

PARTNERSHIP EVALUATION OF WATER STEWARDSHIP IN THE KIIHA WATERSHED OF UGANDA

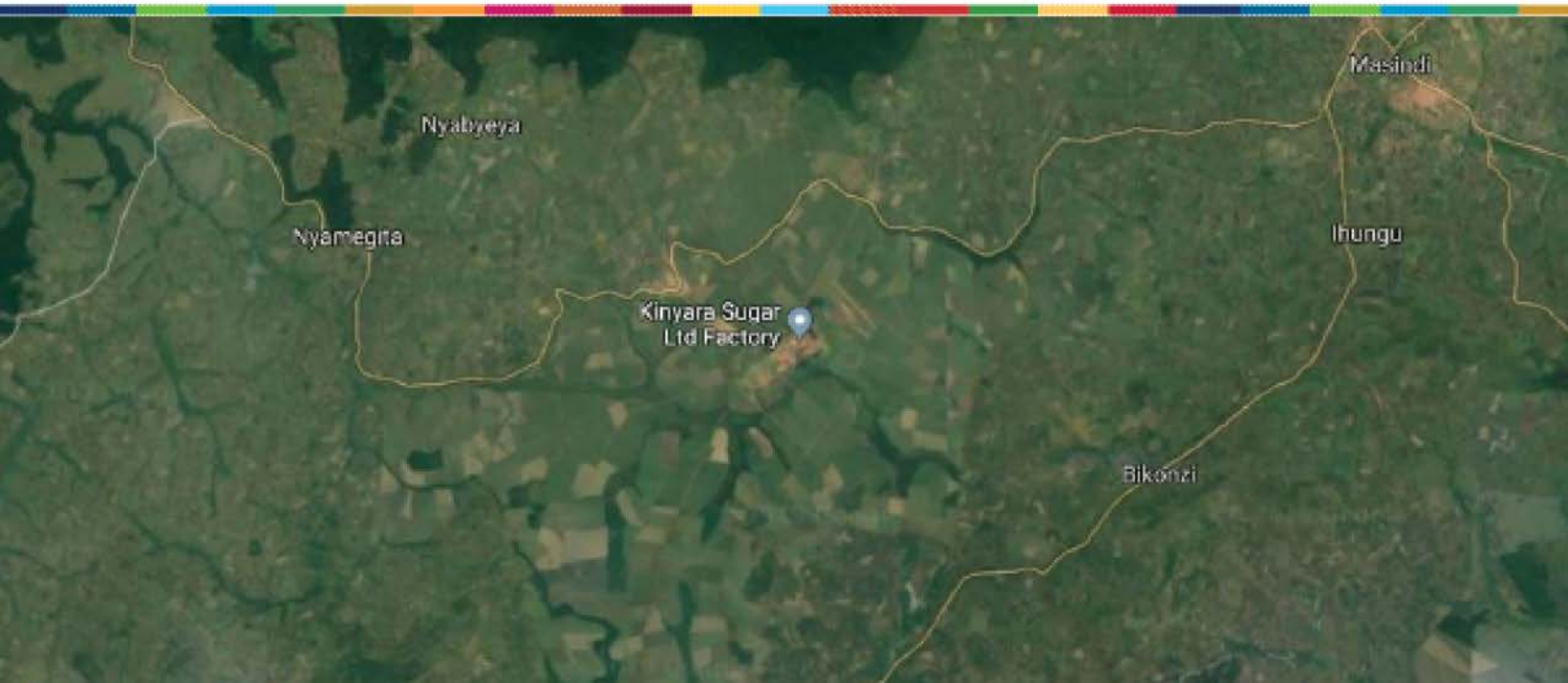


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Acronyms and abbreviations

AWMZ	Albert Water Management Zone
CbWRM	Catchment based Water Resource Management
CMC	Catchment Management Committee
CMO	Catchment Management Organisation
CMP	Catchment Management Plan
CSO	Civil Society Organisation
DWRM	Directorate of Water Resources Management
ECOTRUST	Environmental Conservation Trust of Uganda
GIZ	German International Cooperation
IWaSP	International Water Stewardship Program
IWRM	Integrated Water Resource Management
KAKAMWECA	Kasubi Kabango Mubende Conservation Association
KIKaweCA	Kiha-Kachukura Wetland Conservation Association
LC 1	Local Council One
MWE	Ministry of Water and Environment
P-P-CSO-P	Public Private Civil Society Organization Partnership
SWMAC	Solid Waste Management Advisory Committee
TA	Technical Assistance
UGX	Uganda Shillings
WROA	Water Risks and Opportunities Assessment
ZARDI	Zonal Agricultural Research and Development Institute

Background to the evaluation

The so-called “Kiiha watershed” comprises three sub-catchments that drain in two different catchments: the sub catchments named Kiiha 1 and Kiiha 3 drain into River Kafu, while Kiiha 2 drains into River Siba (Figure 1). Thus, in this report the term “watershed” does not imply a single hydrological unit.

The watershed provides water resources for ecosystem services, domestic and productive use. Among business entities dependent on water resources from Kiiha is Kinyara Sugar Ltd, whose nucleus estate and majority of out growers are situated in the watershed.

The watershed faced the following challenges that were said to threaten local livelihoods in the short and long run as well as the local biodiversity:

- shrinking natural resources including wetlands and forests
- lack of data for future scenarios of water use and demand
- inadequate collaboration and cooperation as well as limited awareness among stakeholders

A joint partnership between the Ministry of Water and Environment (through its Albert Water Management Zone), Kinyara Sugar Limited, the Environmental Conservation Trust of Uganda (ECOTRUST) and the GIZ International Water Stewardship Programme (GIZ IWaSP) sought to address the above challenges, through collective action of all stakeholders, to ensure sustainable access to water for the communities.

This year (2019), GIZ IWaSP sought to complete an overall evaluation for the partnership and its activities in its 2.5 years implementation period. The goals of the evaluation were to determine whether the partnership has delivered on initial expectations and objectives, to identify priority follow-up options, and evaluate specific elements of the delivery model and capture lessons learnt regarding approaches used in partnership implementation such as governance structure, processes, interventions, and monitoring. In addition, the evaluation sought to compare the participatory community-led wetland restoration and single-actor-manned restoration of wetlands.

This report – prepared by Aidenvironment East Africa Office (referred to as the “consultant” in the remainder of the report) and commissioned by the Pacific Institute - offers an evaluation of the partnership, its activities, and approach as well as an opinion on what the partnership might consider moving forward. The evaluation and opinion are based on a review of documents¹ produced by the partnership, insights provided by the partnership’s members and stakeholders², and the consultant’s understanding of the developments in Uganda’s water and environment sector.

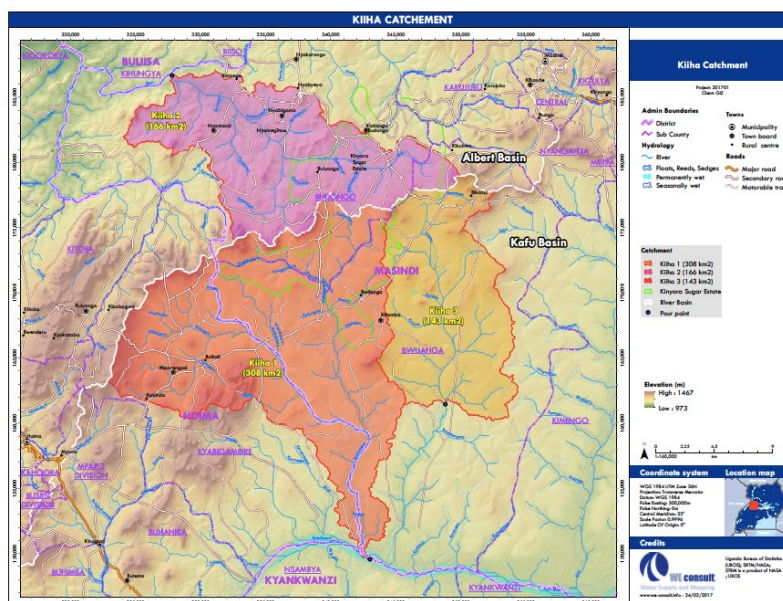


Figure 1: Map of Kiiha watershed comprising three sub catchments in two catchments (Source: GIZ, 2017)

¹ the intention for the document review was to understand the process and outputs, not necessarily the content of those documents

² refer to section 4.2 for a list of partners and stakeholders interviewed

1 Understanding the Kiiha Partnership

1.1 Genesis: what sparked the partnership and how it took shape

In November 2014, Dr. Ramesh (PhD) represented Kinyara Sugar Limited (referred to as simply “Kinyara” in the subsequent text of this report) at a workshop on wetland and forest management in the Masindi – Hoima area in Uganda east of Lake Albert and south of Murchison Falls National Park. The workshop, convened at Bulindi ZARDI by Makerere University was attended by representatives from CSOs, government agencies, research institutions, among others. Claiming that Kinyara would release un-treated liquid waste into streams in its estate and sell molasses to alcohol distilleries including those that disposed of their waste into the streams, participants blamed Kinyara for pollution of the wetlands.

Dr. Ramesh denied the allegations on disposal of untreated liquid waste by Kinyara and informed participants that the company sells molasses only to registered customers but has no control over the use to which the molasses are put. Triggered to defuse the allegations against Kinyara, Dr. Ramesh invited the workshop’s chief convener (Professor Förch Gerd) to visit Kinyara unannounced to verify the claims. On their visit, Prof. Gerd and two postgraduate students assessed the wetlands and streams in the Kinyara estate and drew water samples for testing in the laboratory.³ The main issue identified during the field assessment was agriculture activity in the wetlands, something Dr. Ramesh blamed on community members (some of them workers on the Kinyara estate) in their quest to grow food crops during the dry season. He added that fires set by the community to prepare the wetlands for farming often spread into the cane causing losses to the company. Further, he mentioned of how the draining of wetlands to create land for farming reduced water levels in the streams, rendering unfeasible the company’s plans to increase cane production through irrigation. In the broader landscape, there was increased loss of tree cover mainly to alcohol distilleries’ thirst for firewood.

Prof. Gerd introduced Kinyara to GIZ IWaSP and the Directorate of Water Resources Management (DWRM) of the Uganda Ministry of Water and Environment (MWE) as the two institutions are in position to find solutions to the water-resources-related challenges. GIZ was implementing a program⁴ on water stewardship while the DWRM promoted a management approach⁵ that places local stakeholders at the heart of planning for and implementing integrated management of water and related resources. GIZ IWaSP and the MWE had already collaborated with one another and another private sector player on a water stewardship project in the Rwizi catchment of Western Uganda. From the discussions between the three parties, spanning around one year, the Kiiha partnership project was developed. By April 2016, the project objectives, activities, and partners’ roles were agreed upon.

The implementation of the activities of the partnership started in August 2016 (see Figure 2), including a stakeholder mapping, an assessment of hotspot areas that needed urgent corrective action, and implementation of activities towards wetland restoration. The first attempt at wetland management (refer to section 2.2.1) emphasized the need to bring aboard a CSO partner with local presence (therefore trusted by the communities) and extensive experience with community-engagement in the project area. Thus, ECOTRUST joined the partnership in 2017. ECOTRUST had an on-going project⁶ in Masindi and Hoima districts promoting tree growing for carbon credits.

³ the water samples were found to comply with national standards for liquid waste disposal.

⁴ International Water Stewardship Program (IWaSP)

⁵ Catchment Based Integrated Water Resources Management

⁶ Trees for Global Benefits (TGB)



Figure 2: Rough timeline for implementation of the activities (source: GIZ IWaSP)

Thus, it can be said that the partnership was sparked by Kinyara’s need to improve their brand image and to address risks to their plans to increase production. The other partners’ participation was driven by their expertise and on-going initiatives. The already-existing relationship between GIZ IWaSP and MWE, as well as lessons from the water stewardship project in Western Uganda, provided a strong foundation for the partnership.

A partnership steering committee was set up (comprising a representative in decision-making positions for each partner) whose role was to give the implementation team (focused on on-the-ground implementation) strategic guidance. Partners led the areas they were comfortable in, according to their expertise and positioning. GIZ provided Technical Assistance (TA), ensured that service providers were contracted on time, and offered the trust for the partners to work together collaboratively and with confidence. Kinyara contributed 55% of the project budget, while GIZ IWaSP and DWRM contributed 26% and 19% respectively. The primary role played by local governments at district (Masindi and Hoima), town council and sub-county level was monitoring of the partnership’s activities primarily through the Catchment Management Committee (CMC) in which these local governments are a member. The CMC was established by the partnership.

1.2 Objectives, Activities, Deliverables

Table 1 presents objectives, activities and deliverables of the partnership, comprising the initial expectations.

Table 1: Objectives and main activities of the Partnership (source: Water Risk Action Plan 2016)

Objective	Outcome and (responsible parties)	Planned activities	Deliverables
Project Preparation Stage			
The water stewardship project is formalized	Formalized partnership <i>(GIZ IWaSP, Kinyara, DWRM)</i>	Developing contract between KSL and GIZ	Contract
		Signing of relevant partnership documents	Grant agreement
	Implementation plan <i>(GIZ IWaSP, Kinyara, DWRM)</i>	Development and finalization of implementation plan	Implementation plan
Outcome 1: The management of the Kiiha watershed and the broader catchment is improved through augmented stakeholder participation and improved information			
1.1: The relevant stakeholders of the Kiiha watershed have been identified	1.1 Implementation of a comprehensive stakeholder mapping of the Kiiha watershed <i>(DWRM, GIZ IWaSP, Kinyara, Consultant)</i>	Producing a comprehensive Stakeholder Map of the Kiiha watershed, outlining all stakeholders that need to be involved in watershed/catchment planning	Comprehensive stakeholder map of the Kiiha watershed
		Presenting of stakeholder map to AWMZ, GIZ IWaSP, and Kinyara	Presentation of final stakeholder map to partners
1.2: The relevant stakeholders in the Kiiha watershed are organised, committed and provide input to watershed/catchment planning	1.2 Convening of a stakeholder dialogue Forum in the Kiiha watershed <i>(DWRM)</i>	With the help of the Stakeholder Map, convening of important stakeholders in the watershed	Formalized Stakeholder Dialogue Forum
		Awareness raising and information of key stakeholders in the Kiiha watershed about watershed management	Meeting minutes
		Setting up a functional stakeholder dialogue forum	
	1.3 Support the institutionalization of the Catchment Management Organization (CMO) <i>(DWRM, GIZ IWaSP, Kinyara)</i>	Arranging of election of catchment management committee (technical and management)	Catchment Management Committees: Technical and Management
		Supporting the formalization of the CMCs and the CMO, once elected	Meeting minutes, list of names of members of CMC and CMO elected, List of participants of meeting
	1.4 Provision of input to development of Catchment Management Plan <i>(DWRM, GIZ IWaSP)</i>	Presenting recommendations from Water Risk and Opportunity Assessment (WROA) to CMO	Presentation of WROA
Initiating development of Catchment Management Plan, based on recommendations from WROA			
Outcome 2: Collective water risks and joint solutions are identified for the Kiiha watershed			
2.1: The available information about the Kiiha watershed allows for integrated water resources management and joint risks and solutions to	2.1 Conducting Water Risk and Opportunity Assessment (WROA) <i>(DWRM, GIZ IWaSP, Kinyara)</i>	Developing of a comprehensive WROA	WROA report
		Presenting results to partners and stakeholders	Presentation of main findings of WROA to the partners and all relevant stakeholders
	2.2 Introduction of interactive hydrological modelling tool	Introducing online 3di tool that can simulate different weather patterns and interventions	3di tool with data (available for use for Kiiha watershed)

challenges are identified	(GIZ IWaSP)	Training modules and instruction on usage of tool, for stakeholders	
Outcome 3: Livelihoods and the status of environmental hotspots in the watershed and the broader catchment are improved			
3.1: Pre-existing interventions in the watershed are evaluated and improved if necessary	3.1 Assessment of effectiveness of currently on-going training and awareness measures (Kinyara)	Evaluating the effectiveness of currently on-going intervention carried out by Kinyara	Report with recommendations for adjustments and way forward
	(Kinyara, GIZ IWaSP)	Evaluating lessons learnt and recommendations for the way forward, both for already existing interventions as well as planned interventions	
3.2 Possible interventions in the watershed are identified	3.2 Identification of hotspots and core challenges in the watershed, as well as identification of immediate & long-term measures (DWRM, GIZ IWaSP)	Assessing main ecological and economic challenges in the watershed	Report on main ecological & economic challenges in the watershed & suggested interventions
3.3 Identified interventions in the watershed are sustainably carried out and evaluated	3.3 Implementation of at least two previously identified quick-win measures in the Kiiha watershed (DWRM, GIZ IWaSP)	Implementation of at least two previously identified quick-win measures identified through 3.2	ToR
	3.4. Conducting a Training of Trainer approach with lead stakeholders on sustainable environment practices (DWRM, GIZ IWaSP, Implementing organization)	Producing trainer materials relevant for those trainings	Training materials
		Identification of potential key individuals/trainers	Potentially ToR
		Implementing trainings	Training reports, participants list, topic covered, names and portfolio/location of trainers
	3.5 Awareness raising activities (transect walks, community meetings, radio announcements) in relevant communities (DWRM, GIZ IWaSP, Implementing organization)	Producing relevant materials for diffusion in the watershed/catchment	Community sub-catchment management plans
		Developing community sub-catchment management plans	List of planned actions
3.6 Implementation of at-least one long-term intervention in the Kiiha watershed (DWRM, GIZ IWaSP, Kinyara Sugar)	Implementing at least one long-term intervention in the Kiiha watershed	ToR	
	Ensuring that intervention is in line with community sub-catchment management plans, where relevant	Implementation and monitoring report (incl number of beneficiaries)	
Monitoring and evaluation/reporting			
Continuous monitoring ensures the achievement of target indicators	Tracking progress of the project using the operational plan matrix (GIZ IWaSP, DWRM)	Monitoring achievement of project targets using tangible indicators	List of indicators produced, quarterly progress reports
	Drafting and communicating reports (GIZ IWaSP, DWRM)	Monitoring reports distributed to project team	Monitoring reports
Project closure and transition			
Undertake project closure and make recommendations for the future	Initiate project closure: identify future projects and review roles and responsibilities for sustainability (Project Steering Committee & beneficiaries, GIZ IWaSP, Kinyara sugar, DWRM)	Documenting outcomes/benefits and reviewing action plans. Decision about continuation/up-scaling of the partnership	Final project report

2 Progress, achievements, challenges, lessons learned

2.1 Progress against initial expectations and objectives

Table 2 below provides a summary of the achievements against the initial activities planned by the partnership.

Table 2: Progress against planned activities

Outputs and (responsible parties)	Planned activities	Status as at the time of evaluation
Project Preparation Stage		
Formalized partnership (GIZ IWaSP, Kinyara, DWRM)	Developing contract between KSL and GIZ	<u>DONE</u>
	Signing of relevant partnership documents	<u>DONE</u>
Implementation plan (GIZ IWaSP, Kinyara, DWRM)	Development and finalization of implementation plan	<u>DONE</u>
Outcome 1: The management of the Kiiha watershed and the broader catchment is improved through augmented stakeholder participation and improved information		
1.1 Implementation of a comprehensive stakeholder Mapping of the Kiiha watershed (DWRM, GIZ IWaSP, Kinyara, Consultant)	Producing a comprehensive Stakeholder Map of the Kiiha watershed, outlining all stakeholders that need to be involved in watershed/catchment planning	<u>DONE</u> a stakeholder analysis report is among the documents reviewed as part of this assignment
	Presenting of Stakeholder Map to AWMZ, GIZ IWaSP and Kinyara	<u>DONE</u> documented minutes seen
1.2 Convening of a Stakeholder Dialogue Forum in the Kiiha watershed (DWRM)	With the help of the Stakeholder Map, convening of important stakeholders in the watershed	<u>DONE</u> A stakeholder Forum was convened
	Awareness raising and informing key stakeholders in the Kiiha watershed about watershed management	<u>DONE</u> Report shared and reviewed by stakeholders. Minutes seen,
	Setting up a functional stakeholder dialogue forum	
1.3 Support the institutionalization of the Catchment Management Organization (CMO) (DWRM, GIZ IWaSP, Kinyara)	Arranging of election of catchment management committee (technical and management)	<u>DONE</u> A CMC was formed, taken on field visits to build their capacity in and exposure to catchment management, and facilitated to meet several times during the project duration
	Supporting the formalization of the CMCs and the CMO, once elected	
1.4 Provision of input to development of Catchment Management Plan (DWRM, GIZ IWaSP)	Presenting recommendations from WROA to CMO	Similar to other assessments, results of the WROA were presented to stakeholders,
	Initiating development of Catchment Management Plan (CMP), based on recommendations from WROA	however, developing the CMP (or a similar document) based on hydrological boundaries did not happen
Outcome 2: Collective water risks and joint solutions are identified for the Kiiha watershed		
2.1 Conducting Water Risk and Opportunity Assessment (WROA) (DWRM, GIZ IWaSP, Kinyara)	Developing of a comprehensive WROA	<u>DONE</u> : A WROA report is among the documents reviewed as part of this assignment
	Presenting results to partners and stakeholders	<u>DONE</u> : mission report and presentation seen
2.2 Introduction of interactive hydrological modelling tool (GIZ IWaSP)	Introducing online 3D1 tool that can simulate different weather patterns and interventions	<u>DONE</u> : mission report and presentation seen
	Training modules and instruction on usage of tool, for stakeholders	
Outcome 3: Livelihoods and the status of environmental hotspots in the watershed and the broader catchment are improved		
3.1 Assessment of effectiveness of currently on-going training and awareness measures (Kinyara)	Evaluating the effectiveness of currently on-going intervention carried out by Kinyara	<u>DONE</u> : ECOTRUST Sugarcane study (one of the documents reviewed as part of this assignment) partially addressed this
	Evaluating lessons learnt and recommendations for the way forward, both	

<i>(Kinyara, GIZ IWaSP)</i>	for already existing interventions as well as planned interventions	
3.2 Identification of hotspots and core challenges in the watershed, as well as identification of immediate & long-term measures (DWRM, GIZ IWaSP)	Assessing main ecological and economic challenges in the watershed	<u>DONE</u> ; a hotspot assessment report is among the documents reviewed as part of this assignment
3.3 Implementation of at least two previously identified quick-win measures in the Kiiha watershed (DWRM, GIZ IWaSP)	Implementation of at least two previously identified quick-win measures identified through 3.2	<u>DONE</u> : wetland management through 2 community-based associations started, as well as solid waste management through a community group
3.4. Conducting a Training of Trainer approach with lead stakeholders on sustainable environment practices (DWRM, GIZ IWaSP, Implementing organization)	Producing trainer materials relevant for those trainings	A training on total ecosystem evaluation <u>DONE</u>
	Identification of potential key individuals/trainers	
	Implementing trainings	
3.5 Awareness raising activities (transect walks, community meetings, radio announcements) in relevant communities (DWRM, GIZ IWaSP, Implementing organization)	Producing relevant materials for diffusion in the watershed/catchment	<u>DONE</u> Several radio talk shows, transect walks, community meetings, schools and churches awareness done Sub catchment management plans NOT DONE
	Developing community sub-catchment management plans	
3.6 Implementation of at least one long-term intervention in the Kiiha watershed <i>(DWRM, GIZ IWaSP, Kinyara Sugar)</i>	Implementing at least one long-term intervention in the Kiiha watershed	<u>DONE</u> While the sub catchment management plans were not done, the formation of wetland associations and VSLAs was agreed as the intervention.
	Ensuring that intervention is in line with community sub-catchment management plans, where relevant	
Monitoring and evaluation/reporting		
Tracking progress of the project using the operational plan matrix (GIZ IWaSP, DWRM)	Monitoring achievement of project targets using tangible indicators	<u>DONE</u> through monthly meetings of partners, steering committee meetings, where progress was reviewed and tracked. IWaSP has a monitoring system with established indicators. All project interventions outcomes were reviewed in these meetings
Drafting and communicating reports (GIZ IWaSP, DWRM)	Monitoring reports distributed to project team	<u>DONE</u>
Project closure and transition		
Initiate project closure: identify future projects and review roles and responsibilities for sustainability <i>(Project Steering committee & beneficiaries, GIZ IWaSP, Kinyara sugar, DWRM)</i>	Documenting outcomes/benefits and reviewing action plans. Decision about continuation/up-scaling of the partnership	<u>DONE</u> The partnership closure event (incl CMC meeting) worked on this. The findings of this ensuing evaluation will be presented to the steering committee.

It can be concluded that the partnership achieved nearly all its initial expectations and objectives, apart from developing community sub-catchment management plans (mostly because of time limitations). To note is that the partnership, in March 2019, commissioned a gap analysis⁷ (a report of which has been reviewed as part of this assignment) to inform the partnership of the extent to which the information collected and knowledge

⁷ Aidenvironment (2019) Gap Analysis Towards the Development of a Catchment Management Plan for the Kiiha Watershed

products developed could contribute to a Catchment Management Plan as required by the Uganda Guidelines for Catchment Management Planning 2017. The reports reviewed as part of the gap analysis include:

- Hotspot assessment, 2017
- Economic Water Risks and Opportunity Assessment, 2019
- Stakeholder mapping, 2017
- Stakeholder sensitization, 2019
- Research on sugarcane development in the region, 2018
- Design study on solid waste disposal for Kabango town, 2018

This gap analysis recommended that because the project area lies in three sub-catchments that drain into two distinct catchments (therefore illogical to cluster the sub catchments into one hydrological catchment), the partnership should focus on processing the already-collected information and knowledge products into three individual Sub Catchment Management Plans.

2.2 Quick-win interventions implemented

As mentioned in Table 2, restoration of wetlands and improvement of solid waste management are the two quick-win interventions decided upon by the partnership to respond to challenges identified through the assessment of hotspot areas.

2.2.1 Restoration of wetlands

Before the partnership, Kinyara had attempted forceful means to stop wetland encroachment by communities. Communities and local leaders testified that suspecting Kinyara of pushing them away from land they are entitled to access, communities often revenged by deliberating torching the cane and destroying any tree seedlings planted – unsurprising because forceful approaches towards natural resources management are often met with resistance. During the project duration, two approaches to wetland restoration were implemented: 1) use of a single actor (a company) and 2) use of community-based associations.

2.2.1.1 *Single Actor (External Company)*

At the start of the project, a company from Kampala was contracted to, among other tasks, assess the level of wetland degradation, sensitize communities about the need for proper wetland management, and implement corrective measures in the degraded wetlands. According to the local leaders, for implementation of corrective measures the contractor worked with casual labor from outside the villages where the measures were implemented. The laborers demarcated, and planted tree seedlings in, the buffer zones of the degraded wetlands. Community members (i.e. previous encroachers) were allowed to cultivate agricultural crops in the buffer zones during the early stages of tree establishment, with the intention that community members would tend the seedlings alongside the agricultural crops. According to GIZ IWaSP, 50 hectares were restored by this company, at a cost of around UGX 1.6 million per hectare. Local leaders reported that community members uprooted or sprayed the seedlings with herbicides: only a few trees survived shortly after the contractor's assignment ended. This was perhaps not surprising because community engagement around natural resources restoration needs considerable local trust and continued presence in the area (for monitoring and enforcing compliance). According to the local leaders, the communities looked at the contractors' approach as not theirs.

Towards the expiry of their contract, to ensure continuation of the project, the company facilitated an existing wetlands management association (KAKAMWEKA) to develop strategies for wetland management and formed an additional one (KIKAWECA)⁸. The company equipped both associations with basic skills in financial

⁸ Kiha-Kachukura Wetland Conservation Association (KIKAWECA) and Kasubi Kabango Mubende Conservation Association (KAKAMWEKA)

management, lobbying, and proposal writing. Members of the associations are groups of community members neighboring to the wetlands; the community groups operate on a Village Saving and Loans Association (VSLA) basis. The company recommended for the partnership to provide to the associations “*capacity building and enhancement, monitoring/mentoring and other management support to strengthen the effectiveness of the two associations.*”⁹

2.2.1.2 Community-based Management

Following their joining of the partnership, ECOTRUST operationalized incentive-based restoration and management of wetlands through KIKaweCA and KAKAMWeCA. Each community group (VSLA) is assigned a portion of the wetland to restore and manage and receives, through the association, a conditional grant for members to start environmentally-friendly alternative livelihoods. The trees are expected to fetch the groups’ carbon credits through ECOTRUST’s Trees for Global Benefit (TGB) project. A total of 18.2 hectares of the wetland buffer have been restored by the Associations, at a cost of about UGX 1.9 million per hectare although the survival rate of the trees varies between the groups (Table 3). The low survival (16%) of the trees in the KIKaweCA area could be a result of the laxity in monitoring by Group Executives.

Table 3: Performance of the Associations as of September 26, 2019

Group	Grant received by the Association	Progress of restoration	Meetings	Challenges reported
KAKAMWECA	The Association received UGX 19 million 15 groups have received the grant; UGX 1 million per group. Groups loaned the funds to their members	8,000 indigenous trees were planted (including for gap-filling and beating up, in 13.2 hectares. 5,012 of the trees survived, representing a survival rate of 63%	Executive committee meetings are held once a month Whenever need arises, issue-based meetings are held with the Groups	Some trees died due to flooding
KIKaweCA	The Association received UGX 16 million 9 groups have received the grant; UGX 1 – 2 million per group. Groups loaned the funds to their members Some money is still saved on the Association’s bank account	4,000 seedlings were planted (including for gap-filling and beating up), in 5 hectares. 632 of the trees survived, representing a survival rate of 16%	Only a few meetings have been held	Some trees died due to flooding Limited support and monitoring by the District Local Government Laxity of Groups’ Executives on monitoring

Source: ECOTRUST report of September 23 – 26, 2019 monitoring visit, and Consultant’s interviews with the two associations in July 2019

The way in which the conditional grant is managed varies among the ten groups¹⁰ the consultant interacted with (all of them under KAKAMWeCA). For one group the money was shared equally among the members, each of them receiving a loan of UGX 23,000 while for some groups the money is loaned to a few members at a time, creditors receiving up to UGX 300,000. One group used half of the money to start a piggery project. For one group, the interest rate is 5% per month while for the rest it is 10%. Further, for the ten groups not all members are involved in the management of the trees, some members reasoning that the work is too heavy for the financial gains promised by the project. Even these non-active members are interested in taking loans, a

⁹ Earth Consult (U) LTD. (2019). Final Sensitisation Report for Stakeholders on Wetlands in the Kiiha Watershed

¹⁰ Tukazane, Kabango Tweekembe West, Bagamba Kamu, Sida, Kasubi wetland, Katuyimukangane, Kabango United, Kabango Tulihamu, Kabango Tweekembe Central, and Umoja

situation handled differently across the groups: while some groups reported they grant the non-active members access to the loans, others not.

How the associations relate with the member groups also varies. For KIKAWECA, the groups are expected to remit to the association 60% of the interest made on the loans. With that amount, it is expected that the association would meet its operational expenses (e.g. meeting of the executives) and also fund future monitoring visits if funding from the partnership does not continue. There is no such arrangement between KAKAMWECA and the member groups.

2.2.1.3 Single Actor (Local Company)

Concerned that community-based management could not respond in time to the risks (of cane fires) that Kinyara faced, Kinyara contracted a local company to restore and manage some of the hotspots, based on lessons learned on community-based management (i.e. use local labor, do not permit any agriculture to continue in the restored areas). The local company hires former encroachers to plant and maintain the planted area until the tree seedlings are fully established. Part of the former encroachers' responsibilities under this arrangement is doing surveillance of the "restored" area to ensure "re-encroachment" for farming does not occur in the short term. According to local leaders, the local company was more successful compared to the contractor from Kampala. According to Dr Ramesh, Kinyara has restored and is managing, through the local company, 300 hectares at a cost of about UGX 1 million shillings per hectare.

In Table 4, a comparison of the approaches used for wetland management during the duration of the partnership is given.

Table 4: Comparison of the approaches used for wetland restoration

	Single actor (external company)	Community-based	Single actor (local company)
Unit cost (Million UGX per hectare)	1.6	1.9	1.0
Start of restoration activities	Immediate	Slow, depending on status of community associations	Immediate
Community engagement (beyond awareness raising and sensitization) and implications	Very minimal. Community ownership not built. High risk of adversarial behavior from communities	Prioritized. Community ownership built. Low risk of adversarial behavior from communities	On basis of paid labor: community ownership not built. Moderate risk of adversarial behavior from communities
Sustainability	Restoration activities unlikely to continue without project funding	Restoration activities could outlive project funding	Restoration activities unlikely to continue without project funding

The **impression of the consultant** is that:

- where there are no existing community associations, community-based restoration and management could be slower than (some) partners would want. This is because there would be need to establish the associations and support them (on internal governance, community sensitization etc.) in their early stages before the associations can manage implementation on their own. This process could be costly in terms of time and money.
- restoration through a company could be successful if that company is locally based, as continued monitoring would be possible. However, managing through a single actor is driven by funding from the contracting authority without which it is unlikely for the activity to continue.
- because it encourages community ownership of the process and, with the right structures and instruments (e.g. conditional incentives), has the potential to outlive project funding, community-based management, although costly in terms of time and money to arrange, could be more sustainable and less expensive in the long term, for situations where communities have access to wetlands. Thus, considering that communities

have access to (nearly) all wetlands in the project area, community-based wetland management is the most suitable approach for the project area.

2.2.2 Solid waste management in Kabango Town

2.2.2.1 Background

Kabango Town is the biggest trading centre in the neighborhood of the Kinyara estate. According to an assessment done in 2017 by the partnership, the town council had insufficient resources (financial and human) for solid waste management in the town. Kinyara, as part of their corporate social responsibility efforts, provided a truck on a weekly basis to transport the waste from public places (e.g. the market) and residential areas to designated dump sites outside the town. Waste from the public places would be gathered by a total of four persons paid by the town council while individual households had to gather their waste in bags and take it to joint collection points. Kinyara would spend around UGX 2.6 million¹¹ per month on solid waste management for Kabango Town, which, in the perspective of the company was un-sustainable.

Even then, the report indicates that solid waste management in the town was far from effective: because some joint collection points were inaccessible to the truck, only 31% of the generated waste would be removed, and unscrupulous truck drivers would sometimes dump the waste in un-designated places like wetlands and the cane plantation. The assessment recommended a business approach towards solid waste management through integrating solid waste management in existing community groups, providing them with tricycles for waste collection (as a pilot study), and putting in place an enabling environment for the business to develop and thrive (Table 5).

Table 5: Challenges identified and interventions recommended by the solid waste assessment (Source: Asiimwe 2017)

Functional category	Challenges	Proposed interventions		
		Short term (1 – 2 months)	Medium term (2 – 6 months)	Long term (6- 24 months)
Generation	Limited knowledge on separation of waste	Promotion of waste sorting at source through behavioral change campaigns-	N/A	N/A
Collection & Transportation	Low collection coverage and irregular collection services capacity (approx. 31% of generated waste is collected)	Zoning of Kabango into collection zones and gazetted collection points Integration of SWM in the existing groups (e.g. youth, community health, CSOs, etc.) as Waste Collection Groups (WCGs)	Provision of bicycles or tricycles for (WCGs) on a pilot basis	Provision of skip loading truck
	Weak institutional arrangements for SWM	Institutionalization of the Kinyara support through an MOU with Budongo Sub-county or Kabango Town Council	N/A	N/A
Disposal & Treatment	open dumping and burning without air and water pollution control	Enforcing access to the disposal site at Bwinamira to ensure supervised disposal	N/A	N/A
	Indiscriminate waste disposal	N/A	Provision of 5 closed skips for joint collection points	Promotion of joint or communal composite points to provide feedstock for briquette making

Based on the recommendations of the assessment, the partnership operationalized a community-based business approach towards solid waste management, thought to be financially feasible and self-sustaining. As

¹¹ to pay truck operators, waste collectors, supervisors, fuel and maintenance of the trucks.

mentioned in the report titled ‘Implementation Support for a Tricycle-Based Solid Waste Collection and Transportation Service for Kabango Town’, the approach has “*requisite checks and balances for the operations, maintenance and financing as stipulated in the MOU amongst implementing parties.*”

“(…) will be led by LC 1 Chairmen and supported on the maintenance arm by the Town Clerk’s office. The implementing vehicle will be the Alpha Community Health Campaigners Group. The proposed system will be superintended by a Solid Waste Management Advisory Committee composed of key stakeholders in the sector.” GIZ IWaSP 2019.

It was agreed that:

- the three tricycles provided by the partnership would be owned and maintained by the town council and operated by Alpha Community Health Campaigners Group (referred to as simply “Alpha” in the subsequent text of this report),
- community mobilization in the villages where waste would be collected would be undertaken by four members of the LC 1 executive of that village, one of them being the LC 1 Chairperson,
- communities would pay UGX 200 – 500 per weekly collection round, and
- the collected funds would be managed as shown in Table 6.

Table 6: Allocation of fees collected during service provision (source: GIZ IWaSP 2019)

Item	Allocation (%)	Responsible party
Operational fuel	40	LC 1 Chairpersons
Labour Costs	15	LC 1 Chairpersons
Maintenance (including repairs, servicing & safe storage)	15	Town Clerk
Oversight (including community mobilization)	25	LC1 Chairpersons (+ 3 executive members)
Technical Supervision	5	Health Assistant
Total	100	

2.2.2.2 Findings and impressions of the consultant

This section is based on interviews with the treasurer of Alpha, two tricycle operators, the Kabango Town Clerk and LC 1 Chairpersons of the villages from where Alpha currently operates.

Governance and operations

Alpha is registered by Masindi District Local Government as a community-based organization whose members are LC 1 Chairpersons of the Group’s areas of operations. The members are required to pay a one-time membership fee of UGX 40,000. However, the LC 1 chairpersons the consultant interacted with mentioned that financial mismanagement caused disagreements and that all the affairs of the Group are currently managed by a single individual (the treasurer).

At the time of the evaluation mission, two tri-cycles (out of the three provided by the partnership) were in use since the project handed them over to the Town Council in April 2019. Because of the Town Clerk’s, the third tricycle is kept as back-up in case any of the two in service breaks down. According to Alpha’s plan, each tricycle should be operated by an operator and an assistant/loader. There is currently no written agreement between Alpha and the tricycle operators, and the operators have no protective gear.

There is a collection schedule, although not written, for the waste: the operators know which day of the week they should be in which zone. Each tricycle makes on average three trips per day to and from the dumpsite, each trip totaling to around four kilometers and needing one liter of petrol. At the time of the evaluation mission, waste was collected from five residential zones (Monday to Friday) and from the market (on Saturday).

The two tricycles in service seemed relatively poorly managed: on one, the back door of the carriage had fallen off while the other had a crushed front light. Further, the tricycles had not been serviced since May 2019.

As agreed with the partnership, the town council established a Solid Waste Advisory Committee (SWAC) to supervise Alpha and to put in place an enabling environment for the Group’s operations. The committee comprises, among other people, the Town Clerk, a health assistant and a representative of the business community. However, there is no record of formal communication between Alpha and SWAC or the Town Clerk and the Town Clerk was not aware of Alpha’s collection schedule or workplan.

Revenues and costs

From the residential zones, households pay UGX 100 – 500 per week depending on amount of waste. Because market vendors pay to the town council taxes, they do not pay for waste collection. The understanding between Alpha and the town council is that fuel needed to collect waste from the market (6 routes) would be provided by the town council. The town council provided to Alpha “start-up” fuel worth UGX 400,000. The tricycle operators mentioned that some households do not yet want to pay for waste collection; that “*some people still think Kinyara will collect the waste at no cost for the households while others say waste collection is a responsibility of the town council (at no pay) not Alpha*”.

The operators mentioned that their wages for 2.5 months were unpaid at the time of the evaluation mission and that the loaders abandoned work 1.5 months ago because of a lack of compensation. Not surprisingly given Alpha’s revenue (see the cost structure in Table 7), the Group does not collect enough revenues to cover its operational costs.

Table 7: Revenue-cost structure for Alpha as of July 2019 (source: discussions with Alpha Treasurer)

Item	Amount
Revenue	
From household clients	600,000
From institutional clients (market, schools)	0
Total revenues	600,000
Costs	
Fuel	480,000
Tricycle operators	240,000
Loaders	168,000
Clerk (collecting the payments from clients)	96,000
Tricycle servicing*	40,000
Total costs	1,024,000
Revenues – Costs	- 424,000
<i>*according to Town clerk, optimal servicing would cost UGX 50,000 per tricycle per month, therefore GX 100,000 per month for both tricycles</i>	

The **impression of the consultant** is that:

- implementation of the solid waste management initiative needs more attention from the partnership, if the achievements are to be sustained. For instance, Alpha as a structure needs to be operationalized and supported to develop internal governance and working procedures for instance workplans, financial management guidelines, etc.

- there is need to streamline communication channels and engagement between Alpha and the town council, for instance when (and on what subjects) the two parties should communicate (as a minimum).
- there is need for the town council to sensitize the community about payment for waste collection (and corresponding resolutions passed by SWAC or the Town Council) and to introduce Alpha as a service provider endorsed by the town council.
- because of the respect and authority they command in their villages, the involvement of LC 1 chairpersons in Alpha (planned, but not yet realized because of allegations of financial mismanagement) could improve mobilization and also collection of fees from communities.
- the financial support to Alpha by the Town Council local government, especially towards collection of waste from the market, should be provided on a regular basis. Further, modalities for engaging institutional clients (for instance schools) should be developed by Alpha with the support of the Town Council local government.
- the community-based business approach appears to be effective in addressing the challenges related to solid-waste management in the town. With the active involvement of the LC 1 Chairpersons (for mobilization) and the Town Council authorities (for supervision, guidance and ensuring there is an enabling environment for the approach); and the support to Alpha to develop its internal working procedures and operations, the achievements could be amplified and sustained.
- in the short term, the tricycles provided to the Town Council, if regularly maintained, are sufficient for the job (in terms of their number). The number of tricycles (or the need to adopt a different transportation means for the solid waste) could be explored in future based on the need.

2.2.3 Lessons learned (on approaches) in the perspective of the partners and stakeholders

2.2.3.1 *On wetland restoration*

Because the benefits of wetland restoration may not be realized in the short term (and are dependent on continued monitoring), conditional incentives as well as other benefits (in this case, the carbon credits) could interest communities to engage in activities towards wetland restoration. The same can be said for other natural resources.

Restoration through community associations places on them the responsibility of monitoring and enforcing compliance, as was emphasized by one of the local leaders interviewed: *“these are local people living every day in the area; they know more who is doing what and where.”*

When an external stakeholder takes lead in restoring land to which communities previously had access (legally or not), there is a risk that communities will interpret that as a ploy to “grab” their land. The involvement of a partner who is trusted by the communities, right from the start, is important. This partner could be a CSO or a local company.

2.2.3.2 *On solid waste management*

Working through a community-based association could be cheaper than through an external agency (for instance Kinyara), however that association needs close support by the respective local government mandated to deliver the service of waste management.

2.3 Main achievements in the perspective of stakeholders

2.3.1 Local governments

To the local leaders interviewed, from district to village level, the partnership introduced them to community-based management of natural resources for instance wetlands. The participatory process through which the status of the project area was assessed and hotspots determined created awareness among the stakeholders including communities and generated enthusiasm to take corrective action. It was mentioned that the participatory approach employed by the partnership has transformed community members into vigilant stewards of the wetlands, and that because local leaders were involved in this process, the decision on which places to start implementation (based on the urgency with which intervention is needed, rather than on political interests) was easily accepted.

Establishment of a multi-stakeholder body (the CMC)¹² for coordinating implementation placed on several stakeholders the responsibility over project results. Further, the CMC gave the individual stakeholders (including local leaders and district technical personnel) a stronger voice and cushioned them against direct blame from the perpetrators of environmental degradation in the area. As mentioned by the Masindi District Environment Officer (DEO), *“Because the CMC involves many stakeholders, perpetrators have no one to point fingers at; they cannot say the DEO is evicting them from the wetland.”*

The partnership promoted joint efforts between the districts of Masindi and Hoima towards sound management of natural resources. It was mentioned that before the partnership encroachers would shift their activities to the district where efforts against encroachment were presently tolerant. *“If one district is against encroachers; they go to the next district. Through the partnership there was a common goal that compelled both districts to prevent encroachment”* said one of the leaders.

On solid waste management, the town council commends the improved waste management behavior among the town dwellers especially those who interacted with the service providers working on behalf of the partnership. Anecdotal evidence from the Kabango Town Clerk indicates that four tons of solid waste is evacuated from the Town Council, on average, per day – this could be a reasonable estimate considering that each tricycle, of a maximum capacity of 0.8 tones¹³, makes an average of three trips per day as mentioned at section 2.2.2.2. Motivated by these quick results, the town council passed a resolution to strengthen the enabling environment for Alpha’s operations by imposing a fine against poor solid waste management.

2.3.2 Main project partners

For ECOTRUST, the collaboration with government and private sector player almost as equals was the biggest achievement for the organization, as stated by the Executive Director: *“(...) the process was empowering. Not every day does a CSO, government and private sector sit on the same table and have a more or less equal say on what is discussed.”* Further, the ECOTRUST Executive Director termed as a breakthrough Kinyara’s openness towards and support to ECOTRUST’s assessment of the Company’s past practices towards stakeholder engagement.

¹² According to official procedures developed by the Ministry of Water and Environment, a CMC comprises representatives of the Local Council 5 (LC 5) Chairpersons and Chief Administrative Officers (CAOs) of the districts in the catchment, and representatives of: urban councils; technical officers; Civil Society Organisations (CSOs); private sector; religious institutions; cultural institutions, among others.

¹³ GIZ, IWASP (2019). Implementation Support for a Tricycle-Based Solid Waste Collection and Transportation Service for Kabango Town, Masindi District. 1-30.

For Kinyara, the most celebrated achievements are the improved brand image, reduced cane-fire-induced losses, and lessons on community engagement. According to Dr. Ramesh, a 40% reduction in cane fires (translating into 1,000 hectares saved per year) was observed during the 2.5 years of the Partnership.

To both the DWRM and GIZ IWaSP, bringing public, private, and CSO partners together to plan and implement (mostly with funding from the Private sector partner) interventions on natural resources management is a key achievement of the partnership.

Specifically, to GIZ IWaSP, the partnership was another practical lesson on water stewardship; relations and trust were built among the partners, whereby each recognizes the added value of the others.

2.4 Risks to sustainability of partnership activities

2.4.1.1 *Weak internal governance of the community-based associations*

For the “wetland management groups”, not all group members are involved in the management of trees. Some members reasoning that the work is too heavy for the financial gains promised by the project. This seemed to have caused tensions among the group members, as observed from the verbal attacks among members during the meeting with the evaluation team.

2.4.1.2 *Monitoring by CMC or district local government*

Almost unanimously, the community groups mentioned that visits to their areas of operation by the CMC or district local government motivate them (i.e. the groups) to continue managing those areas as agreed. However, presently the CMC members especially the local governments (who, by law, have the mandate to enforce compliance to environment management) lack the requisite funding for such visits. Should the visits stop, it is likely the associations and groups will lax on enforcing compliance to the “restoration terms and conditions”, thereby un-doing the positive results so far achieved.

3 Recommendations for the partnership moving forward

At the time of the evaluation mission, discussions between ECOTRUST, Kinyara, and DWRM (through AWMZ) were on-going about a new partnership agreement. Moving forward, the current partnership needs to decide the governance model: what constitutes a follow-up partnership, what specific agreements will govern them, and what sort of implementation plan would be needed. Below, opinions are advanced to trigger discussions on the subject, keeping in mind the opportunities that await the partnership and hurdles to overcome.

3.1 Structure and governance of the partnership

Expanding the partnership to include other institutional members was suggested by some stakeholders as a means to increase (human and financial) resources available for implementation. However, some of the existing partners are skeptical; that a lot of time will be invested to build the trust. Instead, such members preferred to maintain the current membership of the partnership (ECOTRUST, Kinyara and DWRM, in case GIZ IWaSP cannot join anymore) and expand the CMC as it is the latter that is involved in active implementation. It is recommended to bring aboard more CSO partners and companies to the partnership, using the CMC as an entry point; guided by the procedures established by the Ministry of Water and Environment.

Some partners felt that while they are confident the partnership could work without GIZ IWaSP (building on the trust and working relations built during the first phase), the involvement of GIZ IWaSP would make the collaboration easier. Because of their mandate and convening power, DWRM could naturally play the role of independent broker especially if there is a DWRM officer (facilitated to be) available to the partnership almost full-time. The continued involvement in GIZ IWaSP in the partnership could further strengthen the partnership.

Judging from the WROA report, it could be concluded that Kinyara's primary interest in wetland management was to hold water in their area of operation, for irrigation possibly involving future damming of streams (potentially a source of discontent among downstream users should there not be enough water reaching them in the dry season in the future). On the other hand, the interests of the other partners, especially ECOTRUST and DWRM might be different, with them viewing wetland management as means to ensure livelihoods and biodiversity are sustained now and in posterity. While the difference in interests among partners could be expected, they need to be understood at the very start to ensure that the interventions and implementation approach decided address the interests and needs of all partners. It should be noted, however, that without implementation (therefore a close relation built through collaboration) it may be difficult to understand a partner's core interests. Also, the interests change from time to time, based on, among other things, the dynamics on the micro-level which may be beyond the radar of the Partnership or implementers. Thus, it is recommended to undertake a due diligence check on any new partners and to build in the partnership moments to assess and reflect on the partnership (e.g. partners' interests and contributions) and address emerging issues that affect the partnership.

There was a concern that allegations (confirmed or not) of Kinyara's interest in the de-gazettement of a tropical forest for sugarcane growing might damage the corporate image and reputation of the other partners. Further, it was learned that the limited disclosure of project information (especially of financial nature) among partners made some partners' planning difficult. In addition, there were concerns that sometimes partners hired service providers (to implement partnership activities) with limited involvement of the others in the process – while this is said to not have affected the project results negatively, there could be a risk of conflict of interest between partners and the service providers hired. There is need for more openness among the members especially on member's individual plans and engagements that may affect the partnership's functioning or the reputation and brand image of its members. It is recommended that, moving forward, a code of conduct (e.g. decision-making process, minimum standards to be upheld by members, information management, etc) be developed that the partners would be required to comply with.

Both DWRM and GIZ IWaSP mentioned that because of limited strategic guidance and oversight over the implementation team, efficiency especially regarding stakeholder engagements could not be maximized. The partnership steering committee was expected to give the implementation team high-level insights in view of the wider social realm and macro-level dynamics. However, this committee was barely involved, largely because the partnership did not develop a plan as to when and how the steering committee would be involved. The roles and involvement of the steering committee need to be better defined.

3.2 Opportunities to capitalize on

Because it is likely that companies may lack competence in environment management, such a Public-Private-CSO-Partnership provides a unique opportunity for CSO (i.e. activists) and government agencies (i.e. enforcers) to journey with the companies towards compliance to environment standards; responding to the identified compliance needs. Thus, the partnership could become a blueprint for a different – and potentially more successful – approach towards compliance to environmental standards by companies in Uganda.

The partnership, in the perspective of some stakeholders especially the local governments and communities, achieved modest tangible results. However, it is appreciated that the process of building the partnership and understanding (through assessments) the project area required considerable time and financial resources and that the stage is now set for on-the-ground implementation in the next phase of the partnership. Also, there is general agreement (even at local government level) that the lessons learned and example shown are worth the cost. The partners should capitalize on the momentum created, interest generated (also among local leaders and the community) and lessons learned to advance the objectives of the partnership.

The partnership should attract internal and external funding to continue (and upscale) the activities started. With funding from the World Bank, the DWRM will, starting Q4 2019, develop a CMP for Kafu plus a Water Resources Strategy and Action Plan for the Albert WMZ. The DWRM will implement some of the priority catchment management interventions identified during the catchment management planning process. This would be a good opportunity to profile and mainstream the partnership's activities/interests into the broader MWE processes.

Through the associations, community groups are linked to ECOTRUST's TGB project. The additional benefits, for instance carbon credits, could motivate the community members in managing the trees (and, by implication, the wetland buffer) as agreed. Specifically, for KIKAWECA, the payments received from the member groups could enable the association to meet their operational costs beyond the partnership, therefore allowing for continued monitoring of compliance to the agreed terms and conditions.

3.2.1 Priority follow up actions from phase one

3.2.1.1 *Towards scale-up*

Because problems are multi-faceted and complex, attention should be paid to garnering the involvement of more institutional stakeholders (such as Jane Goodall Institute, proprietors of the hydroelectricity dam along river Waki, commercial farms, and other private companies), to broaden the partnership's resource base (financial and human). A joint vision for the project area would be a good starting point – in this regard, it is recommended to use the already-existing information and knowledge products to develop the SCMPs in a participatory way that addresses the interests of the key stakeholders in the project area. This could necessitate expanding the current focus (water and wetlands) to look at water-related resources in the catchment and community development broadly; for instance including forests, roads development, hydro-electricity generation, tourism, among others, in accordance with the Uganda Catchment Management Planning Guidelines.

Deliberate efforts should be made to popularize the partnership's activities among decision-makers at town-council and district level (the district council) possibly through arranging visits to the hotspots and interventions implemented so-far. This could make it possible for the districts to include in their budgets and plans implementation (or at least monitoring) of partnership-initiated activities including providing own facilitation for participation in meeting. In the interim, it is recommended for the partners to fund the activities of the CMC (including monitoring the community associations).

3.2.1.2 *On ensuring results are sustained*

Previous encroachers would have lost their source of livelihoods if it was not for the conditional grants for alternative livelihoods. There is need for the partnership to understand to what extent the grants helped to

mitigate for the negative consequences (such as lost livelihoods, or food sources), otherwise there could be risk of re-encroachment.

Without support to develop their internal operation procedures, the community associations involved in implementation of project-introduced initiatives risk collapse and wrangles especially around financial management. Further, these associations need support (technical or otherwise) to address any emerging challenges until they are able to do so on their own. Without this support, the positive results achieved by the project are unlikely to be sustained. Further, the wetland management associations (whose function involves loan recovery; a topic the members have limited prior experience about) need training on loan recovery. It is recommended that the partners adopt a phased-withdrawal of support to the associations.

4 Sources

4.1 Documents reviewed

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4.2 Stakeholders interviewed

Entity	Persons met	Designation
DWRM	Dr Callist Tindimugaya	Commissioner
	Paskwale Kerudong	
GIZ IWaSP	Mathew Parr	Programme Cordinator IWaSP
	Moses Nyakana	Technical Advisor IWaSP
Kinyara	Dr Ramesh	Agronomist
ECOTRUST	Pauline Nantogo	Executive Director
	Adrine Kirabo	Programme Officer
Kiiha CMC	Olivia Nabukenya (Masindi District Wetlands Officer)	Secretary
Kabango Town Council	David Kigenyi	Town Clerk
Alpha Health Campaigners' Group	Victor Katusabe (LC1 Chair Person Mubende cell)	Treasurer
	2 tricycle operators	Tricycle operators
KAKAMWECA	Keith Bitamazire	Chairperson
	Francis Ogentho	Member
	Eric Ateenyi Nyakoojo	Member
	Swaibu Baseke	Member
	Christine Nabwire	Member
	Sunday Eyotu	Member
	Members of 10 community groups	Group members
KIKAWECA	Lostiko Bahiga	Chairperson
	William Ahura	Member
	Erick Mpangire	Member
	Christine Mpaire	Member

THE CEO WATER MANDATE'S SIX CORE COMMITMENT AREAS:

Direct Operations

Mandate endorsers measure and reduce their water use and wastewater discharge and develop strategies for eliminating their impacts on communities and ecosystems.

Supply Chain and Watershed Management

Mandate endorsers seek avenues through which to encourage improved water management among their suppliers and public water managers alike.

Collective Action

Mandate endorsers look to participate in collective efforts with civil society, intergovernmental organizations, affected communities, and other businesses to advance water sustainability.

Public Policy

Mandate endorsers seek ways to facilitate the development and implementation of sustainable, equitable, and coherent water policy and regulatory frameworks.

Community Engagement

Mandate endorsers seek ways to improve community water efficiency, protect watersheds, and increase access to water services as a way of promoting sustainable water management and reducing risks.

Transparency

Mandate endorsers are committed to transparency and disclosure in order to hold themselves accountable and meet the expectations of their stakeholders.