



WATER AND ENVIRONMENT SECTOR

THE THIRD JOINT GOVERNMENT OF UGANDA – DEVELOPMENT PARTNERS SECTOR REVIEW 2011

AGREED MINUTES

**11TH – 13TH OCTOBER 2011
KAMPALA**

1.0 INTRODUCTION

The Joint Sector Review (JSR) is a forum for performance assessment, budget and policy guidance. Presentations and contributions are guided by a Sector Performance Report and a pre-determined theme originating from emerging policy issues. The event allows a broad spectrum of stakeholders to get an insight into, discuss, and influence sector developments.

The Joint Assessment Framework (JAF) is the framework for the GoU and Development Partners (DPs)' General Budget Support and Sector Budget Support. The ENR Sub-Sector will use the newly adopted Sector Performance Measurement Framework (Platinum Indicators) to establish baselines and measure progress over the next year.

The JSR supports the Joint Assessment Framework (JAF) by: providing a forum for constructive dialogue within the sector, formulating undertakings for the following year(s) and for critically examining the achievement of annual targets for sector indicators, prior actions and attainment of undertakings from previous years. The sector review supports the later JAF appraisal, which takes place in November.

The timing of the JSR is also linked to the start of preparations for the next national budget cycle and the Medium-Term Expenditure Framework (MTEF).

2.0 PROCESS OF THE REVIEW

The JSR took place from 11th to 13th October 2011 at the Hotel Imperial Royale, Kampala, under the theme ***"Addressing environmental challenges for sustainable development"***.

The overall aim of the 2011 Joint Sector Review in conformity with the above theme was: **"To developing practical sector approaches towards sustaining Uganda's environment and water resources"**.

The 2011 JSR had the following specific objectives:

1. To assess progress and performance of the sector in relation to the agreed key sector performance indicators and the 2010 JSR undertakings for the Ministry's three directorates (Water Development, Environment Affairs and Water Resources Management and the three Agencies (National Water and

Sewerage Corporation (NWSC), National Forestry Authority (NFA), and National Environment Management Authority (NEMA))

2. To assess progress of the JAF targets/indicators and prior actions with a view to provide an assessment to the JBSF partners on the progress made
3. To develop a framework for guiding the sector institutions and stakeholders to harness and conserve Uganda's environment and water resources.
4. To provide strategic policy direction as well as agree on key undertakings for the forth-coming twelve and/or twenty-four-months period.

The overall sector performance is presented in the Water and Environment Sector Performance Report, 2011.

Participants in this year's review included:

1. Government ministries, departments and agencies (Ministry of Finance, Planning and Economic Development (MoFPED), Ministry of Water and Environment (MWE) including Water and Sanitation Development Facilities (WSDFs), Technical Support Units (TSUs), Umbrella Organisations (UO), Water Management Zones (WMZ) and agencies (NWSC, NEMA, NFA), Ministry of Local Government (MoLG), Ministry of Health (MoH), Ministry of Education and Sports (MoES), Ministry of Lands, Housing and Urban Development (MoLHUD), Ministry of Energy and Mineral Development (MoEMD) and the Office of the Prime Minister (OPM)
2. Members of Parliament
3. Selected local governments, represented by their elected and appointed officials, namely: District Chairpersons, Chief Administrative Officers (CAOs), District Water Officers (DWOs), District Natural Resources Officers (DNROs), District Environment Officers (DEOs), District Forestry Officers (DFOs), City Environment Officers, Town Engineers, and Town Clerks representing Water Authorities.
4. Bilateral Development Partners (Austrian Development Cooperation (ADC), Belgium (Belgium Embassy), Denmark (Danida), Germany (KfW, GIZ, and German Embassy), Icelandic International Development Agency (ICEIDA), Japan International Cooperation Agency (JICA), Norway (Norwegian Embassy), and USAID)
5. Multilateral Development Partners (African Development Bank, United Nations Children's Fund (UNICEF), Food and Agricultural

- Organisation (FAO), United Nations Development Programme (UNDP), World Bank, and the EU Commission)
6. CSOs (AMREF, Care International in Uganda, Codeca, EMLI; Environmental Alert, FEDU, Greenwatch, IUCN, Living Earth Uganda, Netwas, Tree Talk, Kigezi Diocese, SNV Netherlands Development Organisation, IRC International Water and Sanitation Centre, WaterAid, and umbrella organisation UWASNET)
 7. the Uganda Local Governments Association (ULGA)
 8. Uganda Local Government Finance Commission (ULGFC)
 9. Stakeholders from the private sector, including consultants and water operators.
 10. Researchers and media

In all, 263 people participated in the Joint Sector Review 2011.

The JSR 2011 opening ceremony was addressed by the Permanent Secretary of MWE, the Head of Cooperation of the Austrian Development Agency, the Minister Counsellor of the Royal Norwegian Embassy, the Minister of Finance, Planning and Economic Development. The Honourable Minister of Water and Environment officially opened the review.

3.0 SECTOR ISSUES

3.1 Overall sector performance

Persistent low funding and staffing levels are affecting government capacity and ability to manage and protect the nation's vital natural resources base. This, in turn, impacts on cost-effectiveness and sustainability of water services delivery and natural resources management. Costs for water supplies are increasing due to increasing environmental degradation, declining water quality and quantity.

The on-going deterioration of the environment and natural resources, compounded by the effects of climate change and weak enforcement of the environmental laws and regulations, is of high concern to the sector. The stagnation of water coverage is worrying. Access to safe water in rural areas has stagnated at 65 %, and in urban areas it is reduced from 67 to 66 %.

Sector funding

In the Water and Sanitation (WSS) subsector, current budget allocations do not allow to overcome stagnation in access to safe water and sanitation, neither for rural nor for urban population, to improve

functionality of installed infrastructure and increase service in water for production, to effectively manage and safeguard the precious water resources of Uganda.

All efficiency potentials fully applied, further progress in these key areas is simply impossible, as can be seen from this year's performance. Current investment levels cannot cope any longer with increasing water and sanitation demands, and water resources challenges due to population growth and climate change. Taking into account that water and sanitation are key factors in order to reach the National Development Plan targets the overall funding is not enough.

In the Environment and Natural Resources (ENR) sub-sector, the low sector allocation that is further reduced each year is inconsistent with contribution of environment and natural resources to the GDP and people's livelihoods; furthermore, it does not allow for any meaningful interventions in the sub-sector. In addition, it hampers any significant support by the center to the districts, which implement the decentralized function of environmental management. While forestry has been identified as a primary growth sector in the NDP, the GoU contribution to the sub-sector remains inadequately low.

Gender equality

Uganda has an impressive Water and Sanitation sub-sector Gender Strategy (2010-15) including a gender action plan, but the progress on implementation of the action plan is not reported. However, there seems to be little progress on improving gender inequality, although a slight increase can be observed on golden indicator No.10 on number of women in key positions on Water Boards (from 37% to 39%), while a small decrease from 85 to 81% can be observed in the number of women in key positions on Water and Sanitation Committees (WSCs). There are few women in key management positions in districts and in MWE. Finally, there is a dramatic decrease in number of districts reporting on gender issues.

The ENR sub-sector monitoring and reporting does not include a gender-specific aspect; however, it is clear that women and children are disproportionately affected by deterioration of natural resources. The JSR pointed out that this is an area for improvement for the next year's report.

3.2 Joint Water and Environment Sector Support Programme

It is important to note the proposed Joint Water and Environment Sector Support Programme 2013-2018, which for the first time will

support both sub-sectors within the Ministry's mandate, including Water, Environment and Climate Change. The planning process for the Joint Programme is on-going according to schedule.

This programme is to follow the Joint Water and Sanitation Sector Programme Support (JWSSPS). Three start-up studies have been identified, namely: (i) Capacity development, (ii) Assessment of options / requirements for integrating the ENR sub-sector into JWESSP, and (iii) WfP study. DPs have been requested to provide funding for the studies ((i) Denmark, (ii) Norway, and (iii) Austria from the Programme Management Support (PMS) budget line). In addition, the World Bank is currently formulating their support to the Sector. It is important that these two formulation processes are harmonised and aligned.

3.3 Environment and Natural Resources

Compliance and enforcement, and capacity for Monitoring in ENR

Many issues of compliance and enforcement regarding oil and gas, encroachment as well as other ENR issues were noted. It was also noted that the system of environmental inspection, established about 10 years ago, is not fulfilling the requirements of the National Environment Act. Although the gazetted inspectors have been trained, they do not fulfil their functions and the system lacks monitoring tools. Furthermore, follow up actions on their recommendations are not made by the appropriate authorities. The ENR sub-sector will, therefore, review and assess the existing system and move towards revitalizing it, under lead of NEMA (this will be achieved by the JSR 2012).

In the case of oil and gas which has been found in the Albertine Graben Area, Uganda will soon start the production from the oil wells. The oil fields are situated in some of the most biodiversity rich areas of the country and also the same areas that form the basis for much of the country's income from tourism. Compliance monitoring is required, but faces the challenges of poor understanding of potential environmental effects of oil exploration and production, low specific capacity and numbers of staff in ENR and related agencies, and the need for expensive specialized equipment. The major issues of concern are the lack of oil and gas standards, an oil contingency plan, a comprehensive baseline information system, and how the sector can ensure that the "polluter pays" principle is applied.

The following activities were therefore recommended:

- To review, retool and facilitate Environment Inspectors within 6 months.
- Establishing the Environmental Protection Force (EPF). Key action areas to include the following:
 - Follow up on the provisions of the Cabinet decision regarding the establishment of EPF
 - Minister to provide an update on the EPF operationalisation to Cabinet
 - Follow up on establishment of Environmental Court with Judiciary

ENR Sub-Sector Performance Measurement Framework

It was noted that the ENR performance measurement framework is now in place. However, the baseline data for the indicators have not been collected to ensure measurement of the performance in the next financial year. It was recommended that during next financial year baseline data should be collected for the indicators, so that during the subsequent year the indicators can start to be monitored.

Low funding to the ENR sector

It was noted that funding to the ENR sector has consistently been low and also on the decline, leading to low performance and limited implementation of the ENR activities. The review resolved to improve efficiency and effectiveness in the use of resources, for attracting more funding from the Ministry of Finance and development partners. The study for the contribution of the ENR sector to the GDP should be finalised.

The only ENR funding the districts receive from the center is in form of conditional wetland management grants. Those grants are low (as low as 3-5 million UGX per year for some districts). The sub-sector will analyse other financing mechanisms, including a possible conditional grant for forestry and environmental management and a more substantial wetland management grant.

The Sector Investment Plan of ENR needs to be reviewed and updated to align with the NDP and to become an effective instrument for planning and resource mobilization.

Governance of the ENR Sub-Sector

Governance issues in the sub-sector have been of great concern to the GoU, development partners and other stakeholders in the sector. NFA has had the greatest challenges, and the Authority soon needs to get a

strong, efficient, dedicated and transparent management so it can regain the trust of the people of Uganda as well as Development Partners.

The JSR welcomed the establishment of a good governance sub-sector working group within the ENR sub-sector. It is recommended that the Group fast tracks the development and implementation of a Good Governance Action Plan.

Harmonisation of institutional roles in the ENR sector

Duplication, overlaps and in some instances outright competition were highlighted as serious and limiting performance and maximization of returns on the available resources with the ENR sector. The need to harmonize roles and responsibilities within the ENR lead agencies and stakeholders was identified as urgent. It is therefore recommended to have:

- Harmonisation of institutional roles and responsibilities within the ENR sub-sector
- A signed performance contract between the Ministry and NEMA
- Co-ordinated planning within the ENR sub-sector institutions for building synergies and setting of targets effective FY 2012/2013
- quarterly meetings be held to share and review progress
- Weather stations be revamped for quality weather information

Supply of tree seeds and seedlings

Low availability of quality seeds and seedlings is affecting the cost and level of afforestation efforts. NFA, Saw-log Production Grant Scheme (SPGS), Uganda Tree Growers' Association (UTGA), Farm Income Enhancement and Forest Conservation project (FIEFOC), and various private sector operators need to coordinate their efforts to deal with these challenges. In addition, supply of local tree seeds has to be increased through development of local seed stands in the short run, and establishment of tree seed orchards for seed supply in the medium and long term.

Climate Change and Policy and Strategy

The formulation of the National Climate Change Policy and Strategy is not yet completed. It was recommended that:

- The formulation of the National Climate Change Policy be fast tracked
- Implementation of NAPA activities be piloted in Bundibugyo, Nakasongola, Pallisa and Apac
- Fast track the development of climate change mainstreaming guidelines

- Support awareness on climate change issues
- Support various climate change studies and capacity building

Valuation of Environmental Services

There is a strong need to carry out an analysis of the environment and natural resources' contribution to the country's Gross Domestic Product (GDP), including the contribution of ecosystem services.

Uganda's preparation for Rio+20

Fast track the preparation process for Uganda's participation in the Rio+20 Conference to be held in Rio de Janeiro, Brazil from 4-6 June, 2012, including mobilization of resources to support the process. The country's position will need to be endorsed at the highest political level.

3.4 Water Resources Management (WRM)

Water resources face serious challenges due to high environmental degradation, high population growth, high water demand and climate change. Indeed, climate change impacts are felt strongest in water resources in form of frequent floods and droughts. Actions to address the above issues and challenges are needed if the country's water resources are to continue supporting the various socio-economic activities.

Key issues of concern under WRM include:

Pollution of water resources

The continued and increasing pollution of water sources and especially critical ones such as the Inner Murchison Bay is alarming. It leads to ever increasing water production costs for the water supply, has adverse effects on fish stocks and leads to high health care and environmental costs. Failing to address it not only deprives current and future populations of their development opportunities, but also threatens people's lives. There is a need to build on the baseline data already collected to have a systematic and continuous monitoring system for sensitive areas, and strengthen the regulatory role of the sector.

Preparation and implementation of Catchment Management Plans

The Water Management Zones have been set up. Development of integrated catchment-based management plans is therefore necessary to guide this process. Issues that need attention include:

- Involvement of the various stakeholders (districts, private sector, NGOs, government agencies)

- Funding of the catchment management activities
- Co-ordination between other MWE deconcentrated structures and WMZ
- Co-ordination with Local Government

These issues need to be given attention as implementation of the framework for catchment-based water resources management is up-scaled.

Sector Performance Measurement

It was noted that the current indicators for water resources indicators do not substantially cover performance of the sub-sector. The process of development of additional WRM indicators, which is already underway, needs to be finalized to address this.

3.5 Water and Sanitation Services

Water for Production (WfP)

The low functionality is a worrying trend and needs to be addressed. One of the causes of low functionality is a breakdown of the water abstraction systems. MWE should therefore get an appropriate and suitable abstraction mechanism for WfP facilities. Furthermore, the data for WfP captures both the very old and new facilities. It is recommended that WfP data be restructured to disaggregate old facilities from newer facilities so as to get a clear picture on functionality status.

Old suitable sites should be rehabilitated in parallel with the construction of new facilities to increase coverage. MWE should carry out a socio-economic analysis as part of the feasibility as a basis for determining the outcome of the proposed investment for multipurpose schemes.

The use of facilities is spearheaded by MAAIF and the responsibilities of the communities/farmers. MWE will work with MAAIF and the Local Governments to increase the water use.

Furthermore, lessons learnt from the “force account” approach in WfP including equipment management framework, access criteria and payment system will be documented and disseminated by the next JTR.

Rural water supply

The District Water and Sanitation Development Conditional Grant (DWSDCG) expenditure has increased overall since FY 2002/03 to the

current UGX 52 bn. At the same time the lowest number of people were served, 560,000 people only. One factor is the growing number of districts leading to increasing fragmentation of capacities and reduced efficiency of resource use. It is proposed that the costs for establishing District Offices, including Water Offices, should be catered for in the budgets of the respective district local governments.

Another issue is increasing use of low quality materials and spare parts used for rural water supplies mainly due to the inadequate enforcement of standards. The JSR concluded that the MWE should ensure that all required standards and specifications are mentioned in the districts' standard contract documents for water supplies. MWE will follow up with District Engineers and District Water officers that standards and specifications are followed.

The "Value for Money"-study published in May this year, covering twelve districts commissioned by the Good Governance Working Group is an encouraging initiative. Nevertheless, the study shows the average score for compliance to the bidding parameters was 35%, which is rated as very poor. The report should be shared with all stakeholders including Office of the Prime Minister (OPM), Office of the Auditor General (OAG) and MoFPED for follow up of the study findings and recommendations. This situation is alarming and must be addressed.

Urban water supply

The operation and maintenance of piped water supplies in small towns and rural growth centres still remains a challenge. Logistical challenges of wide area of coverage require extensive movements of the Umbrella staff. There is need to increase funding for operation and maintenance services to piped water supplies in the country to match the investments into these water supplies to ensure long term sustainability of services.

Harmonization of tariffs is required. This may be done through monitoring and regulating the implementation of the new tariff policy for small towns water supply services in order to reduce reliance of operations on GoU subsidy; this is to ensure viable and affordable services, and by promoting activities aimed at expanding supply to low income urban poor.

NWSC achieved most of the targets set under the current GoU/NWSC Performance Contract (PC-IV). The Performance Contract Review

Committee (PCRC) therefore is urged that more ambitious targets be set under PC-V, commencing July 2012.

Rural sanitation

The sector (MWE, MoH) has established a Sanitation Conditional Grant with effect from FY 2011/12, to address rural sanitation and hygiene in the districts. Resources for this grant need to be increased.

Based on the lessons from the International Year of Sanitation (2008) and from last year when the sanitation coverage improved by 8% within two years, largely as a result of the enforcement of the Public Health Act, political leaders are key in ensuring achievements of improved sanitation. Advocacy meetings should be held with district leaders to renew sanitation commitments as part of the nationwide launch of "Sustainable Sanitation", and the development of sanitation by-laws at district level.

Urban sanitation

Sanitation in urban areas is a major concern. The sanitation coverage of 81% does not reflect the poor health impacts, as inadequate latrines; poor solid waste and waste water management as well as poor faecal sludge management contribute to a high level of contaminated point water sources. To address this, all new water supply systems should include a component on total sanitation management to cater for all elements and promote reuse of the waste as well as involvement of the private sector, going beyond the construction of ecological toilets which have not been successful in public places. In addition, the Small Town Sanitation Strategy should enhance effective coordination and implementation between the different actors.

4.0 PROGRESS ON JAF TARGETS FOR FY 10/11

The status of JAF3 targets and actions was presented in the Sector Performance Report.

The following targets under JAF3 were achieved: Access to rural water, cumulative water for production storage capacity, compliance to water abstraction permits, functionality of rural and urban water supplies, per capita investment and per capita investment cost for rural and urban water supplies.

Those that were not achieved include: access to urban water services, sanitation for rural households, functionality of dams and valley tanks,

wastewater discharge permits, hand washing with soap both in households and schools, and the pupil:latrine stance ratio in schools.

Other details on the JAF-3 progress are detailed in Chapter 4 of the SPR.

5.0 PROGRESS ON UNDERTAKINGS FOR FY 2010/11

Progress on the implementation of the ten Undertakings, six for WSS/WRM and four for ENR, as agreed on during the JSR in October 2010, was presented. All of the ENR Undertakings were to be implemented over a two-year period (FY2010/11-2011/12), and consequently progress was monitored for the first year, which is FY 2010/11. All the Undertakings for WSS/WRM were supposed to be implemented over a one-year period (FY 2010/11).

The Progress of implementation is summarised as follows.

Undertaking No. 1 – Formulation of ENR performance measurement framework: The performance measurement framework was finalised and formally approved by the WESWG in June 2011. The Undertaking was fully achieved. The framework has 12 key/platinum indicators whose baseline is to commence this financial year.

Undertaking No. 2 – Finalisation and implementation of strategy for forest and wetland demarcation: The draft strategy has been prepared, and is being finalised. Maps of existing wetlands are being developed; however, actual gazettement of the wetlands is yet to be done. Actual demarcation can only be done after gazetting. The Undertaking was partially achieved.

Undertaking No. 3 – Refinement and harmonisation of ENR roles and responsibilities: initial overview of areas with overlapping responsibility was completed. Terms of Reference for the proposed ENR Technical Advisor, who will facilitate further process, were developed. The Undertaking was not achieved.

Undertaking No. 4 – Development of a National Climate Change Policy and Strategy: Terms of Reference / roadmap for the policy formulation process was approved by the Climate Change Policy Committee. The Undertaking was partially achieved.

Undertaking No. 5 – Operationalise structure for catchment-based WRM: Four WMZs have been established with five key staff members deployed in each WMZ. This Undertaking has been achieved.

Undertaking No. 6 – Implement strategy for enforcement and compliance monitoring for the Inner Murchison Bay: Multi-sectoral team to implement the Undertaking was established, and the baseline data compiled on sources of pollution, and actual implementation of enforcement and monitoring measures will start later this financial year. The Undertaking was partially achieved.

Undertaking No. 7 – Finalise, review and update O&M framework and decommissioning non-functional sources: Process of decommissioning has been done in 34 districts, and revision of the O&M framework has been finalised. The Undertaking was achieved.

Undertaking No. 8 – Enforcement and compliance monitoring of revised performance contracts (PC) for NWSC, small towns and Water Authorities: Revised PCs have been instituted in 75 Water Authorities, and PC-IV was signed between Government and NWSC. This Undertaking has been achieved.

Undertaking No. 9 – Implementation of O&M framework for WfP facilities: 36 sites were identified for rehabilitation, and motorised pumps and other equipment to be used in the abstraction systems was procured. Installation of the pumps is to start soon. The Undertaking was partially achieved.

Undertaking No. 10 – Co-ordination framework for de-concentrated structures: Draft proposals for the coordination framework have been made, but are yet to be formally approved by the WSSWG. The Undertaking was partially achieved.

6.0 UNDERTAKINGS FOR FY 2011/12

The following undertakings were adopted at the 2011 JSR:

ENVIRONMENT AND NATURAL RESOURCES

1. Collect and verify baseline data for the ENR Sector Performance Measurement Framework by the end of FY 2012/13.

2. Finalise the strategy for effective forest and wetland boundary demarcation, present for WESWG approval, and commence implementation by end of FY2011/12.
3. Review and harmonize the roles and responsibilities for ENR sub-sector institutions by the end of FY 2011/12.
4. Formulate the draft National Climate Change Policy and Strategy through extensive consultation with all stakeholders by the end of FY 2011/12.
5. Establish and strengthen operation mechanisms for REDD+ in the country by end FY 2011/12

WATER RESOURCES MANAGEMENT

6. Operationalise catchment-based water resources management with a specific focus on developing catchment management plans, with at least two catchment management plans completed by the end of FY 2012/13.
7. Develop a pollution management strategy to improve the long term status of Murchison Bay, and initiate the implementation of the strategy by end 2012/13.

RURAL WATER SUPPLY

8. Strengthen the community based maintenance O&M support structures through formation of hand pump mechanics/scheme attendants associations in 80% of the districts in FY 2011/12, and operationalise them in at least 30% of districts by FY 2012/13, to improve functionality of rural water sources.

URBAN WATER SUPPLY

9. Institute appropriate regulatory measures for implementation of Performance and Management Contracts to ensure that at least 70% of the small towns with piped water supply services finance their own operating costs from revenues, and ensure that the non revenue water is reduced from 26% to 24% by the end of FY 2011/12.

WATER FOR PRODUCTION

10. Continue implementation of the framework for operation and maintenance of WfP facilities by establishing a baseline, and to improve functionality by at least 5 percentage points, by the end of FY 2011/12.

SECTOR MANAGEMENT / WATER SECTOR LIAISON

11. Finalize and implement a co-ordination framework for de-concentrated structures (WSDF, TSU, OUs, and WMZ) at regional level by the end of FY 2011/12.

7.0 MWE CLIENTS CHARTER

The Minister of Water and Environment launched the Clients Charter 2011-2014 during the Joint Sector Review. The Charter defines the Ministry's key result areas, the commitments relating to each of the results areas as well as the performance standards that the Ministry's clients should expect. The Charter also lays down the core values to guide MWE staff in service delivery; key among these are quality client service, credibility, good stewardship, transparency and accountability.

8.0 CONCLUSION

The institutions responsible for implementing the Undertakings should provide detailed work plans before the next Water and Environment Sector Working Group meeting. Relevant sub-sector groups and thematic teams will be put in charge of implementation of the agreed Undertakings.

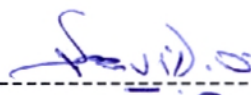
African Development Bank will be the Chair of the Development Partners Group for Water and Sanitation until the end of the next JSR with Austria as outgoing co-chair and Danida as incoming co-chair. Icelandic International Development Agency (ICEIDA) will be the Chair of the Development Partners Group for Environment and Natural Resources for FY 2011/12 with Norway as outgoing co-chair and Food and Agriculture Organisation of the United Nations (FAO) as incoming co-chair.

All parties agreed to implement the Undertakings and recommendations arising out of the emerging issues.

Signed:

David O.O. Obong

Permanent Secretary
Ministry of Water and
Environment



On behalf of the
Government of Uganda
Kampala
Dated: 13th October 2011

Patrick Khaemba

Resident Representative
African Development Bank



On behalf of the
Development Partners,
Water and Sanitation

Kampala
Dated: 13th October 2011

Gísli Pálsson

Country Director
Icelandic International
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On behalf of the
Development Partners,
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