absence of capacity at all levels to undertake resource mobilisation	☐ Resource mobilisation for CbIWRM is undertaken under a single framework	**Risks** ☐ Poor coordination ☐ Limited capacity for CbIWRM resource mobilisation **Assumptions:** ☐ Consensus across stakeholders on CbIWRM concept and resource mobilisation approach ☐ Availability of budgets to undertake coordination activities				
Output 2.1	**Strengthen internal CbIWRM partnerships between DWRM and other MWE directorates**							
Lead entity (s)	**DWRM, DEA, DWD,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Number of partnerships created for joint resource mobilization for CbIWRM ☐ Terms of Reference of resource mobilization	☐ JWESWG reports ☐ Sector Reports ☐ Annual SPR	☐ No internal resource mobilization	☐ Harmonised resource mobilisation at	☐ Harmonised resource mobilisation	☐ Harmonised resource mobilisation	☐ Harmonised resource mobilisation	☐ Harmonised resource mobilisation	**Risks:** ☐ Internal resistance from

developed □ Number of internal joint proposals developed towards implementation of CbIWRM □ Percentage increase in joint resource mobilization initiatives with existing structures	□ Reports from different MWE directorates □ Bilateral. Multilateral funding reports	jointly undertaken at WMZ level	the national, regional and catchment levels	at the national, regional and catchment levels	at the national, regional and catchment levels	at the national, regional and catchment levels	at the national, regional and catchment levels	other MWE directorates □ Limited funding allocations for CbIWRM **Assumptions:** □ CbIWRM concept is appreciated by other stakeholders □ Partnership result in more resource allocation for CbIWRM
Output 2.2	**Use existing structures at regional and local levels to mainstream CbIWRM resource mobilisation**							
Lead entity (s)	**CSOs, UWASNET, DWRM CENTRAL, WMZs**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ Percentage of contribution of CSOs towards CbIWRM efforts	-SPR reports -WESWG reports -Sector Reports -Annual Sector Performance Report -Reports from different MWE directorates -Bilateral. Multilateral funding reports	□ Disjoint between CbIWRM structures and existing structures (e.g farmers groups, fishing associations etc.) □ Limited awareness of CbIWRM in some districts	□ Harmonised resource mobilisation at the national, regional and catchment levels	□ Harmonised resource mobilisation at the national, regional and catchment levels	□ Harmonised resource mobilisation at the national, regional and catchment levels	□ Harmonised resource mobilisation at the national, regional and catchment levels	□ Harmonised resource mobilisation at the national, regional and catchment levels	**Risks:** □ Internal resistance from other MWE directorates □ Limited funding allocations for CbIWRM **Assumptions:** □ CbIWRM concept is appreciated by other stakeholders □ Partnership result in more resource allocation for CbIWRM
Output 2.3	**Engagement with non-traditional partners for CbIWRM resource mobilisation**							
Lead entity (s)	**MWE/DWRM Central, WMZ**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ Number of resource mobilisation activities undertaken at the WMZ □ Number of private sector partnerships	□ MWE/DWRM Central Reports □ WMZ Performance	□ No internal resource mobilization	□ Harmonised resource mobilisation at	□ Harmonised resource mobilisation	□ Harmonised resource mobilisation	□ Harmonised resource mobilisation	□ Harmonised resource mobilisation	**Risks:** **Assumptions:** □ Partnership and

established for CbIWRM resource mobilisation	Reports Annual SPR Other funding reports	jointly undertaken at WMZ level Some collaborations exist with the media, academia, cultural and religious institutions	the national, regional and catchment levels (to include non-traditional partners)	at the national, regional and catchment levels (to include non-traditional partners)	at the national, regional and catchment levels (to include non-traditional partners)	at the national, regional and catchment levels (to include non-traditional partners)	at the national, regional and catchment levels (to include non-traditional partners)	collaborations developed do not incur overhead costs Resources mobilised are directly ploughed back to support CbIWRM initiatives and activities
Output 2.4	**Raising awareness, commitment and responsiveness to CbIWRM among all stakeholders**							
Lead Entity (s)	**MWE/DWRM Central, MAAIF, MOWT, MEMD, MFPED, MTTI, MOES**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
Increased visibility of CbIWRM activity Number of sectors that have mainstreamed CbIWRM into their budgets Number of CbIWRM awareness campaigns per annum CbIWRM Communication and Marketing Strategy launched	MWE/DWRM Central Reports WMZ Performance Report Annual SPR	Development of a CbIWRM Awareness and Marketing Strategy	Undertake awareness and publicity events, fairs, talkshows, school and church visits etc. Digital Media campaign Mainstay in the National Water Week	Undertake awareness and publicity events, fairs, talkshows, school and church visits etc. Digital Media campaign Mainstay in the National Water Week	Undertake awareness and publicity events, fairs, talkshows, school and church visits etc. Digital Media campaign Mainstay in the National Water Week	Undertake awareness and publicity events, fairs, talkshows, school and church visits etc. Digital Media campaign Mainstay in the National Water Week	Undertake awareness and publicity events, fairs, talkshows, school and church visits etc. Digital Media campaign Mainstay in the National Water Week	**Assumptions:** Greater visibility of CbIWRM attracts more financing
KEY RESULT AREA THREE: COORDINATION, MONITORING AND ASSESSMENT OF CBIWRM RESOURCE MOBILIZATION								
Outcomes Area 3	**ESTABLISH SYSTEMS FOR REGULAR MONITORING AND ASSESSMENT OF CBIWRM RESOURCE MOBILISATION**							
Strategic Outcome 3	**Resource mobilisation for CbIWRM is enhanced through better coordination, monitoring and assessment**							
Outcome Indicators	**Source of Data**	**Baseline**	**Target 2024**	**Risk and Assumptions**				
Percentage increase in revenues from permit fees	-MWE/DWRM Central Reports -WMZ Compliance and Enforcement Reports -Annual Sector Performance Reports	Improvements in compliance Weak enforcement Revenue from permits increasing	Resource mobilisation from permit collections is above 90%	**Risks** Poor coordination Limited capacity for monitoring compliance **Assumptions:** Adequate human and technical capacity Capacity building for monitoring and assessment				

Output 3.1	**Utilisation of data and information generated for CbIWRM system strengthening**							
Lead Agency (s)	**MWE/DWRM Central, WMZ**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Number of CbIWRM annual reports produced ☐ Number of staff trained ☐ Percentage increase in revenue from sales of data and laboratory services	- MWE/DWRM Central Reports -Regional Station reports -Annual Sector Performance Reports	☐ Limited information sharing about the data collected ☐ Limited ownership by communities of the data collected	☐ Strengthen capacity for data and information sharing ☐ Undertake community awareness on the use of data collected	☐ Prepare annual knowledge products to disseminate data	☐ Prepare annual knowledge products to disseminate data	☐ Prepare annual knowledge products to disseminate data	☐ Prepare annual knowledge products to disseminate data	**Risks:** ☐ Limited usage of data within communities **Assumptions:** ☐ Data shared in a format that is informative ☐ Technical and human capacity available
Output 3.2	**Strengthened knowledge sharing and capacity development for CbIWRM**							
Lead Agency (s)	MWE/DWRM Central, WMZ							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Model Catchment established ☐ No. of joint planning and resource mobilisation meetings held by deconcentrated structures per quarter ☐ CbIWRM Management Information System developed	- MWE/DWRM Central Reports -Regional Laboratory reports -Annual Sector Performance Reports	☐ Limited information sharing about the data collected ☐ Education tours made between catchments from different zones	☐ Develop concept for model catchment ☐ Interest Private Sector at concept stage	☐ Pilot Model Catchment	☐ Implement Model Catchment Idea	☐ Develop a second Model Catchment	☐ Implement Model Catchments	**Risks:** ☐ Cost of setting up model catchment **Assumptions:** ☐ Model catchment can attract private sector investment ☐ Technical and human capacity available
Output 3.3	**Integration of CbIWRM with other on-going government interventions that have CbIWRM-related activities**							
Lead Agency (s)	**MWE/DWRM Central, WMZ**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Number of CbIWRM initiatives undertaken in collaboration with on-going government programs	☐ MWE/DWRM Central Reports ☐ ASPR ☐ NDP III	☐ Limited engagement for CbIWRM with on-going government projects	☐ Undertake census of government projects with CbIWRM imperatives	☐ Align with on-going government interventions with CbIWRM activities	☐ Align with on-going government interventions with CbIWRM activities	☐ Align with on-going government interventions with CbIWRM activities	☐ Align with on-going government interventions with CbIWRM activities	**Risks:** ☐ Government projects may not have CbIWRM activities **Assumptions:** ☐ Technical and human capacity

								available
KEY RESULT AREA FOUR: RESOURCE MOBILIZATION								
Outcomes Area 4	**INCREASING BUDGETING AND FINANCING FOR CATCHMENT WATER-BASED RESOURCES DEVELOPMENT FOR SOCIO-ECONOMIC DEVELOPMENT**							
Strategic Outcome 4	**Increased financial and non-financial allocations towards CbIWRM efforts**							
Outcome Indicators	**Source of Data**	**Baseline**	**Target 2030**	**Risk and Assumptions**				
☐ Percentage increase in allocations towards CbIWRM ☐ Percentage increase in GOU allocations towards WES	☐ MWE/DWRM Central Reports ☐ Financial Reports ☐ Annual SPRs	☐ GOU allocation to WES (5% of Total government spend) ☐ Adhoc allocations to CbIWRM ☐ <1% allocation to ENR ☐ Winding down of JPF funding towards CbIWRM	☐ Steady and ring-fenced financing towards CbIWRM	**Risks** ☐ Change of priorities of key development partners away from water sector ☐ Shifting priorities of GOU affecting spend on CbIWRM **Assumptions:** ☐ Greater awareness of the role of CbIWRM among stakeholders and funders ☐ System reforms that allow revenue collected to directly support CbIWRM				
Output 4.1	**Establish a Catchment Management Fund**							
Lead Agency (s)	**MWE/DWRM Central, CMO, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Catchment Management Fund established	☐ MWE/DWRM Central Reports ☐ ASPR ☐ NDP III	☐ No Catchment Fund Exists ☐ Irregular Funding for CMO activities ☐ Existing Fund (Environment Fund by NEMA) does not directly support CbIWRM	☐ Engage MFPED on the need for reforms of CbIWRM financing ☐ Undertake case comprehensive studies on the CMF	☐ Legal and regulatory aspects of the CMF ☐ Undertake awareness campaigns on the CMF	☐ Pilot the CMF	☐ Implement the CMF	☐ Implement the CMF	**Risks:** ☐ Collision with existing Fund that undertake similar activities, e.g. Environment Fund **Assumptions:** ☐ Govt support for the creation of a new fund ☐ Stakeholders are willing to contribute to the Fund
Output 4.2	**Capitalise Local government grants for CbIWRM**							
Lead Agency (s)	**MWE/DWRM Central, CMO, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**

□ Local government grants for CbIWRM capitalised	□ MWE/DWRM Central Reports □ ASPR □ NDP III	□ Local government grants for rural water and sanitation □ Non-existent LG funding for CbIWRM □ Environment Departments in LG meagrely funded	□ Engage with MFPED on LG funding for CbIWRM □ Engage with ULGA on the importance of CbIWRM financing at LG	□ Legal and regulatory aspects of the LG funding for CbIWRM □ Awareness campaigns for LG support towards CbIWRM	□ Introduction of CbIWRM in NDP IV	□ Conditional Grants for CbIWRM	□ Conditional Grants for CbIWRM	**Risks:** □ CbIWRM financing not consistent with LG priorities **Assumptions:** □ LG are interested in supporting CbIWRM efforts □ Local political leaders buy into the CbIWRM concept □ ULGA backs CbIWRM
Output 4.3	**Resource mobilisation from the Adaptation Fund and Green Climate Fund**							
Lead Agency (s)	MWE/DWRM Central, WESWG, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ No. of bankable proposals developed □ Percentage increase in applications to the Adaptation Fund and Green Climate Fund □ No. of Transboundary initiatives undertaken with funding from AF and GCF	□ MWE/DWRM Central Reports □ ASPR □ NDP III	□ MWE is National Implementing Agency for the AF and GCF □ Some Projects have benefited from AF/GCF Funding	□ Generate awareness of AF/GCF □ Promote joint proposals with Academia □ Undertake targeted courses at WRI (e.g. on proposal development)	□ At least 8 projects financed from AF and GCF	□ 10 projects financed from AF and GCF	□ At least 12 projects financed from AF and GCF	□ At least 16 projects financed from AF and GCF	**Risks:** □ Delays in submitting proposals **Assumptions:** □ Capacity to prepare bankable proposals □ Availability of funding
Output 4.4	**Enhanced engagement with the private sector for sustainable CbIWRM implementation**							
Lead Agency (s)	**MWE/DWRM Central, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ No. of PPPs for CbIWRM established at all levels □ Percentage increase in direct funding from the private sector for CbIWRM implementation	□ MWE/DWRM Central Reports □ ASPR □ JWESWG reports □ NDP III	□ Collaborations with some Large Water Users (e.g. Coca Cola, Nile Breweries,	□ Establish MoUs with Private Sector establishments (e.g. UMA, UNCCI, USSIA	□ Number of PPPs established	□ Number of CbIWRM PPPs established	□ Number of CbIWRM PPPs established	□ Number of CbIWRM PPPs established	**Risks:** □ CbIWRM threatens aspects of Private business **Assumptions:**

		Kinyara etc,) - Some, banks, charities etc. have expressed willingness to support CbIWRM activities through regular CSR	etc.) - Undertake CbIWRM publicity campaigns with private sector					- Legal regime promotes compliance to CbIWRM
Output 4.5	**Establishment of Payment of Ecological Services Schemes**							
Lead Agency (s)	**MWE/DWRM Central, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
- Number of Pilot Payment for Ecological Services schemes established - Number of Catchments with PES Concept	- MWE/DWRM Central Reports - ASPR - JWESWG reports - NDP III	- PES schemes undertaken by ECOTRUST and UNDP - No model to establish willingness to pay/ willingness to accept for CbIWRM in Uganda	- Undertake studies in different catchments where PES could be piloted - Awareness among Private Sector and Local communities on the benefits of PES Schemes	- Pilot of PES in one catchment	- Pilot of PES in 2 catchments	- Pilot of PES in 3 catchments	- Pilot of PES in 4 catchments	**Risks:** - Misinterpretation of PES Scheme **Assumptions:** - Communities' willingness to accept and Private actor's willingness to pay - No political interference
Output 4.6	**Resource mobilisation established as a core aspiration for trans-boundary water resource management**							
Lead Agency (s)	**MWE/DWRM Central, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
- No. of joint trans-boundary resource mobilisation proposals developed - Percentage increase in funding towards trans-boundary initiatives and projects	- MWE/DWRM Central Reports - Annual SPRs - Sector BFPs - WESWG reports	- Trans-boundary CbIWRM undertaken under LEAFII and EURECCA projects - Uganda actively participates in regional trans boundary initiatives	- Undertake joint resource mobilisation with other riparian states	- Trans-boundary resource mobilisation initiatives'	- Trans-boundary resource mobilisation initiatives'	- Trans-boundary resource mobilisation initiatives'	- Trans-boundary resource mobilisation initiatives'	**Risks:** - Misinterpretation of PES Scheme **Assumptions:** - Riparian states are willing to undertake joint resource mobilisation - Availability of funding for trans-

								boundary WRM
KEY RESULT AREA FIVE: CROSS CUTTING ISSUES FOR CBIWRM RESOURCE MOBILISATION								
Strategic Objective	**PROMOTE INCLUSIVE RESOURCE MOBILISATION FOR CBIWRM**							
Strategic Outcome 5	**Resource mobilisation for CbIWRM is enhanced through governance reforms**							
Outcome Indicators	**Source of Data**	**Baseline**	**Target 2030**	**Risk and Assumptions**				
☐ Reforms in the Governance system that enhance CbIWRM resource mobilisation	☐ MWE/DWRM Central Reports ☐ Financial Reports ☐ Annual SPRs	☐ Resource mobilisation is a periphery activity ☐	☐ CbIWRM Resource mobilisation is a core objective at national, regional, district and catchment levels	**Risks** ☐ Existing governance structure does not accommodate resource mobilisation ☐ Reforms impinge on existing functions of some entities **Assumptions:** ☐ Greater awareness of the role of CbIWRM among stakeholders and funders ☐ System reforms that allow revenue collected to directly support CbIWRM				
Output 5.1	**Strengthen governance for resource mobilisation**							
Lead Agency (S)	**MWE/DWRM Central, CMO, WMZ, MFPED, MAAIF, MEMD, MOWT, MTTI,**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Establish a CbIWRM Resource Mobilisation Working Group	☐ MWE/DWRM Central Reports ☐ Annual SPRs ☐ Sector BFPs ☐ WESWG reports	☐ Existence of an IWRM Working Group ☐ Resource mobilisation is a periphery activity at all levels	☐ Establish a CbIWRM Resource Mobilisation Working Group	☐ Annual Reporting by the CbIWRM WG to the JSR	☐ Annual Reporting by the CbIWRM WG to the JSR	☐ Annual Reporting by the CbIWRM WG to the JSR	☐ Annual Reporting by the CbIWRM WG to the JSR	**Risks:** ☐ Perception of the WG to be "just another working group" **Assumptions:** ☐ CbIWRM RMWG is supported to undertake its activities ☐ All entities regularly report on their resource mobilisation efforts
Output 5.2	**De-concentrate components of resource mobilisation to the WMZs**							
Lead Agency (S)	**MWE/DWRM Central**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
☐ Number of project proposals generated by WMZs per annum	☐ MWE/DWRM Central Reports	☐ WMZ are limited in the	☐ Governance reforms that	☐ Resource mobilised is a	☐ Resource mobilised is a	☐ Resource mobilised is a	☐ Resource mobilised is a	**Risks:** ☐ Resistance from

□ Percentage increase in the resources mobilised by WMZ	□ Annual SPRs □ Sector BFPs □ WESWG reports	leverage they have to resource mobilise □ Team Leader not fully empowered to undertake resource mobilisation	allow for "empowered" Team Leaders	Key performance indicator for all WMZs	Key performance indicator for all WMZs	Key performance indicator for all WMZs	Key performance indicator for all WMZs	the MWE **Assumptions:** □ MWE/DWRM Central willing to deconcentrate further □ Stakeholders support "empowered" Team leaders
Output 5.3	**Regularise resource mobilisation as a key function of the catchment management organisations**							
Lead Agency (s)	**MWE/DWRM Central, CMO**							
Output Indicators	**Source of Data**	**Baseline 2020**	**Target 2022**	**Target 2024**	**Target 2026**	**Target 2028**	**Target 2030**	**Risk and Assumptions**
□ Number CMPs developed □ Number of bankable or funded projects arising from CMPs	□ MWE/DWRM Central Reports □ Annual SPRs □ Sector BFPs □ WESWG reports	□ 8 CMPs have been developed □ Current format of CMPs makes it difficult to develop bankable proposals □ Limited capacity to develop proposals	□ Capacity building of stakeholders (CMOs, WMZ, DLGs) on proposal development	□ Develop CMPs with CbIWRM projects	□ Develop CMPs with CbIWRM projects	□ Develop CMPs with CbIWRM projects	□ Develop CMPs with CbIWRM projects	**Risks:** □ Review CMP review guidelines **Assumptions:** □ CMO have the capacity to develop bankable proposals □ Regular funding for CMO activities

ANNEX 8: Proposed Action Plan for CbIWRM Resource Mobilization

Lead Entity	**Ministry of Water and Environment**							
Participating MDAs, entities	**MWE Directorates (DEA, WFP, DWD), MoLG, MoEMD, MoTI, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,**							
Coordination Mechanisms	**DWRM at National Level**							
	WMZ at Regional Level							
	CMOs at the Catchment Level							
Budget								
Budget Gap								
RMS Objective 1	**ESTABLISHING AN ENABLING ENVIRONMENT THAT ENHANCES THE MOBILIZATION OF RESOURCES TO SUPPORT THE SUSTAINABLE IMPLEMENTATION OF CBIWRM IN UGANDA**							
Outcomes Indicator (s)	**Number of sectors that have mainstreamed CbIWRM into their budgets** **Number of CbIWRM-related Policies, Guidelines, Protocols developed with resource mobilization as a core aspiration**							
RMS Output 1.1	**Review of Laws and guidelines to include CbIWRM resource mobilization**							
RMS Output 1.1 indicator (s)	Number of policies, guidelines, protocols developed / reviewed that engender CbIWRM resource mobilization							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Review key sectoral and district plans and strategies to identify relevant CbIWRM priority actions								
Undertake inter-sect oral dialogue or discussion to secure streamlining CbIWRM actions into the national and regional development plans.								
Establish system for data and information exchange between levels and sectors of government involved in CbIWRM								
Perform lobbying of key decision makers and stakeholders in order to internalize CbIWRM action plans into the government policies, development planning and budget process								
Participate in district Budget Conferences at district level								

Review of the Land Act to give Government more leverage over regulating land use and ownership.								
Create a multi-disciplinary Task Force of professionals in the water and related sectors to collectively oversee the review and implementation of the CbIWRM resource mobilization strategy								
Update politicians (District Chairpersons, Town Clerks, Mayors etc.) on CbIWRM imperatives within their local budgets								
Develop proposals to other sectors for top-up financing of CbIWRM initiatives (e.g. Tourism (Gate fees, Gorilla tracking fees), Foreign Affairs (Visa fees								
Disseminate the CbIWRM Strategy and action plan to stakeholders								
RMS Output 1.2	**Integration of WRM activities into DDPs Action Plans**							
RMS Output 1.2 indicator (s)	No. of districts that have integrated CbIWRM into District Development Plans							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** **Not started**	**Timeline** (start date/end date		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 1.3	**Integrate CbIWRM in sector plans and policies (Agriculture, Tourism, Energy, Industry, etc.)**							
RMS Output 1.3 indicator (s)	No. of Sectors that have included CbIWRM financing components into their Sector Plans							
	Percentage of sector contribution to CbIWRM							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 1.4	**Implementation of the 3% contribution for water resource protection**							
RMS Output 1.4 indicator (s)	No. of Sectors that comply with the 3% water source protection guidelines							
	No. of projects that comply with 3% water source protection guidelines							

	Percentage of actual/collected payments to total possible payments of the 3% levy							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Establish formula for computing the contribution that addresses differences in water supply infrastructure and stakeholder operational policies and procedures								
Develop mechanisms for collecting, managing and accounting for the Stakeholder contributions and supported activities								
Develop mechanisms for monitoring or evaluating the performance and outcome of the contribution by water sources stakeholders, including the contributing entity.								
Undertake an awareness campaign for water users, project managers, Water Infrastructure Developers (Government, private sector, NGO), Water Infrastructure Owners (Water Authority, Water user Committees, Electricity Generation Company, etc.								
Undertake capacity building on developing Water Source Protection Plans (WSSPs)								
Undertake sensitization meetings with local government, MWE Organizations or other lead institutions tree planting and restriction of activities at water sources.								
Promote and Institutionalize budgeting for water source protection as part of implementing the guidelines								
Support implementers to identify resources (human, technical and financial) that are available for water source protection								
RMS Output 1.5	**Direct Engagement with MFPED on allocations for WRM**							
RMS Output 1.5 indicator (s)	- Concept notes on CbIWRM sustainable financing prepared - Increase in percentage allocations to Water and Environment Sector							
Key activity description:	**End year Status of activities**	**Timeline**		**Lead Entity**	**Annual Budgetary Framework**			

	☐ Achieved ☐ In Progress ☐ Not started	(start date/end date)						
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Conduct studies that demonstrate how Water contributes to broader national development objectives								
Prepare briefs on how well designed and well-targeted expenditure on water resource management is an investment and not merely a cost								
Develop a Handbook for the various international commitments that Uganda has made and the urgency for sustainable CbIWRM funding								
Regular and timely reports to MFPED that demonstrate good use of existing financial and other resources to the Water sector								
Prepare position papers that identifies and explains market failures in water provision that require public expenditure								
Prepare policy briefs that provide a strong evidence base for water policy and programming decision-making								
Lead Entity	**Ministry of Water and Environment**							
Participating MDAs, entities	**MWE Directorates (DEA, WFP, DWD), MoLG, MoEMD, MoTI, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,**							
Coordination Mechanisms	**DWRM at the National Level**							
	WMZ at the regional Level							
	CMOs at the Catchment Level							
Budget	**$3,721,000**							
Budget Gap								
RMS Objective 2:	**ENHANCING THE COORDINATION OF INSTITUTIONS AND STAKEHOLDERS INVOLVED IN IMPLEMENTATION OF CBIWRM FOR SUSTAINABLE DEVELOPMENT**							
Outcomes Indicator (s)	- **Number of CbIWRM joint steering committees involving different stakeholders formed** - **Number of stakeholders represented in the IWRM working groups** - **Number of IWRM working group meetings held annually**							
RMS Output 2.1	**Strengthen internal CbIWRM partnerships between DWRM and other MWE directorates**							
RMS Output 2.1 indicator (s)	- Number of partnerships created for joint resource mobilization for CbIWRM							

	- Terms of Reference of resource mobilization developed - Number of joint proposals developed with partners - Percentage increase in joint resource mobilization initiatives with existing structures							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 2.2	**Use existing structures at regional and local levels to mainstream CbIWRM resource mobilization**							
RMS Output 2.2 indicator (s)	Percentage of contribution of CSOs towards CbIWRM efforts							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 2.3	**Engagement with non-traditional partners for CbIWRM resource mobilization**							
RMS Output 2.3 indicator (s)	- Number of resource mobilisation activities undertaken at the WMZ - Number of private sector partnerships established for CbIWRM resource mobilisation							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 2.4	**Raising awareness, commitment and responsiveness to CbIWRM among all stakeholders**							
RMS Output 2.4 indicator (s)	- Increased visibility of CbIWRM activity - Number of sectors that have mainstreamed CbIWRM into their budgets - Number of CbIWRM awareness campaigns per annum - CbIWRM Communication and Marketing Strategy launched							
Key activity description:	**End year Status of activities**	**Timeline** (start date/end		**Lead Entity**	**Annual Budgetary Framework**			

	☐ **Achieved** ☐ **In Progress** ☐ **Not started**	date) **Start Date**	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Lead Entity	**Ministry of Water and Environment**							
Participating MDAs, entities	**MWE Directorates (DEA, WFP, DWD), MoLG, MoEMD, MoTI, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,**							
Coordination Mechanisms	**WMZ at the regional Level**							
	DWRM at the National Level							
	CMOs at the Catchment Level							
RMS Objective 3:	**ENHANCING THE COORDINATION OF INSTITUTIONS AND STAKEHOLDERS INVOLVED IN IMPLEMENTATION OF CBIWRM FOR SUSTAINABLE DEVELOPMENT**							
Outcomes Indicator (s)	**Percentage increase in revenues from permit fees**							
RMS Output 3.1	**Utilisation of data and information generated for CbIWRM system strengthening**							
RMS Output 3.1 indicator (s)	- Number of CbIWRM annual reports produced - Number of staff trained - Percentage increase in revenue from sales of data and laboratory services							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date) **Start Date**	**End Date**	**Lead Entity**	**Annual Budgetary Framework** **Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 3.2	**Strengthened knowledge sharing and capacity development for CbIWRM**							
RMS Output 3.2 indicator (s)	- Establishment of Model Catchment							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date) **Start Date**	**End Date**	**Lead Entity**	**Annual Budgetary Framework** **Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)

Development of criteria[27] for model catchment								
Selection of site for model catchment								
Development of TORs for trainers								
Development of training manuals								
Prepare a paid and certified Scholarship Program for CbIWRM tenable within the model catchment								
Conduct advocacy program for commercial enterprises to support catchment activities								
Undertake proposal development and grant application for resource mobilization for model catchment								
RMS Output 3.3	**Integration of CbIWRM with other on-going government interventions that have CbIWRM-related activities**							
RMS Output 3.3 indicator (s)	Number of CbIWRM initiatives undertaken in collaboration with on-going government programs							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 3.3	**Strengthening enforcement and compliance**							
RMS Output 3.3 indicator(s)	- Percentage increase in funding arising from enhance enforcement - Number of enforcement police trained and equipped to undertake mandate - Proportion reduction of major polluters, abstractors - Percentage increase in the proportion of major water reservoirs and water bodies that managed and regulated according to the water laws and regulation - Compliance status in respect to water abstraction and effluent discharge reported on a regular basis.							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)

2727 E.g: (1) operates in a stable institutional framework; (2) Uses a strong knowledge base; (3) integrates action across all natural resource issues; (4) Uses strong community awareness and participation processes; (5) Has a strong foundation and mandate in legislation

Conduct remedial training for Environment Police								
Undertake assessment of Environmental Police to conduct monitoring activities								
Strengthening interagency cooperation and knowledge sharing for enforcement and compliance								
Harmonizing laws, guidelines and regulations across the different sectors for better CbIWRM enforcement and compliance								
Develop manuals on procedures, rules for investigating violations and assessing penalties								
Conduct joint monitoring programs with Inspectors, Environment Police, District Security Organizations								
Lead Entity	**Ministry of Water and Environment**							
Participating MDAs, entities	**MWE Directorates (DEA, WFP, DWD), MoLG, MoEMD, MoTI, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,**							
Coordination Mechanisms	**WMZ at the regional Level**							
	DWRM at the National Level							
	CMOs at the Catchment Level							
Budget								
Budget Gap								
RMS Outcome 4	**Increasing budgeting and financing for catchment water based resources development for socio-economic development**							
Outcomes Indicator (s)	**Percentage increase in allocations towards CbIWRM** **Percentage increase in GOU allocations towards WES**							
RMS Output 4.1	**Establishing a Catchment Management Fund**							
RMS Output 4.1 indicator (s)	- Catchment Management Fund developed - Number of MDAs, Private sector entities contributing to the Catchment Management Fund							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Conduct study on existing legal framework (including regulations) and institutional set that inform establishment of the fund								
Engage stakeholders to establish general								

policy goals of the fund, main source of revenue, Institutional set-up								
Establish management structure of the fund (e.g. unit within the ministry, decentralized/outsources, Hybrid etc.)								
Identify the type of projects to be supported by the fund (e.g. CSO capacity, training and awareness, wetland reclamation, habitat restoration, contamination								
List of priority projects to be supported under the Fund								
Align the Fund with already existing efforts or financing arrangements for catchment activities								
RMS Output 4.2	**Capitalize Local government grants for CbIWRM**							
RMS Output 4.2 indicator (s)	Local government grants for CbIWRM capitalized							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 4.3	**Resource mobilization from the Adaptation Fund and Green Climate Fund**							
RMS Output 4.3 indicator (s)	- No. of bankable proposals developed - Percentage increase in applications to the Adaptation Fund and Green Climate Fund							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 4.4	**Enhanced engagement with the private sector for sustainable CbIWRM implementation**							
RMS Output 4.4indicator (s)	- No. of PPPs for CbIWRM established at all levels - Percentage increase in direct funding from the private sector for CbIWRM implementation							
Key activity description:	**End year Status of activities** ☐ **Achieved**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			

	☐ In Progress ☐ Not started	Start Date	End Date		Budget Amount	Funded	Budget Gap	End of Year Expenditure (actual)
Undertake sensitization and encourage private corporate entities to include CbIWRM in their Corporate Social Responsibility efforts								
Review the existing National PPP Policy and its implications on CbIWRM project financing (PPP legal framework)								
Strengthening institutional capacity within MWE for collaborating with the Private Sector								
MWE to engage PPDA on how best the procurement processes can be incentivized for sustainable CbIWRM PPPs								
Explore more microfinance alternatives								
Standardize Approaches and best practices for PPP transactions implementing CbIWRM interventions								
Monitoring and Evaluation								
PPP governance and public financial management review								
Prioritize a list of companies based on a survey of corporate donations								
Develop a list of contacts in selected companies and approach them with appeals for contributions								
Disseminate CbIWRM to a wider group of private sector enterprises whose activities affect sustainable catchment management								
Explore in-kind donations support from commercial enterprises, particularly for the work of CbIWRM								
RMS Output 4.5	**Establishment of Payment of Ecological Services Schemes**							
RMS Output 4.5 indicator (s)	- Payment for Ecological Services piloted							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date) **Start Date**	**End Date**	**Lead Entity**	**Annual Budgetary Framework** **Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)

Consultant to prepare a White Paper on government's role in facilitating the emergence of PES Schemes								
Identify the saleable ecosystem service and prospective buyers or sellers								
Establish PES scheme principles and resolve technical issues.								
Negotiate and Implement agreements								
Monitor, evaluate and review implementation of PES								
Consider opportunities for multi-purpose benefit PES								
RMS Output 4.6	**Resource mobilization established as a core aspiration for trans-boundary water resource management**							
RMS Output 4.6 indicator (s)	- No. of joint trans-boundary resource mobilization proposals developed - Percentage increase in funding towards trans-boundary initiatives and projects							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 4.7	**Strengthen engagement with donors**							
RMS Output 4.7 indicator (s)	- Percentage increase in CbIWRM allocations from existing donors - Number of new donors supporting CbIWRM initiatives							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Undertake donor survey on size and trends in funding for CbIWRM								
Prepare donor profiles for a prioritized set of donors in each sector, including priorities for funding, basis of decision-making and key points of contact								
Prepare a calendar on key donor meetings and events and align resource mobilization operations to those meetings and events;								

Develop short technical summaries of the major work areas where CbIWRM activities are being undertaken to share with donors;								
Initiate the updating publicity material relating to the CbIWRM work (e.g. websites, pamphlets)								
RMS Output 4.3	**Media Marketing Campaign (including Annual awards)**							
RMS Output 4.3 indicator (s)	- Concept for Annual Awards for CbIWRM developed - Number of sponsors willing to support CbIWRM Awards							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Identification of key stakeholders (internal and external); key messages; key fora to launch the CbIWRM marketing campaign								
Gathering all the supportive evidence/data for CbIWRM advocacy								
Developing alliances with other stakeholders who may have similar initiatives								
Developing a Media list (newspapers, TV, radio stations, water/environment journalists, social media platforms)								
Getting new actors on board (e,g. Environment Clubs in Secondary Schools,)								
Appointing a CbIWRM spokes team to conduct regular interviews at national and regional level								
RMS Output 4.4	**Non-traditional partners (academia, cultural institutions…)**							
RMS Output 4.4 indicator (s)	- Number of cultural institutions/leaders supporting CbIWRM initiatives - Number of collaborations with higher education institutions - Number of religious institutions supporting CbIWRM related and other biodiversity efforts							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Develop a list of institutions (banks,								

universities, foundations etc.) that can support catchment management initiatives								
Develop MOUs and engage institutions in the National Water Week activities								
RMS Output 4.5	**Leveraging local government Conditional Grants and area specific funds**							
RMS Output 4.5 indicator (s)	Conditional grants appropriated for CbIWRM activities							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 4.5	Leveraging local government Conditional Grants and area specific funds							
RMS Output 4.5 indicator (s)	Conditional grants appropriated for CbIWRM activities							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Undertake census of all entities (as per guidelines) supposed to pay for water discharge fees								
Undertaken census of entities that undertake water abstraction activities								
Prepare a Concept note for increase of rates and fees								
Engage Parliamentary Committee on ENR for review of rates, fees and charges								
Sensitize other stakeholders (miners borehole drillers, abstractors) on increase of rates and fees								
Lead Entity	**MWE**							
Participating MDAs, entities	**MWE Directorates (DEA, WFP, DWD), MoLG, MEMD, MoTI, MAAIF, MFPED, MoH, MGLSD, OPM, NEMA, UNMA, NWSC, NFA, MLHUD,**							
Coordination Mechanisms	**WMZ at the regional Level**							

	DWRM at the National Level							
	CMOs at the Catchment Level							
Budget								
Budget Gap								
RMS Objective 5	**Promote inclusive resource mobilization for CbIWRM**							
Outcomes Indicator (s)	**Governance system enhances CbIWRM resource mobilization**							
RMS Output 5.1	**Strengthen governance for resource mobilization**							
RMS Output 5.1 indicator (s)	Establish a CbIWRM Resource Mobilization Working Group / Unit							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
RMS Output 5.2	**De-concentrate components of resource mobilization to the WMZs**							
RMS Output 5.2 indicator (s)	- Number of project proposals generated by WMZs per annum - Percentage increase in the resources mobilised by WMZ							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)
Develop a mapping of all potential donors and resource partners of their interests to MWEs Strategic Framework and CbIWRM aspirations (institutions, governments, foundations, philanthropists etc.)								
Undertake training of staff on project proposal development (e.g. on Guidelines of the Adaptation Fund)								
Collaborate with academia on proposal development								
Review or develop concept notes and programmme /project proposals to ensure they are in line with the relevant CbIWRM								

Strategy								
Develop a communication plan detailing how each resource partner matrix detailing how each resource partner identified will be engaged								
RMS Output 5.3	**Regularize resource mobilization as a key function of the catchment management organizations**							
RMS Output 5.3 indicator (s)	**- Number CMPs developed** **- Number of bankable or funded projects arising from CMPs**							
Key activity description:	**End year Status of activities** ☐ **Achieved** ☐ **In Progress** ☐ **Not started**	**Timeline** (start date/end date)		**Lead Entity**	**Annual Budgetary Framework**			
		Start Date	**End Date**		**Budget Amount**	**Funded**	**Budget Gap**	**End of Year Expenditure** (actual)

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