



Republic of Uganda

MINISTRY OF WATER AND ENVIRONMENT

*A transformed Ugandan Society with environment and natural
resources sustainably managed*

STRATEGIC DEVELOPMENT PLAN (FY 2025/26-2029/30)

*Theme: Fostering socioeconomic transformation through sustainable
natural resources Management*

APRIL 2025

FOREWORD

It is my pleasure to present the Strategic Development Plan (FY2025/2026 – 2029/2030) for the Ministry of Water and Environment. The plan was prepared in accordance with Regulation 18 of NPA Development Plan Regulations (2018) and the guidelines for the development of the Programme Implementation Action Plans (PIAP), which mandate Government Ministries, Agencies and Departments produce five-year Strategic Plans.

As Uganda strides towards realization of its Vision 2040, the Ministry of Water and Environment (MWE) plays a pivotal role in attaining objectives of the National Development Plan IV (NDP IV) and Strategic Development Plan from 2025/26 to 2029/30. This Plan focuses on Climate resilience and socio-economic transformation through sustainable development and management of water and environment resources.

This Strategic Plan serves as a guide for the Ministry throughout this five-year period, outlining priorities, strategies, and targets to fulfill its mandate according to the national development agenda and in line with the tenfold growth strategy of the NDPIV. It provides a comprehensive framework that directs all water and environment interventions, ensuring they contribute to national goals of socio-economic development, poverty reduction, and sustainable natural resource management.

Over the next five years, the Ministry of Water and Environment's goal is **“Sustainable development and management of water and environment resources for Uganda's socio-economic transformation.”**

This Strategic Plan has been developed through an extensive consultative process, incorporating the insights and consensus of all stakeholders within the Ministry. With appropriate financing secured for its implementation, it is my conviction that this Plan will significantly address current challenges inhibiting the Ministry's potential to fully deliver its obligations.

On behalf of the Ministry of Water and Environment, gratitude goes to our Programme Development Partners, the Civil Society Organizations, and the Private Sector for their contributions in formulating and operationalizing this plan.



Sam Cheptoris (MP)
Minister of Water and Environment

ACKNOWLEDGEMENT

The Ministry of Water and Environment Strategic Plan (2025/26–2029/30) was developed through a consultative process that brought together various partners and stakeholders.

The Ministry of Water and Environment expresses its profound gratitude to the leadership and guidance of the Minister and members of top policy, whose strategic direction has been instrumental throughout the planning process. Special recognition goes to the technical teams within the Ministry for their expertise, dedication, commitment and guidance in the development and finalization of this plan. The Ministry is steadfast in its commitment to contributing to both national and global development goals, as articulated in the Fourth National Development Plan (NDPIV 2025/26–2029/30) and national frameworks including Vision 2040 and the Sustainable Development Goals.

The Plan seeks to provide overall strategic direction to the Ministry of Water and Environment in the execution of its mandate. The plan outlines the priorities of the Ministry as guided by the fourth National Development Plan (NDPIV) 2025/26–2029/30, the respective Programme Implementation Action Plans (PIAP) 2025/26–2029/30 and the NRM Manifesto 2026–2030. Accordingly, the Plan will help the Ministry to organize, mobilise, coordinate, and support the implementation of its development programs while also ensuring effective coordination, supervision and regulation of the development processes in other programmes of the NDPIV.

I would like to conclude by expressing my profound gratitude for the substantial support rendered by all stakeholders to the Ministry of Water and Environment during the drafting process. I particularly acknowledge the invaluable contributions from the National Planning Authority, the Ministry of Finance, Planning and Economic Development, Development Partners, Private sector and Civil Society Organizations. The collaborative efforts of all parties are crucial for achieving national targets under the National Development IV and the Sustainable Development Goals.



Dr. Alfred Okot Okidi
PERMANENT SECRETARY

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LIST OF ACRONYMS

AC	Assistant Commissioner
AU	African Union
CBOs	Community Based Organizations
CFRs	Central Forests Reserves
CO2	Carbon dioxide
CSOs	Civil Society Organizations
DoMS	Department of Meteorological Services
DPs	Development Partners
DWD	Department of Water Development
EAC	East African Community
ESIA	Environmental and Social Impact Assessment
ESS	Environmental and Social Safeguards
ESSD	Environment Sector Support Department
FSM	Faecal Sludge Management
FSTPs	Faecal Sludge Treatment Plants
FY	Financial Year
GDP	Gross Domestic Product
GFS	Gravity Flow Schemes
GHG	Green House Gas
GIS	Geographical Information Systems
GKMA	Greater Kampala Metropolitan Area
GVTC	Greater Virunga Trans-Boundary Collaboration
HCD	Human Capital Development
ICGLR	International Conference on the Great Lakes Region

ICT	Information Communication Technology
IGAD	Intergovernmental Authority on Development
IPCC	Intergovernmental Panel on Climate Change
M&E	Monitoring and Evaluation
MDAs	Ministry Departments and Agencies
MoFPED	Ministry of Finance Planning and Economic Development
MP	Member of Parliament
MtCO₂e	Million tons of Carbon dioxide emissions
MTEF	Mid Term Expenditure Framework
MWE	Ministry of Water and Environment
NDC	Nationally Determined Contribution
NDP	National Development Plan
NEMA	National Environment Management Authority
NEPAD	New Partnership for Africa's Development
NFA	National Forestry Authority
NGOs	Non-Governmental Organizations
NPA	National Planning Authority
NRECCLWM	Natural Resources, Environment, Climate Change, Land and Water Management
NRM	National Resistance Movement
NWSC	National Water and Sewerage Corporation
OPM	Office of the Prime Minister
PDM	Parish Development Model
PES	Payment for Ecosystems Services

PIAPs	Programme Implementation Action Plans
PPPs	Public-Private Partnerships
PSND	Plan for National Statistical Development
REMIS	Regulation Management Information System
RMC	Risk Management Committee
RUWAS	Rural Water Management Information System
SDGs	Sustainable Development Goals
SDP	Strategic Development Plan
SWOT	Strength Weaknesses Opportunities and Threats
UBOS	Uganda Bureau of Statistics
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UPMIS	Utility Performance Management Information System
UWA	Uganda Wildlife Authority
UWASNET	Uganda Water and Sanitation NGOs Network
WASH	Water Sanitation and Hygiene
WEIS	Water and Environment Information System
WEMIS	Water and Environment Management Information System
WfP	Water for Production
WMO	World Meteorological Organization
WMZs	Water Management Zones
WSDFs	Water and Sanitation Development Facilities

EXECUTIVE SUMMARY

In accordance with Regulation 18 of National Planning Authority Development Plan Regulations (2018) and the guidelines for the development of the Programme Implementation Action Plans (PIAP), which mandate Government Ministries, Agencies and Departments to produce five-year Strategic Plans., the Ministry of Water and Environment (MWE) has developed its third Strategic Development Plan (SDP) 2025/26–2029/30 that outlines a transformative framework aimed at ensuring sustainable and equitable access to water and environmental resources for socio-economic development and climate resilience in Uganda. This Strategic Development Plan builds upon the achievements and lessons learned from the previous planning period of the second Strategic Development Plan (2020/21–2024/25). This aligns with national priorities under Uganda Vision 2040, the Fourth National Development Plan (NDPIV 2025/26–2029/30), international commitments such as the Sustainable Development Goals (SDGs) and the programme implementation action plans for; (i) Natural Resources, Environment, Climate Change, Land and Water Management Programme, (ii) Human Capital Development programme and (iii) Agro-industrialization programme

The Strategic Plan is intended to support the Ministry of Water and Environment in achieving its **Vision** “a Transformed Ugandan Society with environment and natural resources sustainably managed” and its **Mission** “To promote efficient and effective utilization of water and environment resources for a healthy, wealthy and climate resilient population.” In addition, the Strategic Development Plan outlines how the Ministry’s institutional capacity will be strengthened to effectively realize its Vision and Mission, in alignment with the development outcomes of NDPIV.

In particular, the Plan outlines the Ministry of Water and Environment’s strategic direction for the five years from FY 2025/26 to FY 2029/30, detailing the overall goal, key objectives, and expected development outcomes. The overall **Goal** of the Plan is: “Sustainable development and management of water and environmental resources for Climate resilience and socio-economic transformation.”

The stated goal will be accomplished through the implementation of the following objectives.

- i. To increase the provision of bulk water for multipurpose uses.
- ii. To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas.
- iii. To strengthen integrated and sustainable management of water, environment and natural resources.
- iv. To coordinate climate change interventions and increase the accuracy and access to weather and climate information.
- v. To strengthen policy, legal, regulatory and coordination frameworks for MWE.

The implementation of the above objectives is anticipated to result in the following key outcomes

- i) Increased access to water for agricultural production
- ii) Increased access to a safe water supply
- iii) Increased functionality of existing water supply facilities
- iv) Increased access to improved sanitation services.
- v) Increased access to handwashing facilities
- vi) Enhanced water quality management
- vii) Increased compliance with all water permit conditions
- viii) Increased accuracy and timeliness of meteorological information
- ix) Accelerated low emissions development
- x) Reduced area of degraded forests and landscapes
- xi) Increased export value of wood products
- xii) Reduced area of degraded wetlands
- xiii) Increased environmentally sustainable technologies and practices for socioeconomic transformation
- xiv) Improved planning and implementation capacity

The total cost of implementing this Strategic Development Plan over the five years is estimated at Shs. **11,224 bn.** broken down as follows; Shs. 212.93 bn is for wage, Shs 235.55 bn is non-wage recurrent and Shs. 10,775.55 bn for capital investment. This represents 4% of the budget going for wage and non-wage recurrent, while 96% is for development.

Table 1.1: Summary of the budget (Shs bn) for the period (FY 2025/26-2029/30)

Category	2025/26 (Shs. Bn)	2026/27 (Shs. Bn)	2027/28 (Shs. Bn)	2028/29 (Shs. Bn)	2029/30 (Shs. Bn)	Total (Shs. Bn)
Wage	38.37	41.68	42.34	44.7	45.84	212.93
Non-Wage	41.22	45.66	47.11	49.59	51.97	235.55
Capital	1,289.48	2,097.52	2,394.64	2,402.35	2,591.56	10,775.55
Total	1,369.07	2,185	2,484	2,497	2,689	11,224

Source: MWE- 2025

Progress of implementing the Plan will be monitored annually, with key findings captured in the Annual Programme Performance Report. A mid-term review will be conducted during the implementation period to assess progress, identify lessons learned, and address emerging issues. At the conclusion of the Plan period, a comprehensive end-of-plan evaluation will be carried out, and its results will inform the development of the next Strategic Plan. The Ministry of Water and Environment (MWE) remains committed to delivering this Strategic Development plan through transparent governance, stakeholder engagement, and results-based management.

CHAPTER ONE: INTRODUCTION

1.0 Background

The Ministry of Water and Environment (MWE) was established in 2007 following a Cabinet decision of 15th April 2007 to have the overall responsibility of developing, managing and regulating water and environment resources in Uganda. To attain this overall responsibility, the Ministry has developed Strategic Development Plans in line with Regulation 18 of the National Planning Authority (NPA) Development Plan Regulations (2018) and the guidelines for the development of the Programme Implementation Action Plans (PIAPs) and Ministries, Departments and Agencies' (MDAs) Plans.

The Strategic Development Plan (FY 2025/26 – 2029/30) for the Ministry of Water and Environment is the third five-year strategic plan since the establishment of the Ministry in 2007. The Plan seeks to provide overall strategic direction to the Ministry of Water and Environment in the execution of its mandate. The plan outlines the priorities of the Ministry as guided by the fourth National Development Plan (NDP4) FY 2025/26- 2029/30, the respective Programme Implementation Action Plans (PIAP) FY 2025/26-2029/30, the Water and Environment Sector Investment Plan (2018 – 2030) and the NRM Manifesto 2026-2030. Therefore, this strategic plan allows the Ministry to organise, mobilise, coordinate, and support the implementation of its development programs while also ensuring effective coordination, supervision and regulation of the development processes in other programmes of the NDPIV.

Sustainable management of Water and environmental resources is crucial to drive socioeconomic growth and wealth creation. The availability of adequate and reliable water for different uses will drive inclusive socio-economic growth, employment, and wealth creation. Processing and transforming raw forest materials into higher-value products such as furniture, paper, and bioenergy creates new income streams, increases employment opportunities, and stimulates local economies. Effective management of the environment and natural resources is crucial for creating green jobs and green cities, especially in the Greater Kampala Metropolitan Area (GKMA), with reduced pollution, improved livability, and attractive tourist destinations. Appropriate climate change response efforts can minimise operational disruptions and destruction of infrastructure due to extreme weather events, reducing development and maintenance costs, offering an opportunity for revenue by tapping innovative climate finance options such as carbon credits.

1.1 Ministerial Policy and Legal Framework

1.1.1 Legal and Regulatory Framework

The Mandate of the Ministry is derived from the Constitution of the republic of Uganda 1995 as amended under state objectives (XIV, XXI and XXVII) and Articles (39 & 245), Water Act Cap.152 and the Local Government Act Cap.243 and is responsible for overall coordination, policy formulation, setting standards, inspections, monitoring, and technical backup and initiating legislation in relation to water and environment sub sectors.

The Ministry draws its mandate from the following objectives and articles of the Constitution 1995, as amended underscores the significance of access to clean and safe water through its National Objectives and Directive Principles of State Policy:

- **Objective XIV** (b): Emphasises that all Ugandans should enjoy rights and opportunities, including access to education, health services, clean and safe water, work, decent shelter, adequate clothing, food security, and pension and retirement benefits.
- **Objective XXI:** Mandates that the State shall take all practical measures to promote a good water management system at all levels.
- **Objective XXVII:** – The state shall promote sustainable development and public awareness to manage land, air and water resources in a balanced and sustainable manner for the present and future generations.

(ii) The utilisation of the natural resources of Uganda shall be managed in such a way as to meet the development and environmental needs of present and future generations of Ugandans; and the State shall take all possible measures to prevent or minimise damage and destruction to land, air and water resources resulting from pollution or other causes.

The Constitution of the Republic of Uganda serves as the foundation for all related legislations including: the Water Act (1995); the National Environment Act (2019); the National Forestry and Tree Planting Act (2003); the Land Act (1998); the Uganda Wildlife Act (1996); the Fish Act (1951); the National Water and Sewerage Corporation Statute (1995); National Climate Change Act 2021; and the Local Governments Act (1997); National Forestry and Tree Planting Act (2003); National Environment Act 2019; Climate Change Act; Uganda Wildlife Act 2019; Local Government Act, Land Act 1998 and the Uganda National Meteorological Authority Amendment Act (2024).

The relevant regulations to the Acts include: the Water Resources Regulations (1998); the Water Supply Regulations (2020); the Water (Waste discharge)

Regulations (1998); the Sewerage Regulations (1999); The National Forestry and Tree Planting Regulations (2016); the Waste Management Regulations (2020); the Environmental Impact Assessment Regulations (1998); the National Environment (Standards for Discharge of Effluent into Water or on Land) Regulations (1999); and the National Environment (Waste Management) Regulations (1999) and the National Climate Change mechanism Regulation (2025).

1.1.2 Policy Framework

The National Water Policy (1999) is a dynamic framework for the management and development of the country's water resources. The Policy provides for both short-term and long-term strategies for the development of management capacity for the sector, based on an analysis of evolving sector priorities and management capacity levels.

National Environment Management Policy 1994, with the overall goal of promoting, maintaining and improving environmental quality and resource productivity for socioeconomic transformation and sustainable development.”

The National Forestry Policy 2001 with the overarching goal of a sustainable and modern forestry sector that achieves inclusive economic, social, and environmental benefits and is a net contributor to Uganda's GDP.

National Policy for the Conservation and Management of Wetland Resources 1995 with the overall goal of securing, safeguarding and increasing the wetland ecosystem coverage and maintaining its integrity for enhancing the ecological and hydrological functions and services to provide benefits for the present and future generations.

The Climate Change Policy 2015 with a goal of ensuring a harmonised approach towards a climate-resilient and low-carbon development path for sustainable development in Uganda.

Other relevant Policies include: (i) the National Land Use Policy (2013); (ii) the National Fisheries and Aquaculture Policy (2017); (iii) the Wildlife Policy (1996); (iv) the National Health Policy (1999); (v) the National Gender Policy (1997); (vi) the Renewable Energy Policy for Uganda (2007); and the (vii) Decentralization Policy (1991), Vision 2040, National Development Plan IV and the NRM Manifesto, National irrigation Policy (2018), Oil and gas policy (2008)

These policies collectively embody the principles of Integrated Water Resources Management, address gender implications, and promote environmental sustainability.

1.1.3 Roles and Functions of the Ministry of Water and Environment

- a) Developing legislations, policies, and standards for the management of water and environmental resources.
- b) Providing viable water supply and sewerage systems for domestic, industrial, and commercial use in urban areas.
- c) Providing sustainable safe water supply and sanitation facilities in rural areas.
- d) Provision of water for production for use in agriculture, rural industries, tourism, and other uses.
- e) Promotion of integrated and sustainable water resources management.
- f) Coordinating the national development for water for production (agriculture, industry, aquaculture, tourism, trade).
- g) Providing effective planning, coordination and management mechanisms for the water and sanitation sector.
- h) Providing sound management of the environment for optimum social and economic benefits for the present and future generations.
- i) Sustainably manage the environment, forests, wetlands, and climate change for social, economic, and environmental benefits, especially for the poor.
- j) Monitoring weather conditions, provision of meteorological services and international exchange of weather data.

1.2 Governance and Organizational Structure

1.2.1 National level

The Ministry provides overall strategic direction in water and environmental resources planning, development and management. The Ministry operates through three main vote functions: Water Resources Management, responsible for managing the country's water resources; Water Development, which oversees water supply and sanitation services; Natural Resources and Environmental Affairs, which handles environmental management, climate change and Meteorological services. Each vote function has several departments or units that handle water supply and sanitation, water for multipurpose uses, water quality management, water resources planning and regulation, water resources monitoring and assessment, international and transboundary water affairs, climate change, meteorological services, environment Support services, wetlands management, forestry sector support services and sector liaison. The Ministry is further supported by the Finance and Administration department.

Semi-autonomous agencies under the Ministry include:

- (i) National Water and Sewerage Corporation (NWSC), established by the NWSC Act Cap. 317 to operate and provide water and sewerage services for large urban centres across the country.
- (ii) The National Environment Management Authority (NEMA), established by the National Environment Act 2019 and is responsible for coordinating, monitoring, supervising and regulating all activities related to the environment in the country.
- (iii) The National Forestry Authority (NFA) is responsible for the sustainable management of central forest reserves (CFRs).

1.2.2 Deconcentrated Structures of the Ministry.

Deconcentrated structures under the Ministry include:

Water Management Zones, established by hydrological sub-basins, to ensure the de-concentration of water resources management functions. This enables the creation of stakeholder participation forums and is also an interactive interface for the centre and local government level sector actors. The structures coordinate and facilitate the implementation of integrated water resources management at the lowest appropriate levels and interventions on the ground through delegation based on catchment/basin-wide approaches.

The Water and Sanitation Development Facilities are implementation mechanisms for the development of piped water supply and sanitation infrastructure for small towns and rural growth centres.

Umbrella of Water and Sanitation support the operation and maintenance of small piped water schemes by a range of services including technical, managerial and financial support, capacity building and water quality monitoring, in order to promote effective service delivery, sustainable asset management and financial viability.

Water for Production Regional Centres are responsible for the de-concentrated water for production functions at the regional level. They also provide close-proximity technical backstopping and capacity building to local governments and other stakeholders involved in water service provision.

Rural Water and Sanitation Regional Centre provide backup technical support to District Local Governments in terms of planning, budgeting, procurement, contract management, and operation and maintenance of water and sanitation

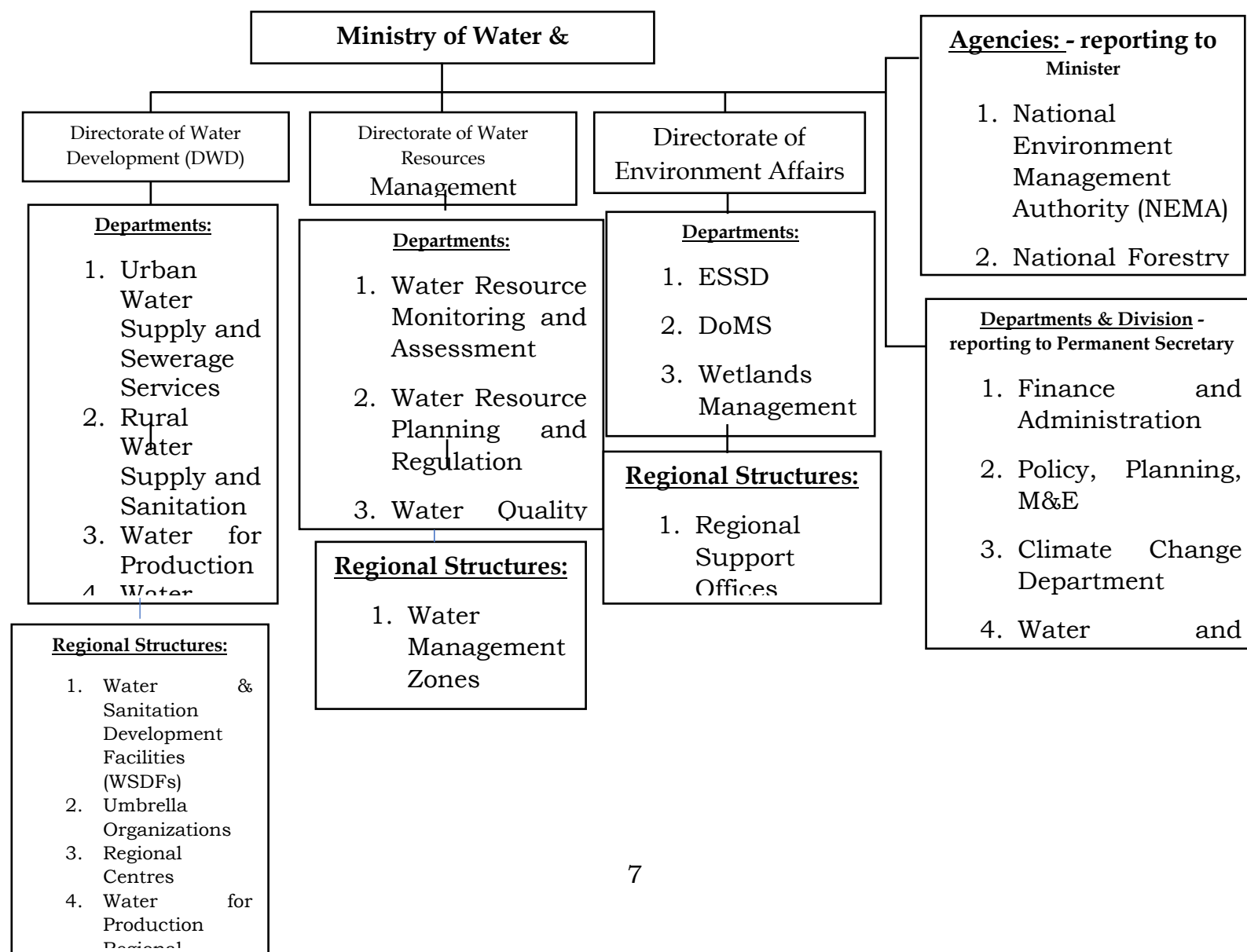
facilities. They also spearhead monitoring of the utilisation of the water and sanitation conditional grant in line with set sector guidelines. They shall remain key in addressing capacity gaps at district and lower local government levels.

Regional Natural Resources De-concentrated structures; These Regional structures act as a link between the Centre and Local Governments, aimed at bringing environmental services near to communities. The Natural Resources Coordination Units provide technical backstopping and support supervision to Local Governments and other stakeholders in the region of jurisdiction. These are based in the North, East, West and Central Regions of the Country. They include Regional Wetlands Coordination Units, Regional Environment Coordination Units and Regional Forestry Services Coordination Units.

Other institutions affiliated to the Ministry include the Water Resources Institute, Appropriate Technology Centre, National Meteorological Training School, and Nyabyeya Forestry College.

The detailed Ministry's governance and organization structure is summarized in figure 1.

Figure 1: The Governance and Organizational Structure of the Ministry



1.2.3 District Level

Local Governments (Districts, Town Councils, and Sub-Counties) are empowered by the Local Government Act, Cap. 243 to provide water services to their respective communities. The District Local Governments are responsible for the implementation of new investments for water and sanitation and provision of back-up support to the communities and sub-counties in the operation and maintenance of existing rural water supply facilities. The urban Local Governments are supporting the provision of water by piped water schemes through facilitation of stakeholders' dialogue between water scheme operators and managers, customers and concerned local government officials. Water User associations of O&M of water sources and source protection.

Civil Society Organizations (NGOs/CBOs)

The Uganda Water and Sanitation NGO Network (UWASNET) was founded in 2000 by the Ministry of Water and Environment following a Sector Policy Reform to strengthen the contribution of the CSOs in the sector. UWASNET works through the Sector Wide Approach to contribute to the national development plan of poverty alleviation through universal access to sustainable, safe water and good standards of sanitation and hygiene, through partnership with government, sector development partners, private sector, communities and its membership of 256 NGOs in Uganda.

Private Sector

Mechanisms are established both to facilitate and support the participation of the private sector in the management and provision of water and environmental services. Government works through public-private partnerships to leverage innovative approaches to service delivery and provide incentives to ensure the sustainability of these partnerships. This is complemented by a the 'polluter-pays' principle, innovative technologies to demand management, collaborative research, public-private partnerships and water stewardship approaches that allows companies to identify opportunities and manage water related business risks, understand and mitigate their adverse impacts on ecosystems and communities, and contribute to enable more sustainable management of shared fresh water resources.

Other – Communities

Community involvement in design, construction, operation and management of improved water supply and sanitation facilities, as well as in the management of water resources. The key criterion is that women and men should have equal opportunity to participate fully in all aspects of community management. Women,

Youth, Faith-based organisations and socio-cultural leaders are recognised as key stakeholders in providing services to the community and participation in civil water management through catchment, sub-catchment or micro-management committees at this level.

1.3 National, Legal and Policy Context

The Strategic Plan is aligned with the National, legal and policy frameworks, as well as international development agendas. It contributes to Uganda's Vision 2040, "a transformed Ugandan society from a peasant to a modern and prosperous country within 30 years." The Vision emphasises sustainable natural resource management, recognising forests, water, and the environment as essential pillars for economic growth and socio-economic transformation. The Plan is aligned with the 10-Fold growth Strategy, which aims to increase GDP from USD 50 BN in 2023 to USD 500 BN in 2040. This requires doubling Uganda's GDP in five years through sustainable industrialisation and inclusive growth. The Plan aligns with Uganda's 10-fold economic growth strategy by sustainably managing water and environmental resources to support the anchor growth areas, specifically, tourism and agro-industry. Through the "Green Up" policy, it ensures ecological sustainability and urban livability, while enforcing the National Environment Act (2019) and improving water infrastructure under the "Clean Up" agenda, fostering a positive tourism image and industrial productivity to achieve a USD 500 BN economy by 2040.

This Plan is further aligned to the Fourth National Development Plan (NDPIV) FY 2025/26–2029/30, through Objective 1 (Sustainably increase production, productivity and value addition in agriculture, minerals, Oil and Gas, Tourism, ICT and financial services) and Objective 2 (Enhance human capital development along the entire life cycle). The Strategic Development Plan contributes to the achievement of the key results of Natural Resources, Environment, Climate Change, Land and Water Management; Human Capital Development; and Agro Industrialisation Programmes of the NDPIV, which include:

- (i) Enhanced water quality management from 68% in FY 2023/24 to 85% in FY 2029/30;
- (ii) Reduced area of degraded forests and landscapes from 20,000 ha in FY 2023/24 to 50,000 ha in FY 2029/30;
- (iii) Accelerated low emissions development from 1.27 MteCo₂ in FY 2023/24 to 0.17 in FY 2029/30;

- (iv) Increased access to safe water supply from 70% in FY 2023/24 to 78% in FY 2029/30 in Rural areas and 75% in FY 2025/26 to 85% in FY 2029/30 in Urban areas; and
- (v) Increased access to water for agricultural production through increasing the proportion of irrigable area under formal irrigation from 0.77% in FY 2023/24 to 1.54% in FY 2029/30 and cumulative water storage from 52.6 in FY 2023/24 to 280.4 in FY 2029/30

The Plan is aligned with international frameworks, including the UN Sustainable Development Goals (SDGs). Specifically, SDG 6 (Clean Water and Sanitation); SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production); SDG 13 (Climate Action) and SDG 15 (Life on Land). It also aligns with the Africa Agenda 2063 and the East African Community (EAC) Vision 2050, which all emphasize sustainable resource management as a driver of economic development.

Additionally, the Plan is aligned to other regional and international frameworks that include: the Protocol for Sustainable Development of Lake Victoria Basin (2003); the Nile River Basin Cooperative Framework Agreement (2010); the African Convention on the Conservation of Nature and Natural Resources (1968); the Protocol Agreement on the Conservation of Common Natural Resources (1982); the Agreement of Cooperative Enforcement and Operations Directed at Illegal Trade in Wild Fauna and Flora (1994); as well as various international conventions such as the Ramsar Convention (1971); the UN Convention on Biological Diversity; the UN Framework Convention on Climate Change (UNFCCC) and related Kyoto Protocol. Furthermore, the ministry is an active member of the New Partnership for Africa's Development (NEPAD); East African Community (EAC); Greater Virunga Trans-Boundary Collaboration (GVTC); World Meteorological Organization (WMO); Intergovernmental Panel on Climate Change (IPCC); Intergovernmental Authority on Development (IGAD) and International Conference on the Great Lakes Region (ICGLR). The Ministry has also entered into bilateral cooperation arrangements such as: The Memorandum of Understanding between Ethiopia and Uganda on Water Resources Development and Management; the Bilateral Agreement between Kenya and Uganda for the Transboundary Angololo Water Resources Development Project; and the Joint Permanent /Ministerial Commissions with the DR Congo, Ethiopia, Kenya and Tanzania.

1.4 Purpose of the Plan

In line with the Comprehensive National Development Planning Framework (CNDPF), the ministry is required to formulate a Strategic Development Plan that is aligned with the NDP. The NDPIV has been approved by Parliament, and the Ministry's current Strategic Plan (FY 2020/21 – 2024/25) expires in June 2025.

This necessitates that the Ministry formulates a successor SDP that is aligned to the NDPIV to provide overall strategic direction to the Ministry in the execution of its mandate over the next five years. This Plan will enable the Ministry to organize, mobilize, coordinate and support the implementation of the NDPIV Natural Resources, Environment, Climate Change, Land and Water Management; Human Capital Development and Agro-Agro-Industrialisation Programmes.

1.5 Process of developing the Plan

The Plan was developed through an inclusive and consultative process involving the Programme Working Groups for Natural Resources, Environment, Climate Change, Land and Water Management; Human Capital Development; and Agro-Industrialization to align with the Programme Implementation Action Plans (PIAPs) for NDP IV. The formulation involved extensive stakeholder consultations of all departments within MWE, National Planning Authority (NPA), National Water and Sewerage Cooperation (NWSC), National Environment Management Authority (NEMA), National Forestry Authority (NFA) to ensure the plan addresses on-the-ground needs and perspectives, NGOs, cultural and religious institutions and development Partners. The National Planning Authority reviewed the draft for consistency with national objectives. This collaborative process resulted in a comprehensive and evidence-based strategic plan that is aligned with the NDPIV and PIAPs.

1.6 Structure of the Strategic Plan

The strategic plan is structured into nine chapters, summarised below:

Chapter one introduces the plan, explains its purpose, and outlines the Ministry of Water and Environment's background and mandate. It details the legal, policy and regulatory framework guiding the Ministry's activities. The chapter also covers the Ministry's governance and organisational structure, the strategic plan's alignment with national, regional and international development commitments and initiatives. The plan's development process, its purpose and structure are also provided in this chapter.

Chapter two outlines the situation analysis, reviewing the performance of the previous plan, key achievements, challenges encountered, and the SWOT analytical results that are shaping the new plan's focus. This chapter also presents data on performance, particularly for key indicators broken down by programme and project level, and includes an assessment of institutional capacity for service delivery.

Chapter three outlines the strategic direction, including the statement of strategic intent, vision, mission, core values, overall goal and priority areas. Each priority area includes key objectives, strategies and interventions to achieve these objectives.

Chapter four presents the financing framework of the strategic plan, detailing the overall and specific costs, projected revenue from MTEF, and the financing gap. It also includes strategies for securing the necessary funds and covering the funding shortfall.

Chapter five outlines the institutional arrangements for implementing the strategic plan. It covers the coordination of the plan implementation, sustainability arrangements, partnerships and roles and responsibilities of various stakeholders.

Chapter six presents the communication and feedback strategy and arrangements. It includes the rationale, objectives, key priorities and implementation arrangement of the communication strategy.

Chapter seven addresses the risks to the strategic plan, categorizing them into operational, strategic and external risks along with methods for monitoring and mitigation.

Chapter eight outlines the framework for monitoring and evaluating progress throughout the implementation of this strategic plan. It details the monitoring arrangements, evaluations and links them to the results matrix of the strategic plan.

Chapter nine summarizes the identified project profiles

CHAPTER TWO: SITUATION ANALYSIS

This section analyses the financial and physical performance from FY 2020/21 – 2024/2025, focusing on the targets, results and standards from previous Ministry strategic plans. It highlights key achievements, challenges encountered, performance on cross-cutting issues, and the SWOT analysis. The chapter also provides disaggregated data on key indicators at programme and project levels, along with an assessment of the institutional capacity for service delivery.

2.0 Performance of the Previous Plan

Performance of the SDP FY 2020/21- FY 2023/24

Objective	Indicator	Baseline FY2019/ 20	Target FY2020/ 21	Actual FY2020/ 21	Target FY202 1/22	Actual FY2021 /22	Target FY2022/ 23	Actual FY2022/ 23	Target FY2023/ 24	Actual FY2023/ 24
To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas	% of rural population with access to safe and clean water within 1000 m	68%	75.4%	68%	77.8%	67%	80.3%	67%	82.6%	67%
	% of functionality rates of rural water system	85%	88%	85%	90%	85%	92%	84%	94%	84%
	% of villages with a safe water source	67.8%	67.9%	67.9%	68%	67.4%	75%	80%	85%	80%

Objective	Indicator	Baseline FY2019/ 20	Target FY2020/ 21	Actual FY2020/ 21	Target FY202 1/22	Actual FY2021 /22	Target FY2022/ 23	Actual FY2022/ 23	Target FY2023/ 24	Actual FY2023/ 24
	% of urban population with access to safe and clean water source within 200 m	70.5%	79.2%	71.6%	84.4%	72.1%	89.6%	72.8%	94.8%	74.48%
	Functionality rates of urban water systems	94%	90%	90.2%	92%	83%	94%	85%	95%	85%
	% of Urban population accessing any form of sanitation facility regardless of its quality)	89.1%	90%	89.7%	92%	90.6%	94%	90.8%	96%	91%
	% of Rural population accessing any form of sanitation	78%	85%	76.4%	88%	77%	90%	79.5%	92%	79.9%

Objective	Indicator	Baseline FY2019/ 20	Target FY2020/ 21	Actual FY2020/ 21	Target FY202 1/22	Actual FY2021 /22	Target FY2022/ 23	Actual FY2022/ 23	Target FY2023/ 24	Actual FY2023/ 24
	facility regardless of its quality									
	% of the population practicing open defecation) in rural areas	12%	20%	23.6%	18%	23%	16%	20.5%	14%	9.2%
	% of the population practicing open Defecation in Urban areas.	10.2%	10%	10.2%	8%	9.4%	7%	9.2%	6%	3%
To increase the provision of bulk water for multipurpose uses.	Cumulative Water for Production (WfP) Storage Capacity created (Million cubic meters)	42.025	54.32	52.165	55.72	52.48	55.72	52.6	66.32	54.76
	Area under formal	15,397	19,776	22,504	19,938	22,797	20,200	22,976	23,762	23,141

Objective	Indicator	Baseline FY2019/ 20	Target FY2020/ 21	Actual FY2020/ 21	Target FY202 1/22	Actual FY2021 /22	Target FY2022/ 23	Actual FY2022/ 23	Target FY2023/ 24	Actual FY2023/ 24
	Irrigation (Hectares)									
	Percentage of water for production facilities that are functional	87.2%	87.7%	87.9%	88.2%	88%	88.7%	88.3%	89.2%	88.7%
To strengthen integrated and sustainable managemen t of water, environmen t and natural resources	Complianc e to groundwat er abstraction	76%	77%	76.8%	78%	76.8%	79%	76.8%	80%	78%
	Complianc e to surface water abstraction	78%	78.5%	78.4%	79.5%	78.4%	80%	78.6%	80.5%	79%
	Complianc e to wastewater discharge	63%	64%	65.3%	65%	65.3%	66%	65.6%	67%	69%
To strengthen integrated and sustainable managemen t of water, environmen	Percentage of land area covered by forests	13.6%	12.5%	12.3%	11.5%	13.2%	12.7%	12.2%	13.9%	13.3%
	Percentage of land area	13%	9.18%	8.9%	9.2%	13%	9.32%	13.9%	9.45%	13.9%

Objective	Indicator	Baseline FY2019/ 20	Target FY2020/ 21	Actual FY2020/ 21	Target FY2021/ 22	Actual FY2021/ 22	Target FY2022/ 23	Actual FY2022/ 23	Target FY2023/ 24	Actual FY2023/ 24
t and natural resources	covered by wetlands									
To coordinate climate change interventions and increase the accuracy and access to weather and climate information	Percentage automation of weather and climate network	30%	40%	62%	50%	64%	60%	67%	70%	71%
	Average Annual Greenhouse Gas (GHG) emissions (MtCO ₂ e)	ND	1.31	ND	1.23	1.15	1.15	1.15	1.07	1.27

Key: No Data (ND)

2.1.1 Water Supply and Sanitation

Rural Water Supply

The percentage of villages with at least one safe water source has shown remarkable improvement, rising from 67.8% in FY 2019/20 to 80% in FY 2023/24. The percentage of households with access to improved water source is 86.6% in urban areas and 77.4% in rural areas (UBoS, 2024). The NDP III target for access to safe water in rural areas is 85% by June 2025. The functionality of rural water systems has remained relatively stable, holding at 85% from FY 2019/20 to FY 2021/22, before slightly declining to 84% in FY 2022/23 and remaining at 84% in FY 2023/24.

Urban Water Supply

The percentage of the population with access to a safe water supply in urban areas increased from 70.5% in FY 2019/20 to 74.48% in FY 2023/2024. Despite these efforts, access to safe water in urban areas remains below the planned target of 100%. Functionality of urban water systems increased from 81% in FY 2019/20 to 85% in FY 2023/24. This remains below the target of 95% by June 2025. This performance is largely due to ageing infrastructure, inadequate maintenance, and high urban population growth that strains system capacity. Umbrella of Water and Sanitation, which are critical to managing and sustaining water supply systems in small and medium towns, are particularly affected.

Sanitation

The population with access to any form of sanitation facility, regardless of its quality, was 80% in FY 2023/24 from 78% in FY 2019/20, 32.4% of households have access to a hand-washing facility. The proportion of rural population practicing open defecation slightly reduced to 9.2% in FY 2023/24 from 12% in FY 2019/20. In urban areas open defecation reduced to 3% in FY 2023/24 from 10.2% reported in FY 2019/20.

Urban Sanitation and Hygiene interventions focus on improving access to public sanitation, Faecal Sludge Management (FSM) and sewerage services in urban centres. As of FY 2023/24, 48% of the population had access to basic sanitation facilities. The prevalence of shared sanitation facilities further emphasises the urgent need to scale up investments in urban sanitation infrastructure. Failing to address these gaps will not only undermine public health outcomes but also impede progress toward national and global sanitation targets. As urban centres continue to grow, prioritising investments in FSM systems, public toilets, and sewer networks is key to ensuring equitable, safe, and sustainable sanitation services for all urban residents.

2.1.2 Water for Production

The Cumulative Water for Production (WfP) storage capacity created has steadily increased, from 42.025 million cubic meters in FY 2019/2020 to 54.76 million cubic meters in FY 2023/24. However, the NDP III target for FY 2024/25 is 76.82 million cubic meters, meaning an additional 22.06 million cubic meters is required to hit the target by the end of FY 2024/2025.

The area under formal irrigation has increased from 15,397 hectares in FY 2019/20 to 23,141 hectares in FY 2023/24. The NDP III target is 27,424 hectares, meaning an additional 4,283 hectares are needed within the next year.

The percentage of water for production facilities that are functional has shown steady improvement, increasing from 87.2% in FY 2019/20 to 88.7% in FY 2023/24. The NDP III target is 89.7%, requiring an increase of only 1 percentage point within the next

2.1.3 Water Resources Management

The number of water use permits increased from 1,514 in FY2019/20 to 2,560 in 2023/24 reflecting 69% (1046) increment. Groundwater abstraction permits increased by 591 from 844, surface water abstraction by 382 from 414 and wastewater discharge permits by 73 from 256. The regulated water use relating to the new water use permits is 102Million cubic metres per day.

Compliance with groundwater abstraction has increased from 76% in FY 2019/20 to 78% in FY 2023/24, against the NDP III target of 81% for FY 2024/25. Achieving the remaining 3 percentage points within one year may require significant efforts in financing, enforcement, monitoring, and user awareness.

Similarly, compliance with surface water abstraction improved slightly from 78% in FY 2019/20 to 79% in FY 2023/24, with the NDP III target of 82% for FY 2024/25. Achieving the FY 2024/25 target will require stronger regulatory measures, stricter penalties for non-compliance, and enhanced water resource monitoring. If the current trend continues, the target may not be met.

Compliance with wastewater discharge regulations has increased from 63% in FY 2019/20 to 69% in FY 2023/24, with the NDP III target of 68% for FY 2024/25.

2.1.4 Environment and Natural Resources

The percentage of land area covered by forests reduced from 13.6% in FY 2019/20 to 13.3% due to charcoal burning in FY 2023/24 against the NDP III target of 15%. Although, Uganda has made progress in restoring its forests cover towards this target, mainly due to deliberate afforestation and reforestation efforts by the Government of Uganda, and development partners, the loss of natural forests remains a serious concern especially on private land, where natural forests have

been cleared to create space for farming and human settlement. About 504.38km of forest reserve boundaries were re-surveyed and marked in all 16 management areas across the country to create clear boundaries and deter further encroachment on these fragile ecosystems.

The total land area covered by wetlands increased from 31,412.7 km², representing 13% of Uganda's surface area in FY 2019/20 to 33,762.6 Km², representing 13.9% of Uganda's surface in FY 2023/24.

Cumulatively, 217.9 km of the river banks protection zone have been demarcated as follows; River Nile (20km), River Wambabya (31km), River Rwizi-Nakivale (18.1km), River Rwambu-Mpanga (78.9km), River Enyau (30.1km) and River Sironko (39.8km). 28.6 km of the lakeshore's protection zone have been demarcated for Lake Kwanja and 200 ha of the River Nile protection zone have been restored with bamboo in Jinja and Buikwe districts.

Through the sustainable management of ENR, green jobs have been created, including an estimated 200,000 people employed in the different forestry enterprises (20%) against the annual target of 1,000,000 green jobs provided by the entire forestry sector. Others have been employed through the wetland wise use concept being promoted, as well as in the management of wastes, ecotourism enterprises and climate-smart agricultural practices, among others.

2.1.5 Meteorological Services

The percentage of the district coverage by Automatic Weather Stations (AWSs) increased from 30% in FY2019/2020 to 71% in FY2023/2024 for districts with at least one AWS. Whereas the NDP III target was to increase the percentage coverage to 80%, the budgetary allocations could not support the set target. The accuracy of weather and climate information, on average, increased from 60% in FY 2017/18 to 77% in FY 2023/24 for short- and long-range forecasts.

2.1.6 Climate Change

The Nationally Determined Contribution (NDC) of 2022 has committed to a 24.7% reduction in net GHG emissions for Uganda by 2030 without using any external resource support. This represents an absolute reduction of 36.75 million tons of CO₂ equivalent (MtCO₂e). Uganda's average annual greenhouse gas (GHG) emissions have increased to 1.27 MtCO₂e. The rising GHG emissions are projected to double by 2030 relative to the total emissions in 2017 (94.6 MtCO₂ eq), and it is attributed to increased industrial activity, urbanisation, deforestation, and reliance on fossil fuels for energy. The climate change vulnerability index has increased from 0.5 in FY 2019/2020 to 0.69 in FY 2023/24.

2.1.7 Cross-Cutting Issues

Cross-cutting issues are critical factors that must be adequately addressed during development processes to ensure the achievement of desired outcomes. For the Ministry of Water and Environment (MWE), these issues include gender equality, HIV/AIDS, and environmental and social safeguards, among others.

HIV/AIDS Mainstreaming

International Candlelight Memorial Day

The International Candlelight Memorial Day was held under the theme “Together We Remember, Together We Heal, Through Love and Solidarity,” highlighting the impact of self-stigma on people living with HIV and promoting healing and solidarity toward ending AIDS in Uganda by 2030. The national event took place on 16th May 2024 in Hoima. The Ministry of Water and Environment (MWE) marked the day at its headquarters in Luzira on 13th September 2024, with 200 staff in attendance to raise awareness on HIV, AIDS, and Tuberculosis.

World AIDs Day 2023

World Aids Day 2023 was commemorated with the theme ‘Let Communities Lead’. The Ministry commemorated the day on 1st December 2023, and a total of 250 people attended. Sensitisation trainings were done for staff on HIV/AIDs prevention and positive living, as well as on Tuberculosis.

Training and Sensitization Activities

HIV/AIDs sensitization activities are undertaken as part of the social safeguards requirement to ensure that beneficiary communities, contractors and other stakeholders engaged on a project have awareness information on HIV/AIDs. This is aimed at providing information on prevention and treatment measures and the effects of the disease, like poverty and work absenteeism. A total number of 198 people were on HIV/AIDs prevention, use of Information, Education and communication.

Water and Sanitation Committees (WSCs)

The key gender indicator is the percentage of WSCs with at least one woman in a leadership role. Key positions on WSC’s include Chairperson, Vice Chairperson, Secretary, and Treasurer. This has improved from 86% in FY 2019/20 to 88% in FY 2023/24.

The Ministry's permanent staffing has grown to 434 personnel, up from 411 in the previous year, reflecting ongoing institutional expansion. Notably, female representation has improved, rising from 36% in FY 2019/2020 to 38% in FY

2023/24, signaling gradual progress toward gender inclusivity. Disaggregated by management level, women constitute 18% of top management and 36% of middle management, while female representation at the operational level stands at a comparatively higher 43%.

2.1.8 Environmental and Social Safeguards

The Ministry's Environmental and Social Safeguards (ESS) policy is crucial for minimizing negative impacts and maximizing positive ones on both the environment and society. MWE has developed the Integrated Sanitation and Hygiene Financing Strategy 2018-2030, which outlines measures to mitigate environmental and social impacts associated with sanitation and hygiene projects. This strategy includes guidelines for the operation and maintenance of small Faecal Sludge Treatment Plants (FSTPs) and addresses environmental and social considerations in the implementation of sanitation projects.

The MWE's infrastructural projects are all subject to the requirements of the Environment and Social Impact Assessment regulations of the National Environment Act, 2019, as well as subject to Environment and Social Safeguards requirements of the partner funding organizations, e.g. World Bank, African Development Bank and other Development Partners (DPs).

The MWE is reviewing its Gender Strategy that will ensure that all initiatives are subjected to gender-based analysis as a social safeguard tool.

Additionally, the MWE has prepared the East African Crude Oil Pipeline Environmental and Social Impact Assessment (ESIA) Report, assessed the potential environmental and social impacts of the pipeline project and proposed mitigation measures to address identified risks.

These interventions reflect the MWE's commitment to integrating cross-cutting issues into its development processes, ensuring that water and sanitation projects are inclusive, health-conscious, and environmentally sustainable. Recognizing the importance of integrating these considerations into its operations, the MWE has undertaken several interventions in the first half of the 2024/25 fiscal year to address these cross-cutting issues.

2.1.9 Institutional capacity of the MDA

Financial Performance (2020-2025)

The Ministry of Water and Environment has received funding to the tune of Shs. 3,801.327bn in 5 years from the government for the provision of water and environment services. The details by budget category and sources of financing are provided in the table below:

Table 2: Budget Allocation and Releases FY 2020/21 – 2024/25 in Billions Shs.

Budget component		2020/21		2021/22		2022/23		2023/24		2024/25	
		Approved Budget	Released	Approved Budget	Released	Approved Budget	Released	Approved Budget	Released	Approved Budget	Released
Recurrent	Wage	13	13	13.573	13.573	16.151	16.151	16.865	16.865	21.79	21.253
	Non-Wage	1.492	17.403	19.916	18.602	13.363	10.874	16.425	14.992	16.806	16.806
Dev't	GoU	423.236	408.685	488.312	409.314	487.468	293.952	454.800	432.653	248.487	248.22
	Ext. Fin	1,076.831	448.843	674.962	448.121	975.765	718.449	719.53	719.00	776.384	776.383
Total GoU		437.728	439.088	521.801	441.489	516.982	320.977	488.09	464.51	287.083	286.279
Total GoU + Ext Fin		1,514.559	887.931	1,196.763	889.61	1,492.747	1,039.426	1,219.179	1,195.51	1,063.47	1,062.66
	Arrears	9.014	11.064	14.566	14.566	16.136	16.136	7.781	7.781	6.115	6.115
Total Budget		1,523.57	898.995	1,211.329	904.176	1,508.88	1,055.56	1,226.96	1,203.29	1,069.58	1,068.78

During NDPIII implementation, the Ministry experienced a declining trend in financial resource allocations, particularly from the Government of Uganda allocations. While external financing remains significant, its fluctuations create uncertainty in terms of the predictability and credibility of the budget. Addressing these financial constraints will require strategic budget advocacy, alternative financing mechanisms, and efficient improvements in resource utilization.

The table below provides an analysis of financial resources provided to the Ministry and its utilization over the NDPIII period.

Budget Absorption:

In the last 5 years, the Ministry has so far received Shs. 5,130.80 bn out of the Shs. 6,540.33 bn approved budget, this represents 78% of the budget release, out of which Shs. 4,029.18 bn has been spent, representing 79% budget absorption. The low budget absorption is majorly with external financing, where actual project implementation is delayed by land acquisition due to land conflicts and inadequate counterpart funding.

Table 3: Showing budget absorption trend

FY	Approved	Released	Spent	% Releases spent
2020/21	1,523.57	899.00	866.83	96%
2021/22	1,211.33	904.18	739.91	82%
2022/23	1,508.88	1,055.56	669.25	63%
2023/24	1,226.96	1,203.29	982.98	82%
2024/25	1,069.58	1,068.78	770.21	72%
Total	6,540.33	5,130.80	4,029.18	79%

Figure 2: Showing Budget release and Absorption.

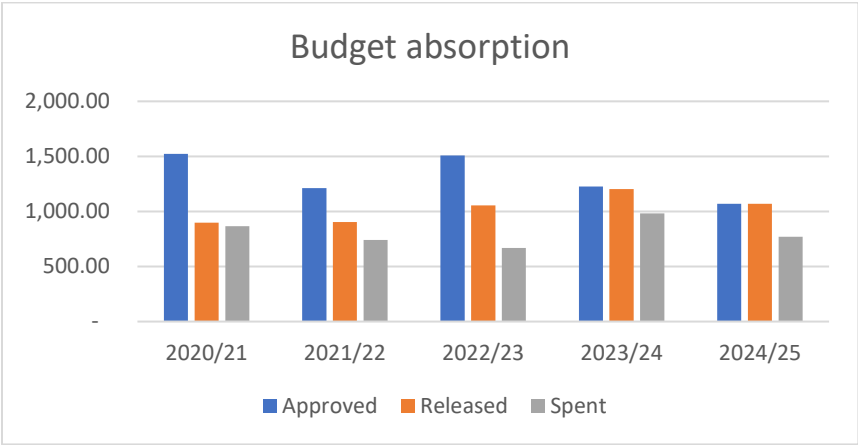
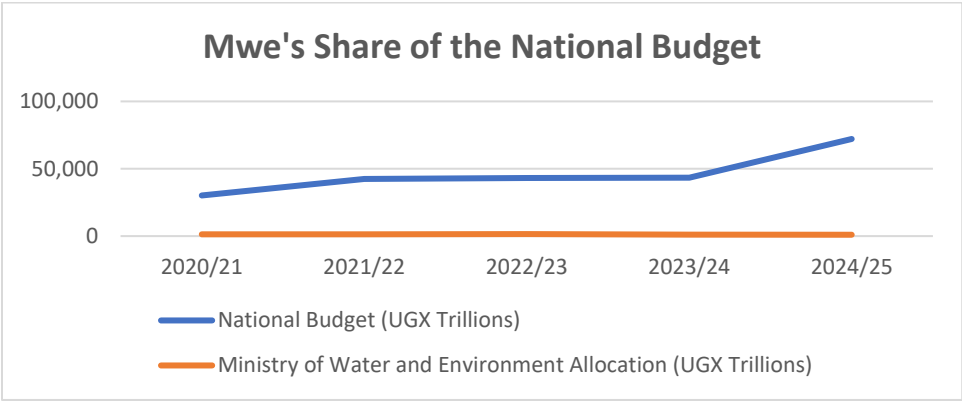


Figure 3: National Budget vs. MWE allocations (Shs. Trillions)



Source: MoFPED

Key Observations:

The national budget has experienced a consistent increase over the five fiscal years, from Shs. 30.16 trillion in FY 2020/21 to Shs. 72.1 trillion in FY 2024/25. Allocations to the Ministry of Water and Environment have stagnated at an average of 1 trillion notwithstanding population growth and growing demand for water and environment services.

The Human Resource Development and Management

The Human Resource Development and management situation in the Ministry over the review period is summarised in the table below.

Table 4: Staffing Status by Department: Approved, Filled, and Vacant Positions

Job Title	Approved staff	Filled Positions	Vacant Positions	% of vacant
Office of Permanent Secretary	4	4	0	0%
Urban Water Supply and Sewerage Department	63	61	2	3%
Rural Water Supply and Sanitation Department	32	32	0	0%
Water for Production	45	32	13	29%
Water Utility Regulation Department	13	6	7	54%
Water and Environment Sector Liaison Department	22	8	14	64%
International and Transboundary Water Affairs Department	15	5	10	67%
Water Resources Monitoring and Assessment Department	61	35	26	43%
Water Quality Management	48	20	28	58%
Water Resources Planning and Management Department	48	32	16	33%
Environment Support Services Department	23	14	9	39%
Wetland Management Department	35	26	9	26%
Forest Sector Support Services Department	32	12	20	63%
Nabyeya Forestry College	101	23	78	77%
Policy And Planning Department	21	12	9	48%
Procurement Unit	3	3	0	0%
Internal Audit Unit	4	4	0	0%
Communications Unit	1	0	1	100%
Finance and Administration Department	76	58	18	24%
Accounts Unit	13	6	7	54%
Climate Change Department	24	17	7	29%
Grand Total	684	410	274	40%

The low staff absorption rate of 60% can be attributed primarily to the ongoing government-imposed ban on recruitment. This restriction has significantly limited the ability of institutions to hire new personnel, regardless of the existing staffing gaps or operational demands. As a result, many approved positions remain vacant, leading to understaffing across various departments.

Occupation and skills

The Ministry faces notable occupational skills gaps, particularly in technical and specialised fields such as hydrology, environmental engineering, geographic information systems (GIS), data analysis, and climate change adaptation. While there is a committed workforce in place, many departments operate with limited expertise in emerging technologies and data-driven decision-making processes. Additionally, there is a shortage of skilled personnel in key operational areas such as water resource management, sanitation planning, and environmental impact assessment. These gaps are further compounded by limited opportunities for continuous professional development and training. Addressing these occupational skills gaps is critical to enhancing the Ministry's capacity to effectively plan, implement, and monitor water and environmental programs across the country.

Estimated 5-year occupation and skills gaps. The Ministry has various technical and specialised competences required to execute its mandate; however, there are staffing gaps in these competences

Table 5: Relevant technical and specialized competences

Qualifications and Skills	Estimated 5-Year Gap
Faecal Sludge Management Specialists	89
Irrigation Engineers	40
GIS experts	15
Dam Safety Experts	20
Geotechnical Engineers and Dredging Specialists	96
Hydrology And Hydraulics Specialists	178
Integrated Hydrological and River Modelling Specialists	191
Ecological Restoration Specialists	65
Environmental Engineers	156
Environmental Scientists and Specialists	87
Forest Ecology Specialists	156
Renewable Energy Specialists	287
Water Science and Quality Specialists.	256

2.1.10 Analysis of the Monitoring and Evaluation Function

Generally, the M&E function is performed in line with the National M&E Policy developed under the leadership of the Office of the Prime Minister, PFMA 2015 (As Amended), NDP 4 M&E Framework, National Integrated M&E Framework, the Plan for National Statistical Development (PSND) and the Framework for tracking implementation and performance of Public Investments in Uganda.

During the execution of the Strategic Development Plan FY 2019/20-2024/25, the Monitoring and Evaluation function at MWE was set up under the Policy and Planning Department to:

- (i) Track the implementation of water and environmental policies, plans, and programs.
- (ii) Assess the impact and effectiveness of interventions (e.g., water supply systems, forest conservation projects).
- (iii) Provide timely and evidence-based information to policymakers, stakeholders, and development partners.
- (iv) Ensure accountability and transparency in resource use and project implementation.

It has overtime evolved into an M&E division which is situated within the Finance and Administration department of the Ministry. The division is headed by an Assistant Commissioner. The structure allows for a Principal M&E officer, two Senior M&E officers and three M&E officers. Since only the AC/M&E and PE are currently recruited, the staffing gaps have necessitated the M&E structure to rely on M&E officers of different projects within the Ministry and its deconcentrated structures for its operations.

The M&E division coordinates the participatory design of M&E questions, refinement and tracking of performance indicators and baselines, identification of sources and data collection methods, timing of data collection, assignment of duties to M&E staff, analysis of data using relevant tools and dissemination of the information for use.

The M&E officers at the decentralized structures such as district water offices, and other Agencies such as National Water and Sewerage Corporation and National Forestry Authority, departments and Agencies participate in all these processes.

Collected data is stored using Management Information Systems such the Water and Environment Management Information System (WEMIS), Rural Water Management Information System (RUWAS) Utility Performance Management Information System (UPMIS) and Regulation Management Information System (REMIS). M&E Officers work together with the Information Technology Staff of the Ministry to analyze and input data into the Management Information Systems.

However, these systems must be aggregated into a one stop one Management Information System. Previous attempts have led to a web-based platform, the Water and Environment Information System (WEIS), available at <https://weis.mwe.go.ug>

The WEIS serves as a one-stop hub, providing structured access to water and environmental data, information, and knowledge products for both internal and external stakeholders. The platform currently integrated more than 17 modules and is designed to support data-driven decision-making, inform policy formulation, and enhance service delivery in MWE. Additional work to aggregate the systems and improve performance will be pursued during the execution of the SDP 2025/26-2029/30.

Challenges faced include.

- (i) Limited Financial Resources: Underfunding of M&E units limits their ability to conduct field visits, evaluations, or invest in systems
- (ii) Fragmentation of Information Systems: Lack of integration across water, sanitation, and environmental data systems can lead to duplication or missed insights.
- (iii) Data Gaps and Quality Issues: Incomplete or inconsistent data from field offices can hinder effective analysis.
- (iv) Human Capacity gaps
- (v) Political and Bureaucratic Interference: Findings from M&E may not always be acted upon due to political sensitivities or institutional inertia.

Opportunities for Improvement

- (i) Digital Transformation: Investing in mobile data collection and integrated dashboards.
- (ii) Partnerships with Academia and CSOs for independent evaluations
- (iii) Performance-Based Budgeting
- (iv) Recruitment of skilled M&E professionals

- (v) Capacity Strengthening through continuous training of M&E Cadre.

2.2 Key Achievements and Challenges

2.2.1 Key Achievements

- (i) There has been an increase in the number of villages with a safe water source. The percentage of villages with at least one safe water source increased from 67.8% in FY 2019/20 to 80% in FY 2023/24.
- (ii) The functionality of urban water systems has improved. The percentage of Urban water systems that are functional increased from 81% in FY 2019/20 to 85% in FY 2023/24.
- (iii) Strides have been made in improving sanitation services. The population with access to any form of sanitation facility, regardless of its quality, was 80% in FY 2023/24 from 78% in FY 2019/20.
- (iv) There has been a reduction in open defecation. In rural areas open defecation has reduced from 12% in FY 2019/20 to 9.2% in FY 2023/24. In urban areas open defecation reduced to 3% in FY 2023/24 from 10.2% reported in FY 2019/20.
- (v) Water for production storage capacity increased. The Cumulative Water for Production (WfP) storage capacity increased from 42.025 million cubic meters in FY 2019/20 to 54.76 million cubic meters in FY 2023/24.
- (vi) The area under formal irrigation also increased from 15,397 hectares in FY 2019/20 to 23,141 hectares in FY 2023/24.
- (vii) The percentage of water for production facilities that are functional has improved. It increased from 87.2% in FY 2019/20 to 88.7% in FY 2023/24.
- (viii) Compliance to water abstraction conditions has improved. Compliance to groundwater abstraction has increased from 76% in FY 2019/20 to 78% in FY 2023/24. Similarly, compliance with surface water abstraction improved from 78% in FY 2019/20 to 79% in FY 2023/24.
- (ix) Compliance with wastewater discharge regulations has increased from 63% in FY 2019/20 to 69% in FY 2023/24.
- (x) The percentage of land area covered by wetlands has increased from 13% in FY 2019/20 to 13.9% in FY 2023/24.
- (xi) The percentage of the district coverage by Automatic Weather Stations (AWSs) increased from 30% in FY 2019/2020 to 71% in FY 2023/2024 for districts with at least one AWS.

- (xii) The accuracy of weather and climate information, on average, increased from 60% in FY 2017/18 to 77% in FY 2023/24 for short- and long-range forecasts.

2.2.2 Challenges

- (i) Increasing intensity and prolonged duration of droughts and floods coupled with rapid degradation of catchments of storage facilities/valley tanks, causing siltation and drying out during prolonged droughts.
- (ii) The water stressed areas/dry corridor face limited or unavailable surface water resources and low ground water potential and thus require bulk water transfer systems over 100kms from a perennial river or lake to provide water for production. The provision of bulk water systems is highly capital intensive to provide head structures, intake structures, transmission and distribution systems and requires alternative financing.
- (iii) Increasing cost of construction inputs, which is increasing the cost of water for production investments and therefore lowering outputs for funding availed.
- (iv) Vandalism of water infrastructure, which affects the functionality of the systems.
- (v) Increased encroachment, especially from development and unsustainable Agriculture, which have been worsened by uncoordinated government efforts, conflicting institutional mandates, policies and laws with regard to the management and use of wetlands.
- (vi) Weak enforcement that is coupled with weak fines and sentences by the court that are not punitive enough to deter further encroachment and degradation. This, plus limited enforcement due to the inadequate number of Environment Protection Police, has affected effective enforcement of environment laws and policies countrywide.
- (vii) Wetlands management as per the Local Government Act is a decentralized function, but the Local Governments are incapacitated in terms of staffing, capacity and funding for operations. Whereas there is a conditional grant for ENR, it is so meagre to meet the management demands of such a vast resource.
- (viii) The frequency and intensity of extreme weather events such as floods, droughts, and landslides have increased, which has disrupted the integrity and functionality of key ecosystems, leading to loss of lives and biodiversity.

- (ix) Efforts to reduce vulnerability to climate change are constrained by inadequate technical capacity for climate change mainstreaming and a lack of reliable climate data.
- (x) GOU counterpart financing cuts and delays in disbursement impede the progress of most water infrastructural investments and development across the country, leading to revision of the scope of water, delays in works and ensuring timely, adequate and prompt land compensation of the PAPs. A good example is the delayed compensation of Project Affected Persons in Bitsya GFS Water Supply System and the 3 Rural Growth Centres in Kiryandongo district due to insufficient quarterly releases.
- (xi) Ageing and inadequate infrastructure. Much of the water supply infrastructure is outdated and deteriorating. Limited investment in maintenance and rehabilitation has led to declining system performance and frequent service disruptions.
- (xii) The continued degradation of water catchments and the general environment
- (xiii) Inadequate hydrological data to inform the needs for various uses
- (xiv) Inadequate human resources coupled with the effect of RAPEX, affect service delivery.

2.3 SWOT Analysis

This analysis elaborates the Ministry's Strengths, Weaknesses, Opportunities and Threats, which will inform the strategic direction. These are the opportunities and threats that influence the Ministry's strengths and weaknesses.

Table 6: SWOT Analysis**Internal Influences**

Strength	Weakness
<ul style="list-style-type: none"> • Existence of constitutional and legal mandate, including regulatory frameworks and policies • Approved structure in place with qualified, experienced, and skilled staff in place. • Strong linkage with local governments through regional offices. • A functional client charter. • Comprehensive operational framework that integrates cross-cutting issues such as climate change, gender, environment, HIV/AIDs and human rights-based approach. • Climate financing through carbon credits/trade 	<ul style="list-style-type: none"> • Inadequate capacity to enforce the existing laws, regulations and policies • Limited use of ICT and digitisation in water and environmental activities. • Low staffing levels

External Influences

Opportunities	Threats
<ul style="list-style-type: none"> • Strong political will. • Strong linkages with stakeholders such as development partners, the private sector, and Civil Society Organisations. • Regional cooperation that can be leveraged for effective management of transboundary resources. 	<ul style="list-style-type: none"> • Weak physical planning resulting into urban sprawl into protected and fragile ecosystems. <p>High population growth exacerbates the pressure on the environment and natural resources</p> <ul style="list-style-type: none"> • Budget cuts and declining MTEF funding undermine service delivery.

<ul style="list-style-type: none"> • Appreciation of the contribution of water, environment and natural resources to the economy. • Programmatic approach to planning • Advancement in technology that can support ENR surveillance and monitoring activities. 	<ul style="list-style-type: none"> • Low compliance to environmental and natural resource regulations.
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2.4 Stakeholder Analysis

The table below provides an analysis of the Ministry's stakeholders, highlighting the level of interaction, impact on delivering services and their roles.

Table 7: Stakeholder Analysis

Stakeholder	Degree of Power	Support Category	Interest/Influence	Role
Cabinet	High	High	High	Approves national policies and budgets.
Parliament	High	High	High	Legislates and appropriates funds.
Local Governments	High	High	High	Implement water and sanitation projects, manage local resources, and address community-specific environmental concerns.
Non-state actors	Low	Medium	High	Advocate for community interests, monitor sector performance, and support grassroots initiatives in water and sanitation.
Academia	Low	High	Low	Conduct research, provide technical expertise, and offer training in water resource management and

Stakeholder	Degree of Power	Support Category	Interest/ Influence	Role
				environmental conservation.
Other MDAs	Medium	Medium	Medium	Collaborate on cross-cutting issues like health, education, and agriculture that impact the water and environmental sector.
Development Partners	Medium	High	Medium	Provide financial and technical support for water and environmental projects, enhancing sector capacity and reach.
Private sector	Low	High	High	Engage in delivering water services, infrastructure development, and introducing innovative solutions for sector challenges.
Cultural and religious institutions	High	High	High	Promote tree planting programmes and encourage people to conserve the environment.
Communities	High	High	High	Participate in water resource management, contribute to local development, and benefit directly from sector services.
Women	High	High	High	Play a crucial role in water collection and management; their involvement is vital for

Stakeholder	Degree of Power	Support Category	Interest/ Influence	Role
				sustainable water solutions.
Children	Low	High	High	Represent future beneficiaries of water and environmental programs where their needs guide child-focused initiatives.
PWDs	Low	High	High	Advocate for accessible water facilities and inclusive environmental practices to cater to all community members.
Elderly	Low	High	High	Require specialised water and sanitation services to address age-related needs and ensure their well-being.

2.5 Summary of emerging issues and implications

The following key issues are highlighted as they have high implications in service delivery and effectiveness

- (i) Adequate facilitation and involvement of the District Local Governments in data collection and reporting on water infrastructure developments implemented centrally by the Ministry of Water and Environment, as this will boost the performance indicator on access to safe and clean water due to gaps in data collection at the district level.
- (ii) Restricted land availability and access for the establishment of water for production infrastructure and facilities due to high prices asked for compensation by the land owners, which stalls the rate of progress of implementation of planned activities and affects the performance of the water for production services.
- (iii) Limited availability and access to earth-moving equipment for excavation of communal and individual valley tanks - few equipment sets and ageing

existing earth-moving equipment sets. The available equipment is overused hence wear and tear.

- (iv) Inadequate funds to match the increasing demand for water for multi-purpose use, and maintenance of the infrastructure, hence planned activities are not implemented, affecting set targets.
- (v) Issuance of illegal land titles, wetlands and forest reserves, impunity and court injunctions and which result in litigation and related costs to the Government associated with title cancellation, restoration and demarcation of wetlands and forests.
- (vi) Currently, the Ministry is profiling district-level vulnerabilities that will be aggregated to inform the national level climate vulnerability index. Uganda is the 36th most vulnerable country and the 163rd readiest country.
- (vii) Carbon markets offer Uganda the opportunity to generate government revenue and attract investment while simultaneously addressing climate change through carbon reduction projects.
- (viii) High demand for water-related infrastructure and facilities, which outstrips the planned investments.
- (ix) Gaps in Sanitation Infrastructure. The widespread use of shared or basic sanitation facilities points to critical gaps in infrastructure. There is an urgent need to invest in faecal sludge management, public toilets, and sewerage systems to ensure safe and inclusive sanitation.

CHAPTER 3: STRATEGIC DIRECTION OF THE MINISTRY

3.0 Introduction:

The Ministry of Water and Environment's strategic direction is firmly anchored in Uganda's long-term development aspirations as articulated in Vision 2040. Achieving this vision requires a robust foundation of environmental sustainability, climate resilience, and water security—all of which are central to the Ministry's strategic focus. The Fourth National Development Plan (NDP IV), which prioritizes sustainable industrialization for inclusive growth, employment, and sustainable wealth creation. MWE plays a critical role in enabling these outcomes by ensuring the availability and quality of water resources, enhancing ecosystem services, and mitigating the impacts of environmental degradation and climate change. At the global level, the strategic direction of the Ministry is in line with key international frameworks, particularly the United Nations Sustainable Development Goals (SDGs)—notably SDG 6 (Clean Water and Sanitation), SDG 13 (Climate Action), and SDG 15 (Life on Land).

3.1 Vision

A transformed Ugandan Society with environment and natural resources sustainably managed.

3.2 Mission

To promote efficient and effective utilization of water and environment resources for a healthy, wealthy and climate resilient population.

3.3 Core Values

- i. Integrity
- ii. Sustainable Services
- iii. Responsiveness
- iv. Innovation
- v. Inclusiveness
- vi. Professionalism

3.4 Goal

Sustainable development and management of water and environment resources for Climate resilience and socio-economic transformation.

3.5 Strategic Objectives

- i. To increase the provision of bulk water for multipurpose uses.

- ii. To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas
- iii. To strengthen integrated and sustainable management of water, environment and natural resources
- iv. To coordinate climate change interventions and increase the accuracy and access to weather and climate information.
- v. To strengthen policy, legal, regulatory and coordination frameworks for MWE.

3.5.1 Goal Indicator Matrix

GOAL	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
Sustainable development and management of water and environment resources for Climate resilience and socio-economic transformation.	Enhanced water quality management	% age compliance to wastewater discharge standards	46%	55%
		% age compliance to potable water standards	63%	85%
	Increased compliance to all water permit conditions	Percentage compliance to permit conditions	74.4%	78.7%
	Reduced area of degraded forests and landscapes	Area (ha) of degraded forest and degraded landscapes restored	13,659	50,000
	Increased export value of wood products	Value of wood products exported in USD millions	143	350
	Reduced area of degraded wetlands	Percentage reduction in area of degraded wetland	0.46%	0.06%

GOAL	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
	Increased environmentally sustainable technologies and practices for social economic transformation	Area (ha) of degraded river banks and lakeshores restored	250	200
	Accelerated low emissions development	Average Change in Greenhouse Gas (GHG) emissions (MtCO ₂ e)	1.27	0.17
	Increased accuracy and timeliness of meteorological information	Level of Accuracy of meteorological information	75%	80%
		Percentage of districts with automated weather observation stations	69%	78%
	Improved planning and implementation capacity	% programme outputs achieved within the designated time frame	45%	95%
	Increased access to safe water supply	% of the rural population with access to safe water	67%	78%
		% of the urban population with access to safe water	74.48%	85%
		% of villages with access to at least one	80%	95%

GOAL	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
		safe water source		
		% of population with access to safely managed water	59.8%	64%
	Increased functionality of existing water supply facilities	% of rural water supply facilities that are functional at the time of spot check	84%	90%
		% of urban water supply facilities that are functional at the time of spot check	85%	95%
		% of refugee and host community water supply facilities that are functional at the time of spot check	85%	95%
		% of Non-Revenue Water (NRW) in large urban water supply systems (NWSC)	31%	28%
	Increased access to improved sanitation services.	% of population practicing open defecation	17%	8%

GOAL	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
		% of population with access to basic sanitation (Improved toilet not shared with other households)	32%	50%
		% of population with access to safely managed sanitation	18%	40%
	Increased access to handwashing facilities	% of the population with access to handwashing facilities in rural areas (handwashing with soap)	44.7%	50%
		% of the population with access to handwashing facilities in urban areas (handwashing with soap)	53.1%	60%
		% of the population with access to handwashing facilities in refugee settlements (handwashing with soap)	48%	60%
	Increase access to water for	Proportion of irrigable Area	0.77%	1.54%

GOAL	Outcome	Indicator	Baseline FY2023/24	Target FY2029/30
	agricultural production	under formal irrigation		
		Cumulative water for production storage capacity created (Million cubic meters)	54.76	280.4
		Percentage of water for production facilities that are functional	88%	95%

3.5.2 Outcomes

- (i) Increased access to water for agricultural production
- (ii) Increased access to safe water supply
- (iii) Increased functionality of existing water supply facilities
- (iv) Increased access to improved sanitation services.
- (v) Increased access to handwashing facilities
- (vi) Enhanced water quality management
- (vii) Increased compliance to all water permit conditions
- (viii) Increased accuracy and timeliness of meteorological information
- (ix) Accelerated low emissions development
- (x) Reduced area of degraded forests and landscapes
- (xi) Increased export value of wood products
- (xii) Reduced area of degraded wetlands
- (xiii) Increased environmentally sustainable technologies and practices for social economic transformation
- (xiv) Improved planning and implementation capacity

3.6 Strategic Interventions

The Ministry of Water and Environment fully contributes to the realization of the Natural Resources, Environment, Climate Change, Water and Land Management Programme. It also plays a contributory area to other programmes on development results on Water for production and Water, Sanitation and Hygiene which fall in the Agro-Industrialization and Human Capital Development Programmes respectively.

Table 8: Ministry's high-level results under NDPIV programmes.

Programme	Objective	Strategic interventions
Agro Industrialization	To increase the provision of bulk water for multipurpose uses.	Increase access to and use of water for agricultural production
Human Capital Developments	To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas	Increase inclusive access to safe water, sanitation, and hygiene (WASH) with emphasis on increasing coverage in lagging communities
		Rehabilitation and expansion of existing WASH infrastructure.
		Invest in effective management and regulation of the entire WASH value chain segments such as water production to point of use, catchment management, containment, emptying, transportation, treatment, safe reuse or disposal.
		Increase access to improved sanitation services in rural and urban areas
		Increase access to hygiene facilities
Natural Resources, Environment Climate Change	To strengthen integrated and sustainable management of water,	Strengthen regulation and enforcement against water pollution and degradation.

Lands and Water Management	environment and natural resources	Strengthen sustainable water resources management.
		Implement ecosystem and catchment management practices.
		Increase forest and wetland cover for socio-economic and ecological benefits
		Upscale commercial forestry including forestry bamboo and exploit opportunities along its entire value chain so as to leverage on its economic benefits and to increase resilience to climatic changes;
		Protect and increase the wetland cover
		Undertake natural resource valuation and accounting to establish existing stocks, ecosystem values and future demands
		Promote biodiversity conservation.
		Promote sustainable biodiversity management in within and outside protected areas
	To coordinate climate change interventions and increase the accuracy and access to weather and climate information.	Promote continuous mainstreaming of Climate Change and disaster risk screening in projects, programme investments, planning, implementation, management, and reporting
		Improve meteorological services and early warning signaling to mitigate risks.

	To strengthen policy, legal, regulatory and coordination frameworks for MWE.	Develop, review, update and disseminate programme policies, regulations and standards and laws;
		Strengthen planning, supervision, monitoring, evaluation and human resource capacity of the Programme
		To develop sector capacity throughout all the institutions and support other stakeholders in the sector.
		Integrate crosscutting issues in the Ministry

CHAPTER 4: FINANCING FRAMEWORK AND STRATEGY

4.0. Introduction

This section presents the required financial resources, the resource envelope and funding gap for implementing the MWE strategic plan FY 2025/26- 2029/30. The section begins with outlining the costing framework. It assesses the funding gap and identifies strategic measures to help bridge the financing gap.

4.1. Summary of strategic Plan Budget in billion Shs.

The Ministry requires a total of Shs. 11,224 Bn in the next five years to implement the strategic development Plan 2025-2030 of which Shs. 212.93bn is for wage, Shs. 235.55 is non-wage and Shs. 10,775.55bn for capital investment. This represents 4% of the budget going for non-wage while 96% is for development.

Table 9: Summary of the Plan budget (Shs bn) for period (FY 2025/26-2029/30)

Category	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Wage	38.37	41.68	42.34	44.7	45.84	212.93
Non-Wage	41.22	45.66	47.11	49.59	51.97	235.55
Capital	1,289.48	2,097.52	2,394.64	2,402.35	2,591.56	10,775.55
Total	1,369.07	2,185	2,484	2,497	2,689	11,224

Source: MWE- 2025

4.1.2 Budget per source of Funding,

The table below shows the budget requirement per source of funding. The sources of funding have been projected based on the previous sources and the future planned alternative financing.

Table 10: Sources of funding (Shs bn) over the plan period

Source	2025/26	2026/27	2027/28	2028/29	2029/30
GoU	378.56	349.65	329.19	358.02	351.84
AIA	451.84	653.03	761.16	772.39	842.59
Off budget	38.43	39.5	41.2	43.5	46.7

External Financing	500.24	1142.67	1352.53	1322.74	1448.24
Total	1,369.07	2,184.85	2,484.09	2,496.64	2,689.37

4.2 Medium Term Expenditure Framework (MTEF) projections

The total projected medium-term allocation to the Ministry for the next five years, according to the MTEF, is Shs. 4,263.63bn. Important to note is that while the strategic plan budget grows by 2%, the MTEF allocations are declining by 4%. However, the MTEF figures change annually and the assumption is that these allocations may change upwards.

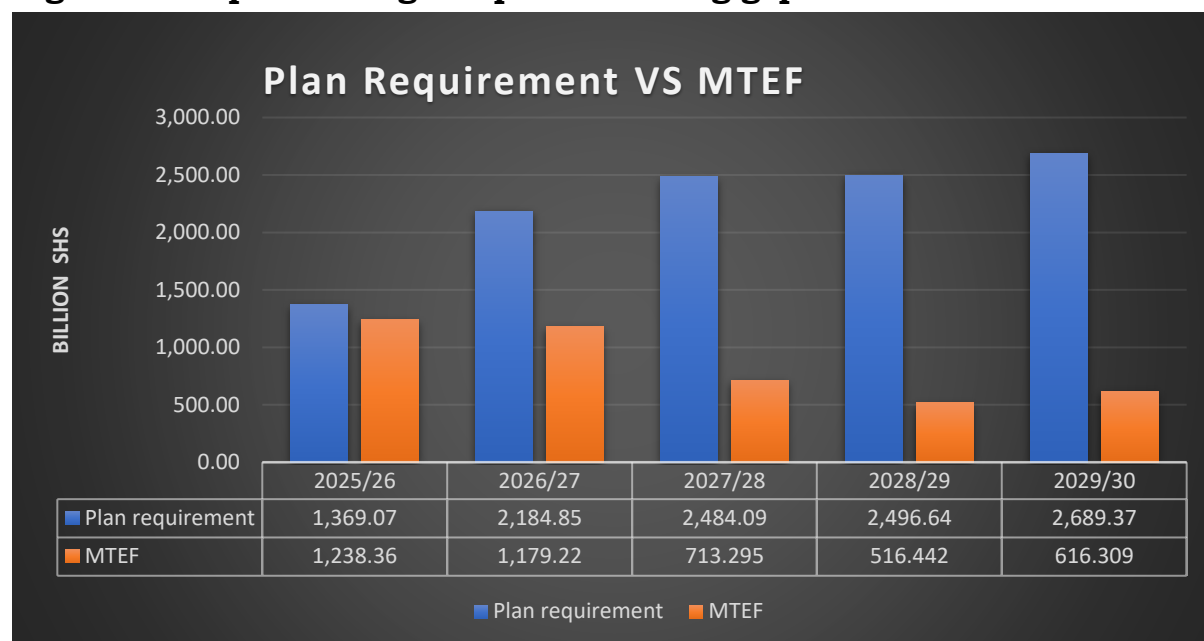
Table 11: Medium Term Expenditure Framework (FY 2025/26-FY 2029/30)

	MTEF Budget Projections (Shs. bn)				
	2025/26	2026/27	2027/28	2028/29	2029/30
Wage	23.620	24.801	20.108	21.303	21.915
Rec Recurrent Non-Wage	19.332	22.618	25.224	25.213	30.868
GoU	219.009	251.861	254.999	305.999	397.199
Devt. Ext Fin.	976.403	879.940	412.964	163.926	166.327
Gou Total	261.961	29 9.279	300.331	352.515	449.982
Total	1,238.363	1,179.220	713.295	516.442	616.309

Source: MoFPED, 2025

4.2.1 Funding Gaps

Figure 4: Graph showing the plan's funding gap



The graph above shows the shortfalls in the MTEF in comparison to the plan investment requirements. The strategic plan faces significant funding gaps in all the financial years with a total short fall of Shs. 6,960.37bn in the five years of the strategic Plan.

4.3 Resource Mobilization Strategy

The Ministry adopts a diverse set of financing strategies to execute its mandate and achieve its objectives. Recognizing the challenges of limited domestic funding and declining donor support, the MWE strategically combines government budget allocations, international grants, loans, and innovative climate financing mechanisms to address critical needs.

The overall financing requirement is Shs. 11,224bn for the next five years. The MTEF allocation for the same period is Shs. 4,263.63bn leaving a funding gap of Shs. 6,960.37bn. Inadequate financing remains a primary constraint that undermines effective and efficient delivery of the Ministry's mandate.

4.3.1 Financing Options

The Ministry sustains its operations through domestic and external sources of funding.

Domestic sources

- (i) Government Budget: through sector/Programme funding mechanism.

(ii) Water levies and fees on commercial/bulk/industrial uses /research and information/ meteorological information and data: targeting

- Environmental Levy from industrial emitters of greenhouse gases; bulk users of water resources, such as hydropower generation dams, irrigation schemes at pre-determined levy for supporting catchment protection and restoration.
- Establish and operationalize demonstration sites for Payment for Ecosystem Services (PES)
- Water abstraction permits fees (bulk or commercial use)
- Water quality assessment fees
- Effluent discharge permits fees
- Water access/use fee (boreholes, community standpipes).
- Water Resources Institute user fees
- Proceeds from sale of water data and information
- Proceeds from the sale of meteorological data
- Cost recovery from the provision aeronautical meteorological services

External sources

(iii) Global green and blue funding for transboundary water resource management and development, technology transfer, climate change, biodiversity, water security, pollution management.

(iv) Bilateral and multilateral funding (Grants and Loans)

(v) Intergovernmental bodies (e.g., Nile Basin Initiative, EAC/Lake Victoria Basin Commission) funding towards financing management of water issue that effect trans-boundary water values.

(vi) Foundations and charity organizations.

(vii) International/Regional Collaboration: through leveraging the political mandates of these mechanisms (e.g., AU, IGAD) to access external fundings that addresses transboundary water resource management priorities and technology transfer.

4.3.2 Financing Strategies

Streamline Institutional roles and participation in mobilising and utilising financial resources

The roles of the lead agencies have been defined to reduce duplication of efforts and ensure that each entity contributes effectively to fundraising and resource management.

Institutional lead roles

- (i) MoFPED: Resources mobilisation, Budgeting and resources allocation,
- (ii) MWE: Annual Budgeting, accountability encompassing: monitoring resources mobilisation and utilisation, coordination of all stakeholders and reporting on water sector performance.

Undertake reforms to create an enabling environment for resource mobilisation and utilisation

This strategic framework enhances the ministry's resource management through three main approaches:

- (i) Fiscal Policy and Institutional Mandates: Strengthen fiscal policies and institutional frameworks to facilitate cross-sector collaboration and stakeholder engagement in resource mobilisation. This includes proper water valuation, implementing appropriate tariffs, and addressing resource mobilisation challenges (such as generating non-tax revenue, enforcing regulations, and ensuring equitable access).
- (ii) Private Sector Engagement: Attract private sector investments in water resource management by developing policy measures that promote technologies for efficient water use, infrastructure development, and pollution control.
- (iii) Strengthen capacities: Enhance technical capacities for water resource and environment management, including data acquisition, water quality assessment, innovation in technology, maintenance of water infrastructure, and participation in international collaboration on water issues.

Strengthen water governance

Strengthening water governance as a strategy will significantly enhance resource mobilisation in several ways:

Improved Transparency and Accountability: Strong governance frameworks will increase transparency in how water resources are managed and funds are allocated. This builds trust among stakeholders, including communities, investors, and government agencies, making them more likely to contribute resources.

Enhanced Stakeholder Engagement: Effective governance promotes stakeholder participation, ensuring that all relevant parties (e.g., local communities, private sector, NGOs) have a voice in decision-making. This collaboration will lead to more comprehensive resource mobilisation efforts and innovative solutions for funding.

Facilitated Public-Private Partnerships (PPPs): Good governance fosters an environment conducive to PPPs, where public entities and private investors

collaborate on projects. This can attract funding for water infrastructure development, management, and innovation.

Invest in resource mobilization

Building capacity for resource mobilization including skills for Identification of funding partner priorities and aligning them to those for national water resources management and development, as well as, understanding and keeping abreast with new and emerging funding opportunities; Development of good project proposals for funding; understanding and keeping abreast with new and emerging funding opportunities.

4.4 Detailed cost implementation Matrix

The costing was based on the Action Implementation Plan of the NDPIV costing, which was derived using the activity-based costing approach. This approach involved the identification of all key activities and assigning cost to activities that are pertinent to the delivery of the target objective/intervention.

Table 12: Cost Matrix in relation to Result Area

Objective 1: To increase the provision of bulk water for multipurpose uses.					
Strategic Intervention	2025/26	2026/2027	2027/2028	2028/29	2029/30
Increase access to and use of water for agricultural production	223.18	411.01	542.485	599.93	673.845
Objective 2: To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas					
Increase inclusive access to safe water, sanitation, and hygiene (WASH) with emphasis on increasing coverage in lagging communities	425.33	485.989	548.477	603.779	665.097
Rehabilitation and expansion of existing WASH infrastructure.	226.53	259.3	276.07	293.99	320.44
Invest in effective management and regulation of the entire WASH value chain segments, such as water production to point of use, catchment management, containment, emptying, transportation, treatment, safe reuse or disposal.	12.4	13.6	16	16.1	16.1
Increase access to improved sanitation services in rural and urban areas	65.6	140.46	153.51	177.83	243.07
Increase access to hygiene facilities	1.72	1.72	2.12	2.12	2.12

Objective 3: To strengthen integrated and sustainable management of water, environment and natural resources					
Strengthen regulation and enforcement against water pollution and degradation	27.087	33.401	33.055	36.168	19.83
Strengthen sustainable water resources management	131.48	268.2	378.42	201.87	153.73
Implement ecosystem and catchment management practices.	24.05	40.31	57.01	50.313	54.013
Increase forest and wetland cover for socio-economic and ecological benefits	59.612	58.749	47.849	48.849	105.35
Upscale commercial forestry including bamboo and exploit opportunities along its entire value chain so as to leverage its economic benefits and to increase resilience to climatic changes;	15.075	13.075	11.375	10.375	9.375
Protect and increase the wetland cover	9.67	11.34	12.19	12.59	10.59
Undertake natural resource valuation and accounting to establish existing stocks, ecosystem values and future demands	0.798	1.398	1.498	1.448	1.348
Promote biodiversity conservation	1.35	4.8	5.81	5.84	3.56
Promote the circular economy	0.715	0.73	0.6	0.44	0.315
Strengthen regulation and enforcement against environmental pollution and degradation	1.02	1.02	1.02	0.502	0.5
Promote sustainable biodiversity management within and outside protected areas	25.017	26.35	18.266	4.013	5
Objective 4: To coordinate climate change interventions and increase the accuracy and access to weather and climate information.					
Promote continuous mainstreaming of Climate Change and disaster risk screening in projects, programme investments, planning, implementation, management, and reporting	0.1	0.11	0.07	0.08	0.07
Improve meteorological services and early warning signalling to mitigate risks.	19.178	20.93	19.37	17.892	17.884
Objective 5: To strengthen policy, legal, regulatory and coordination frameworks for MWE.					

Develop, review, update and disseminate programme policies, regulations and standards and laws;	2.5	1.5	1.5	1.45	1.32
Strengthen planning, supervision, monitoring, evaluation and human resource capacity of the Programme	83.37	91.717	100.35	109.39	116.44
Integrate cross-cutting issues in the programme	11.45	14.47	14.47	15.77	16.87
Strengthen the implementation of legal and policy frameworks for climate change action	0.88	0.88	0.88	0.88	3.6
Strengthen Climate change adaptation, mitigation and carbon markets planning and implementation	0.96	1.2	1.1	1.95	1.505
Total	1,369.07	1,902.26	2,243.50	2,213.57	2,441.97

CHAPTER 5: INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTING THE PLAN

5.1 Coordination arrangements

The Political leadership has the overall mandate of providing strategic direction to the Ministry. The Permanent Secretary, who is the technical head of the Ministry, has the overall responsibility of delivering this strategic plan. The implementation matrix of the strategic plan outlines responsibility centres for all the activities contained in the strategic plan.

The implementation of the strategic plan will be through the established Ministry structures and will be realised through annual budgets and work plans for the NDP IV period.

The Policy and Planning division will be charged with the overall coordination of the implementation of the strategic plan by coordinating the development of the plan, annual workplans and budgets, implementation, reporting, mid-term and end-term review and evaluation processes. The detailed roles and responsibilities of internal stakeholders are reflected in Table 13.

5.2 Roles and Responsibilities of Internal Stakeholders

The MWE will actively coordinate, consult and collaborate with the relevant Ministry Departments, Agencies and Local Governments, Development Partners, researchers, academia, the media, etc., in line with their respective mandates during the implementation of the Plan. The table below presents the various stakeholders and their roles in the implementation of the Plan.

Table 13: Roles and Responsibilities of Internal Stakeholders

Responsible Structure	Roles and Responsibilities
The Political Leadership	<ul style="list-style-type: none">• Provide general direction and supervision of the plan.• Provide oversight for the operation of the plan.• Lobbying and coordinating resource mobilisation for implementation of the Plan.
Top Management	<ul style="list-style-type: none">• Provide overall policy direction for the implementation of the plan• Ensure a suitable and favourable Policy environment

The Permanent Secretary	<ul style="list-style-type: none"> • Oversee the technical implementation of the plan • Ensure all allocated resources are fully utilised for the realisation of the plan
Senior Management	<ul style="list-style-type: none"> • Provide technical guidance • Implement policies and programmes of the plan • Responsible for the management of the plan • Provide accountability • Review and make recommendations • Commission Evaluations
Planning, monitoring division	<ul style="list-style-type: none"> • Coordinate the Implementation of the Plan • Monitor the progress in the implementation of the Plan • Review and compile annual implementation reports on the progress of the Plan • Make the necessary recommendations to Senior management
Vote Functions	<ul style="list-style-type: none"> • Ensure full implementation of the approved interventions within their mandates • Ensure proper utilisation of the resources • Develop proposals for the actualization of the strategies and interventions in the Plan
Deconcentrated structure	Decentralisation of the vote functions to the regional level

Table 14: Role of External Stakeholders

No	Stakeholder	Key roles/responsibilities
1.	Office of the President	<ul style="list-style-type: none"> • Provide overall leadership and oversight of the implementation of the NDPIV through the Apex platform • Support reporting to Cabinet and timely relay of the Cabinet decisions • Mobilising the population towards the achievement of the planned strategies, especially the protection of the Environment
2.	Office of the Prime Minister (OPM)	<ul style="list-style-type: none"> • Provide overall Coordination of the Programmes and MDAs in the implementation of the Plan • Undertake external oversight, Monitoring and evaluation of the Plan.
3.	Ministry of Finance, Planning and Economic Development	<ul style="list-style-type: none"> • Provide financial resources • Build a sustainable financing framework for the Ministry
4.	National Planning Authority (NPA)	<ul style="list-style-type: none"> • Providing overall guidance and technical support to long-term development planning to the Ministry. • Offering capacity building and Support where necessary • Assess the performance of the Ministry against the NDP IV • Ensure alignment of the Plan to the NDP IV • Assess annual work plans and budgets and issuance of Certificate of Compliance
5.	Uganda Bureau of Statistics (UBOS)	<ul style="list-style-type: none"> • Providing reliable data for Planning, • Giving technical advice and capacity building in data collection and management

		<ul style="list-style-type: none"> • Undertake surveys and baseline studies to track the indicators
6.	Development Partners	<ul style="list-style-type: none"> • Provide technical support to Ministries in the implementation of the Plan • Providing Financial resources for the implementation of the Plan • Integrate some of the planned strategic interventions into their Country Papers.
7.	Media	<ul style="list-style-type: none"> • Dissemination of all the Ministry Activities • Undertake citizen sensitisation on Environment and Water issues.
8.	General Public	<ul style="list-style-type: none"> • Actively participate in the implementation of the Plan as a major stakeholder • Actively protect and respect the ENR • Providing feedback on the services of the Ministry.
9.	Academia	<ul style="list-style-type: none"> Carry out research and technology innovations Conduct capacity building

5.3 Sustainability Arrangements

This sub-section analyses potential sustainability pathways to be pursued by the Ministry of Water and Environment. It is divided into two categories; Institutional Sustainability and Financial Sustainability.

5.4 Institutional Sustainability

The Ministry of Water and Environment Strategic Development Plan 2025/26 - 2029/2030 aims to enhance operational efficiency of the MWE as it aspires to ensure Sound management and sustainable utilisation of Water and Environment resources for the betterment of the population of Uganda.

The Ministry Governance structures are the drivers for the attainment of this Plan. The ministry will position itself to improve operational efficiency at all levels and to ensure clarity of roles and responsibilities, including promoting organisational transparency; improving internal processes and controls and strengthen monitoring and evaluation; and improving systems, as well as efficient and effective management for results.

To respond to the rapidly changing world, the ministry will promote continuous learning and development as an organisation and will seek to document all lessons learnt in the implementation of the plan. It will invest in data collection, management and analysis to inform decisions and forecast future interventions. In addition, the Ministry will seek collaboration with researchers and academia to develop new products and pathways towards addressing the environmental and water challenges in the country.

Furthermore, the Ministry will continue to invest in the development and use of more appropriate technologies that are environmentally and financially friendly. The use of bulk water transfer systems to address the dire need in water-stressed areas will be promoted and scaled out.

5.5 Financial Sustainability

Effective management of resources is essential to the sustainability of the Ministry Interventions. This Strategic Plan has taken into account the projected resource requirements for the strategies and activities detailed over the next 5 years. MWE will continue implementing prudent financial management as well as improve allocative and operational efficiency. Furthermore, the MWE will adopt technologies and interventions that present minimal Operation and Maintenance beyond the project life.

5.6 Partnerships and Collaboration

The strategic plan has provided for strengthening collaboration with both local and international partners in the Environment and Water domains. In addition, the MWE is a member of many global organizations, and this plan intends to strengthen these partnerships. Relatedly, the plan provides for stronger collaborations with the development partners, NGOs, CSOs, the private sector and the general public.

5.7 Human Resource Plan

The staff capacity is critical in achieving the objectives of the MWE; therefore, the strategic plan aims to enhance the capacity of staff to deliver on their roles and ultimately on the mandate of the MWE. Staff capacity building, training, retooling and motivation are emphasized in this Plan if the strategies are to be fully achieved. A detailed institutional capacity-building and training plan will be developed and implemented.

CHAPTER 6: COMMUNICATION AND FEEDBACK STRATEGY/ARRANGEMENTS

6.1 Introduction

This section briefly highlights the key communication priorities and emphasises the need for review of the existing and development of an independent and comprehensive communication strategy that will expound on the interventions underscored in this strategic plan.

To achieve this Strategic Plan, the MWE intends to pursue strategic partnerships with relevant stakeholders. Therefore, communication is a critical component of this undertaking. The main objective is to rally all stakeholders towards supporting the efficient and effective implementation of the priorities set out in this strategic plan. The key priorities of this communication strategy are to increase visibility, feedback, transparency, accountability and awareness of the ministry.

6.2 Communication Strategy

This strategic plan has been developed through an inclusive consultative process involving staff at all levels across the three vote functions. To promote ownership, awareness, and support for the plan, validation sessions were conducted with key external stakeholders to ensure alignment and shared commitment.

To enhance the dissemination of this plan, the Ministry is prioritising improved communication channels, including strengthening its online presence, leveraging print media, and utilising mainstream media platforms. The plan will be made accessible to stakeholders by publishing it on the Ministry's website. Additionally, hard copies will be printed and distributed to selected stakeholders, including public libraries.

A simplified and popular version of the plan will also be developed to ensure its accessibility and relevance to a broad audience, encouraging stakeholder engagement across all categories.

Communication of the strategic plan will be seamlessly integrated into the Ministry's broader communications strategy. This approach will include the establishment of clear metrics to monitor and evaluate the dissemination of the plan to key stakeholders, ensuring effective outreach and engagement.

Table 15: Communication of the Strategic Development Plan

Stakeholder	Key issue to be communicated	Communication channel	Frequency of communication
General Public	Weather forecasts, Project performance reports, state of water resources, Water supply and sanitation services, forestry coverage, annual state of climate, State of wetlands, state of river banks and lake shores, environmental compliance reports	Television and Radio talk shows, social media, website, newspapers, press conferences, workshops,	Daily, monthly, quarterly, annually and whenever need arises
Office of the President	Presidential Directives, State of the Environment Report, status of water supply and sanitation services in the country, Progress of implementation of Cabinet Directives, Status of implementation of the NRM Manifesto, Policy issues, Status of Wetlands and forests, state of water resources, State of Climate	Formal letters, Reports, Cabinet Memoranda, Workshops, Press Conferences, Website uploads and updates	Quarterly, whenever issues arise.

Office of the Prime Minister	Performance reports, water and environment emergency response, refugee and disaster response, Loan/Grant performance report	Formal letters, reports, emails, meetings, and Ministerial events	Monthly, Quarterly, bi-annual and annual
Ministry of Agriculture, Animal Industry and Fisheries. (MAAIF)	Meteorological and Hydrological data and Information, wetlands information, performance report	e-mails, letters, meetings, reports	Daily, weekly, Quarterly, seasonal, bi-annual and annual
Ministry of Works and Transport	Meteorological and Hydrological information, Hydrographic and Bathymetric data (water depths)	e-mails, letters, meetings, reports, website updates and uploads	Daily, weekly, Quarterly, bi-annual and annual
Parliament of Uganda	Performance Reports, Budget Framework Paper, Ministerial Policy Statement and Bills	Letters, Email, Meetings and Reports	Quarterly, bi-annually, annually.
Ministry of Energy and Mineral Development	Meteorological, Hydrological and Wetland Information	Emails, letters, meetings and reports	Daily, weekly, Quarterly, bi-annual and annual
Ministry of Tourism, Wildlife and Antiquities	Meteorological, Hydrological, forest and wetland information	Emails, letters, meetings and reports	Daily, weekly, Quarterly, biannually, and annually

Ministry of Health	Water supply and sanitation services, Water and environment quality, Meteorological and Hydrological information, status report on antimicrobio resistance in the environment.	Emails, letters, meetings and reports.	Daily, weekly, Quarterly, bi-annually and annually
Ministry of Foreign Affairs	Status reports on International and Regional obligations on Water, Environment, Climate change, Forestry and Meteorology	Emails, letters, meetings and reports.	Quarterly, biannually and annually
Academic Institutions	Water supply and sanitation services, Water quality, Meteorological, Hydrological, climate change and ENR data and information, research findings.	Emails, letters, meetings, research papers, dialogues and reports.	Annually
Regional and International bodies.	Status reports on International and Regional obligations on Water, Environment, Wetland, Climate change, Forestry and Meteorology	Emails, letters, meetings and reports.	Quarterly, biannually and annually

District Local Governments	Water, Environment, wetland, Climate change, forestry and Meteorological data and information, status of project implementation, Regulations and Guidelines, Conditional grant guidelines	Emails, letters, meetings and reports.	Monthly, seasonal, Quarterly, bi-annual, annually
Development Partners	ENR reports, status of project implementation and Annual Programme Performance Reports (APPR), Meteorological information	Emails, Letters, meetings, workshops and events, website uploads, supervision missions	Monthly, Quarterly, seasonal, bi-annual and annually
NPA	Performance reports, plans, project, Budget Framework paper, Ministerial policy Statement paper	Emails, letters, meetings and reports.	Quarterly, biannually and annually
NEMA	Wetland, forest, water, meteorology, climate, environment and water quality information	Emails, letters, meetings and reports.	Quarterly, biannually and annually
NFA	Wetland, forest, water, meteorology, climate, environment and	Emails, letters, meetings and reports.	Quarterly, biannually and annually

	water quality information		
Human Capital Development, NRECCLWM & Agro-industrialisation programme secretariates	Project information, performance reports, and budget information	Emails, letters, meetings and reports.	Quarterly, biannually and annually
MoFPED	Performance reports, plans, projects, Budget Framework paper, Ministerial policy Statement paper	Emails, letters, meetings and reports.	Quarterly, biannually and annually
Ministry of Justice and constitutional affairs	Contracting information, MoUs, Litigation Information and principles of bills	Emails, letters, meetings and reports.	Weekly, annually, as and when requested
Other MDAs	Information on water, environment and climate services	Emails, letters, meeting reports and website uploads	Weekly, annually, As and when requested
Cultural and Religious leaders	Information on water and environment services	Meetings and reports, emails	Annually

6.3 General Feedback Mechanisms

To ensure effective feedback generation from key stakeholders, the following mechanisms will be utilised:

- (i) Stakeholder Engagements: The MWE will facilitate direct discussions to gather firsthand feedback during consultations and meetings.
- (ii) Social Media Engagements: The Ministry will leverage communication channels such as X, WhatsApp, LinkedIn, and Instagram to encourage swift

and accessible feedback, especially from the Youth and also utilize media engagements.

- (iii) Emails: The MWE will strengthen, position and streamline the use of official email platforms to provide a formal and convenient avenue for stakeholders to share appreciation, replies, comments, suggestions, or criticisms.
- (iv) Hotline and Call Centres: A dedicated hotline and Call Centre will be maintained for the general public to register complaints and feedback, ensuring easy access and responsiveness.
- (v) A Complaints handling system has been established on the Website for all stakeholders to be able to log their complaints.
- (vi) The Water and Environment Information System (WEIS)
- (vii) Conferences and workshops: take advantage of the following Ministry events;
 - Uganda Water and Environment Week which focuses on collaboration with MDAs and Development Partners.
 - World Wetlands Day
 - subsidiary bodies and the Conference of Parties
 - World Aids Day
 - World Meteorological Day
 - World Forest Day
 - World Water Day
 - Budget Day
 - World Environment Day
 - Great Horn of Africa conference on Climate

6.4 Implementation and Monitoring of the Communication Strategy

Monitoring and Evaluation is important to determine progress towards the achievement of this strategy and in tackling the performance of the activities being undertaken.

This will involve tracking and assessing the specific outputs of the communication activities. A mechanism for collecting data and reporting on the specific output indicators will be implemented in various ways.

The key methodology of the strategy will be the stakeholder surveys to assess changes in knowledge, attitudes and behaviours. Tools used for data collection will

be questionnaires, media content analysis and feedback through reports, mass media, and meetings with stakeholders.

MWE will implement measures to monitor the effectiveness of the communication strategy through:

- (i) Monitoring of MWE's media coverage, both print and electronic media
- (ii) Increased participation of communities in water and environment activities
- (iii) Partnerships and collaborations established with different Institutions and other stakeholders
- (iv) Increased accuracy and analytical nature of media coverage of water and environment aspects.
- (v) Increased consensus building and addressing of stakeholder concerns through public participation mechanisms.

CHAPTER 7: STRATEGIC RISKS

7.1 Introduction

This section details out aspects of risk management processes, including the risk management plan, risk profile, clarifies the staff who are responsible throughout the risk management process from identification to resolution, and specifies how the risks will be considered, prioritised and managed within the Ministry. The analysis of risks and determination of their mitigation measures is important to alert MWE to the possible inhibitions to this Strategic Plan and ensure readiness to overcome them for its successful implementation.

7.2 The Main Actors

The main actors in the Ministry of Water and Environment Risk Management Framework and their roles are as follows:

- i. **Heads of department:** Each department Commissioner is responsible for designating a dedicated Risk Champion who will serve as the primary point of contact for reporting all departmental risks.
- ii. **Risk Champions:** Appointed by the Commissioners, these individuals will systematically document and synthesise identified risks on a monthly basis, forwarding their findings to the relevant Director.
- iii. **Risk Management Committee (RMC):** Chaired by the Commissioner for Planning, the RMC will consolidate the directorate logs and produce an overarching Risk Management Report. This report will be presented to the Permanent Secretary and senior management for strategic oversight.
- iv. **Permanent Secretary:** In a pivotal role, the Permanent Secretary will review the RMC report and escalate the consolidated risk profile to the Top Management for final approval. Once approved, feedback will be systematically communicated back to the respective Commissioners to ensure continuous improvement in risk mitigation efforts.

This structured, bottom-up approach fosters a culture of accountability and proactive management within the Ministry, ensuring that potential risks are addressed expediently and effectively. The figure below illustrates the risk management process within the MWE, visually reinforcing our commitment to strategic risk mitigation.



7.3 Risk Register Framework

The Ministry shall maintain a dynamic and comprehensive Risk Register, which will be reviewed and updated quarterly. This Register will encompass Strategic, Operational, and Compliance Risks, providing a structured approach to identifying and managing all critical risks that may hinder the Ministry's strategic objectives, disrupt business continuity, or compromise sustainability.

As a central monitoring tool, the Risk Register will facilitate the implementation and tracking of Risk Mitigation Measures, ensuring accountability and responsiveness in addressing emerging challenges. This proactive strategy will strengthen the Ministry's resilience and adaptability, reinforcing its commitment to achieving its strategic goals.

Risk management is an integral part of day-to-day business activities for the Ministry of Water and Environment. As the entity responsible for water and environment management, we are bound to face risks ranging from strategic, operational, financial, compliance and projects.

If not managed, these are likely to negatively impact the ministry's ability to deliver services, image and social license with the general public. Further risks hold the potential to disrupt the achievement of the ministry's strategic and operational objectives.

For the next five years, the Ministry of Water and Environment will adopt best practices for managing enterprise risk by implementing the following initiatives:

1. Develop and implement an enterprise-wide Risks Management Programme.
2. Develop and implement an integrated Risk Management Strategy:
 - Risk Management Plan
 - Enterprise Risks Register
 - Risk Assessment
3. Develop Risk Monitoring Plan

7.4 The MWE Risk Appetite Statement:

The Ministry has established an Enterprise Risk Management framework to identify and assess mission-critical risks, supporting the Ministry's efforts in managing those risks effectively. This systematic approach aims to continually improve governance, enhance accountability, and boost overall performance.

The Risk Appetite Statement defines the extent and types of risks the Ministry is willing to accept while fulfilling its mission. This carefully evaluated statement reflects the potential impact of risks and the likelihood of occurrence on the Ministry's ability to achieve the objectives outlined in its Strategic Plan.

The statement establishes the Ministry's risk tolerance across the following categories:

The following risks are

Supervision Risk:

The risk that supervisory processes may fail to identify and mitigate significant threats to MWE's strategic objectives. Effective supervision requires adherence to laws and regulations, ensuring fair access to services, promoting competitiveness, and maintaining sound risk management practices. Key factors include resource allocation, expertise, collaboration, and timely execution of supervisory plans.

Human Capital Risk:

The risk that the Ministry's employment practices and resource utilization may not align with its mission and strategic objectives. This includes talent management, training, retention, leadership development, and compliance with employment laws, diversity principles, and workplace safety standards.

Strategic Risk:

The risk that decisions regarding strategy development, prioritisation, and implementation could jeopardise the Ministry's goals. Responsiveness to evolving internal and external conditions is critical to managing this risk and ensuring continued relevance and efficiency.

Reputation Risk:

The risk of negative perceptions undermining the Ministry's credibility, the achievement of its strategic goals, or its position as a leading authority in the Water and Environment Sector. Factors include regulatory actions, employee conduct, fiscal responsibility, and communication strategies.

Technology Risk:

The risk that weaknesses in IT infrastructure, security, or performance could disrupt core operations and strategic implementation. This includes external threats, system reliability, and the capacity to meet workforce and user demands.

Operational Risk:

The risk that failures in processes, systems, or external events could hinder the Ministry's ability to execute its Strategic Plan. Key considerations include compliance, process efficiency, internal controls, and third-party oversight.

Legal Risk:

The risk of non-compliance with laws or gaps in fulfilling obligations critical to MWE's mission, such as policy enforcement and regulatory decisions. Effective legal risk management relies on sound coordination with other agencies and entities.

External Risk:

The risk of political, geopolitical, legislative, or stakeholder-related events adversely affecting the Ministry's objectives. Proactive measures are essential to minimise the impact of external changes and unforeseen circumstances.

Financial Risk:

The risk that economic conditions, resource mismanagement, or increased expenditures could impair MWE's financial capacity to achieve strategic targets. Strong financial stewardship and controls are vital for mitigating this risk.

Climate and disaster risk:

The risk of flooding, drought, landslides, erratic rainfall, heat waves, rising temperatures, health impacts, infrastructure damage, and agricultural vulnerability. The ministry's efforts are guided by national policies and supported by financial analyses to build resilience and adapt to climate change impacts.

7.5 Risk Assessment and Mitigation Measures

The Risk Appetite Statement delineates the Ministry of Water and Environment's tolerance levels for risk, categorised as Low, Moderate, or High. Each category is defined as follows:

- i. **Low Tolerance:** The level of risk is minimal and does not materially hinder the full execution of the Strategic Plan. Controls at this level are robust, prudently designed, and consistently effective
- ii. **Moderate Tolerance:** The level of risk has the potential to cause delays or minor disruptions in achieving the Strategic Plan objectives. Controls are adequately designed and generally effective, though periodic adjustments may be necessary to maintain optimal results.

- iii. **High Tolerance:** The level of risk is substantial and could significantly obstruct the achievement of the Strategic Plan. At this tier, controls are either inadequately designed or ineffective, warranting immediate and remedial action.

Table 16: Mapping MWE objectives and Identified Risks

Objectives	Identified Risks	Impact	Likelihood	Weighted Score	Mitigation Measures
To increase the provision of bulk water for multipurpose uses.	Inadequate funding for project implementation.	H	M	HM	Engaging potential financing. Writing bankable project proposals and concepts.
	Incompetent contractors.	M	L	ML	Improve the due diligence process.
	Infrastructural failure	H	L	HL	Environmental and social safeguards.
	Land acquisition challenges.	H	H	HH	Earlier acquisition of land before the commencement of project implementation.
To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas	Population pressure on existing infrastructure.	H	H	HH	<ul style="list-style-type: none"> Strengthen infrastructure resilience.

	Increased pollution.	H	L	HL	<ul style="list-style-type: none"> • Improve catchment management measures. • Increased enforcement and compliance.
	Fast-changing technology.	L	L	LL	<ul style="list-style-type: none"> • Research and adopt new technology. • Adopt appropriate technology • Climate resilient infrastructure.
	Inappropriate technology	L	L	LL	<ul style="list-style-type: none"> • Solicit financing both internally and abroad. • Climate resilient infrastructure. • Soliciting financing both locally and internationally. • Increased efficiency in utilisation of resources.
	Adverse impacts of climate change.	H	H	HH	<ul style="list-style-type: none"> • Climate resilient infrastructure.
	Inadequate financial resources to match the increasing population.	H	M	HM	<ul style="list-style-type: none"> • Soliciting financing both locally and internationally. • Increased efficiency in utilisation of resources.
	Climate-related disasters such as floods.	M	H	MH	<ul style="list-style-type: none"> • Prioritising the least covered areas.

	Inadequate Financial resources.	H	M	HM	
To strengthen integrated and sustainable management of water, environment and natural resources	Encroachment and degradation of water catchments.	H	H	HH	<ul style="list-style-type: none"> Operationalize the environment protection force
	Increased occurrence of climate-related disasters	M	H	MH	<ul style="list-style-type: none"> Implement ecosystems and catchment management practices.
	Inadequate financing.	H	M	HM	<ul style="list-style-type: none"> Soliciting financing both locally and internationally. Adopt appropriate technology
	Vandalism of hydrological and meteorological stations	H	H	HH	
	Inappropriate technology	L	L	L	
	Inadequate funding.	H	H	HH	<ul style="list-style-type: none"> Generate project proposals.
	Encroachment and degradation of natural resources	H	H	HH	<ul style="list-style-type: none"> Operationalise the environmental protection force

	Adverse impacts of climate change.	H	H	HH	<ul style="list-style-type: none"> Environmental Protection and Conservation
To coordinate climate change interventions and increase the accuracy and access to weather and climate information.	Vandalism of weather stations.	H	M	HM	<ul style="list-style-type: none"> Provide modern security systems and Community sensitisation
	Rapidly changing technology	H	H	HH	
	Inadequate funding.	H	H	HH	<ul style="list-style-type: none"> Research and adopt new technology.
Strengthen the policy, legal, regulatory and coordination framework for the Ministry of Water and Environment.	Operational inefficiencies.	H	L	HL	<ul style="list-style-type: none"> Enhance employee productivity. Engaged leadership. Ensure full compliance with legal requirements.
	Increased litigation and court awards.	H	H	HH	
	Inadequate structures to support optimal operation	M	M	MM	

CHAPTER 8: MONITORING AND EVALUATION

8.1 Introduction

This Chapter outlines the Ministry's Monitoring and Evaluation (M&E) framework for MWE's Strategic Development Plan (SDP) 2025/26-2029/2030. It is a critical tool to track progress and assess the impact of MWE's planned interventions across the three Programmes of Natural Resources, Environment, Climate Change, Water and Land Management, Human Capital Development and Agro- Agro-Industrialisation.

The framework will enable assessment of progress on outputs and outcomes of the Ministry's Strategic Development Plan in line with the aspirations and targets outlined in PIAPs, NDPIV, NRM Manifesto, Uganda's Vision 2040 and Sustainable Development Goals (SDGs). It builds on lessons from previous plans, emphasising data-driven decision-making, stakeholder engagement, and adaptive management.

8.2 Monitoring and Evaluation Arrangements

The Department of Finance and Administration will coordinate M&E activities through the M&E Division. The division will take lead on the coordination and preparation of M&E plans across all Ministry departments and affiliated institutions by overseeing their implementation and reporting. The Department of Finance and Administration will liaise with other departments to plan and budget for the M&E activities. The division will also coordinate M&E functions with other Agencies such as the National Environment Management Authority (NEMA) and, National Water and Sewerage Corporation (NWSC).

Monitoring will be carried out by the Ministry with support from other stakeholders such as Office of the President (OP), Office of Prime Minister (OPM), Ministry of Finance Planning Economic Development (MoFPED), National Planning Authority (NPA) and Equal Opportunities Commission (EOC) to continuously track the implementation of planned activities. Routine Monitoring will lead to the production of activity reports, progress reports, Monthly and quarterly tracking of outputs and will aid the Quality Assurance function, which will be performed through audits of data accuracy and feedback Loops.

Evaluation will be done on the higher-level outcomes to assess the relevance, coherence, effectiveness, efficiency, impact, sustainability and draw lessons learned from MWE's initiatives. Formative Evaluation, ongoing assessment during implementation to refine strategies through annual programme Reviews, Mid-term (FY 2027/28) and Summative Evaluation/ end-term evaluations (FY 2029/30) to measure overall impact will be undertaken.

The M&E teams at MWE will be coordinated by the responsible division to prepare appropriate evaluations. Impact Evaluations will be coordinated by the M&E team to establish final welfare outcomes of MWE's interventions.

In addition to the role of MWE, other institutions will support the role of M&E as listed below.

- (i) NPA- Monitoring implementation of the plan and supporting evaluation
- (ii) MoFPED-Resource allocation, monitoring and accountability
- (iii) OPM-Issuance of appropriate guidelines
- (iv) OP-provide policy oversight
- (v) Development partners- Resource allocation, monitoring and accountability
- (vi) Parliament – Appropriation of resources, accountability enforcement.
- (vii) Local Governments -Support in monitoring and validation

8.2.1 Key M&E outputs

During the period of execution of the SDP, the following reports will be prepared.

- (i) Quarterly performance Reports
- (ii) Annual budget performance Reports
- (iii) Annual Programme Performance Report
- (iv) Mid-term review report (FY 2027/28)
- (v) End term review report (FY 2029/30)
- (vi) Annual M&E Reports
- (vii) Sustainable Development Goals (SDGs) Report,
- (viii) Parish Development Model (PDM) Report,
- (ix) Manifesto Report,
- (x) Presidential Directives Report,
- (xi) Quarterly report to the Head of Public Service,
- (xii) Annual and Bi-Annual Performance Progress Report,
- (xiii) Performance of loans and Grants,
- (xiv) Report on implementation of Cabinet directives,
- (xv) Report on the implementation of Parliamentary resolutions
- (xvi) Quarterly performance report on the Plan for National Statistical Development

8.4 The Results Framework

The Ministry has developed a results framework to monitor and evaluate the Plan. The framework provides a structured approach for measuring progress on

the performance of the Plan at the outcome level as indicated in Table 17. A detailed results matrix, which shows performance targets of the Plan at outcome, output and action levels, is indicated in the annex II.

Table 17: Result matrix

RESULTS MATRIX							
Result	Indicator	Baseline FY202 3/24	Target FY202 5/26	Target FY202 6/27	Target FY202 7/28	Target FY202 8/29	Target FY202 9/30
Objective 1: To increase the provision of bulk water for multipurpose uses.							
Outcome: Increase access to water for agricultural production	Proportion of irrigable Area under formal irrigation	0.77%	0.81%	0.91%	1.06%	1.28%	1.54%
	Cumulative water for production storage capacity created (Million cubic meters)	52.6	101	119.6	159.2	169.8	280.4
	Percentage of water for production facilities that are functional	88%	89.40 %	90.80 %	92.20 %	93.60 %	95%
Objective 2: To increase access to safe & clean water and sanitation & hygiene services in rural and urban areas							

Outcome: Increased access to safe water supply	% of the rural populati on with access to safe water	67%	70%	72%	74%	76%	78%
	% of the urban populati on with access to safe water	72.80 %	75%	77%	79%	82%	85%
	% of the refugee and host commu nity populati on with access to safe water	70%	75%	77%	79%	82%	85%
	% of villages with access to at least one safe water source	80%	83%	86%	90%	93%	95%
	% of populati on with access to safely manage d water	59.80 %	60%	61%	62%	63%	64%
Outcome: Increased functiona lity of existing	% of rural water supply facilities	84%	85%	86%	88%	89%	90%

water supply facilities	that are functional at the time of the spot check						
	% of urban water supply facilities that are functional at the time of the spot check	85%	87%	90%	92%	94%	95%
	% of refugee and host community water supply facilities that are functional at the time of the spot check	85%	87%	90%	92%	94%	95%
	% of Non-Revenue Water (NRW) in large urban water supply systems (NWSC)	34%	33%	32%	31%	30%	30%
Outcome: Increased access to	% of population	17%	15%	13%	11%	10%	8%

improved sanitation services.	practicing open defecation						
	% of population with access to basic sanitation (Improved toilet not shared with other households)	32%	36%	40%	44%	48%	50%
	% of population with access to safely managed sanitation	18%	23%	28%	32%	36%	40%
Outcome: Increased access to handwashing facilities	% of the population with access to handwashing facilities in rural areas (handwashing with soap)	44.70 %	45%	46%	47%	48%	50%

	% of the population with access to handwashing facilities in urban areas (handwashing with soap)	53.10 %	56%	57%	58%	59%	60%
	% of the population with access to handwashing facilities in refugee settlements (handwashing with soap)	48%	56%	57%	58%	59%	60%
Objective 3. To strengthen integrated and sustainable management of water, environment and natural resources							
Outcome. Enhanced water quality management	% age compliance with wastewater discharge standards	46%	47%	49%	51%	53%	55%
	% age compliance with potable	63%	68%	71.50 %	77.50 %	80.50 %	85%

	water standards						
Increased compliance with all water permit conditions	% age compliance to permit conditions	74.40 %	74.80 %	75.50 %	76.00 %	77.30 %	78.70 %
Reduced area of degraded forests and landscapes	Area (ha) of degraded forest and degraded landscapes restored	13,659	20,000	50,000	80,000	50,000	50,000
Increased export value of wood products	Value of wood products exported in USD millions	143	180	220	280	300	350
Reduced area of degraded wetlands	Percentage reduction in the area of degraded wetland	0.46%	0.05%	0.05%	0.06%	0.06%	0.06%
Increased environmentally sustainable technologies and practices for social and	Area (ha) of degraded river banks and lakeshores restored	250	200	250	200	200	200

economic transformation							
Objective 4. To coordinate climate change interventions and increase the accuracy and access to weather and climate information.							
Outcome. Accelerated low emissions development	Average Change in Greenhouse Gas (GHG) emissions (MtCO ₂ e)	1.27	1.27	0.64	0.64	0.32	0.17
Increased accuracy and timelines of meteorological information	Level of Accuracy of Meteorological Information	75%	76%	77%	78%	79%	80%
	Percentage of districts with automated weather observation stations	69%	70%	72%	74%	76%	78%
Objective 5: To strengthen policy, legal, regulatory and coordination frameworks for MWE.							
Outcome: Improved planning and implementation	% programme outputs achieved within	45%	60%	65%	75%	85%	95%

tation capacity	the designat ed time frame						
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CHAPTER 9: PROJECT PROFILES

No	Project Title	MDA	Cost (Bn)	Start Date	End Date	Status at NDPIV	Sub-Region
1.	Kampala Water Lake Victoria Water and Sanitation Project	MWE	12.214	07/01/2011	6/30/2028	Under Implementation	Kampala
2.	Farm Income Enhancement and Forestry Conservation Project Phase II (FIEFOC II)	MWE	USD 91.43M	07/01/2016	6/30/2027	Under Implementation	North, East, Western
3.	Water Services Acceleration Project (SCAP)	MWE	547.3	07/01/2017	6/30/2026	Under Implementation	All National Water and Sewerage Areas of Jurisdiction
4.	Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda	MWE	USD 44.4m	07/01/2019	6/30/2027	Under Implementation	East and Southwestern Uganda
5.	Inner Murchison Bay Project	MWE	49.5	07/01/2019	6/30/2026	Under Implementation	Central
6.	Water for Production Phase II	MWE	529.63	07/01/2019	6/30/2026	Under Implementation	Countrywide
7.	Water and Sanitation Development Facility - East-Phase II	MWE	179.00	07/01/2019	6/30/2026	Under Implementation	Eastern Region
8.	Water and Sanitation Development Facility - South West-Phase II	MWE	242.714	07/01/2019	6/30/2026	Under Implementation	Southwestern Uganda
9.	Strategic Towns Water Supply and Sanitation Project (STWSSP)	MWE	146.18	07/01/2019	6/30/2025	Under Implementation	Countrywide
10.	Integrated Water Resources Management and Development Project (IWMDP)	MWE	313M USD	6/27/2019	1/31/2026	Under Implementation	Arua, Mbale, Bushenyi, and Gulu Busia, Namasale, Koboko, Rukungiri, Kumi, Kaliro-Namung'alwe, Kiryandongo, Adjumani, Lamwo, Moyo, Yumbe, Buekdea, Katakwi, Manafwa, Namisindwa, Tororo, Lira, Kole, Oyam, Pader, Omoro, Obongi Kasese, Kassanda, Kyankwanzi, Namayingo, Mayuge
11.	South Western Cluster (SWC) Project	MWE	512.080	07/01/2019	6/30/2027	Under Implementation	The large towns of Masaka and Mbarara, and small towns of; Kyotera, Sanje, Kakuto, Mutukula, Rakai, Lyantonde, Rushere, Kazo, Kyazanga, Katovu, Sanga; rural growth centers and Townships in Isingiro District
12.	100% Service Coverage Acceleration Project - umbrellas (SCAP 100 - umbrellas)	MWE	242.0	07/01/2019	6/30/2026	Under Implementation	Country wide
13.	Water and Sanitation Development Facility Central - Phase II	MWE	242.714	07/01/2019	6/30/2026	Under Implementation	Central Region
14.	Water and Sanitation Development Facility North - Phase II	MWE	172.73	07/01/2019	6/30/2026	Under Implementation	Lango, Acholi and West Nile sub regions
15.	Drought Resilience in Karamoja sub-region project	MWE	EURO 24M	07/01/2019	6/30/2027	Under Implementation	Karamoja Sub-region
16.	Lake Victoria Water and Sanitation (LVWATSAN) Phase 3	MWE	163.161	07/01/2020	6/30/2026	Under Implementation	Central Uganda
17.	Investing in Forests and Protected Areas for Climate-Smart Development	MWE /NFA /UWA	673.4	07/01/2020	6/30/2026	Under Implementation	Albertine Rift and West Nile region

18.	Support To Rural Water Supply and Sanitation Project	MWE	1910.00	07/01/2020	6/30/2027	Under Implementation	Across the country
19.	Institutional Development of Ministry of Water and Environment	MWE	66.7	07/01/2025	6/30/2030	Under Implementation	MWE HQ
20.	Strengthening Water Utilities Regulation Project	MWE	36.155	07/01/2020	6/30/2026	Under Implementation	Wakiso, Mbarara, Mbale, Lira, Kyenjojo and Moroto districts
21.	Irrigation For Climate Resilience Project Profile	MWE	USD 190.1M	07/01/2020	6/30/2027	Under Implementation	Western, Northern, Eastern and Central Regions
22.	Water Management Zones Project Phase 2	MWE	304.7	07/01/2020	6/30/2026	Under Implementation	Country wide
23.	Development of Solar Powered Irrigation and Water Supply Systems	MWE	EURO 95.843	07/01/2020	6/30/2026	Under Implementation	Country wide
24.	Natural Wetlands Restoration Project	MWE	14.45	07/01/2020	6/30/2027	Under Implementation	Across uganda
25.	Strengthening Drought Resilience for Smaller household farmers and the Pastoralists in the IGAD region	MWE	9.09	01/07/2023	6/30/2027	Under Implementation	Karamoja sub region
26.	Potable Water Project	MWE	78.7	01/07/2021	6/30/2026	Under Implementation	Country wide
27.	Water and Sanitation Development Facility Karamoja	MWE	152.619	01/07/2021	30/06/2027	Under Implementation	Karamoja
28.	Feacal Sludge Management Enhancement Project (FSMEP)	MWE	13.5	01/07/2023	30/06/2028	Under Implementation	Kigumba, Wobulenzi, Kiira, Kanungu, Kyazanga, Kapchorwa, Patongo, Adjumani, Namutumba and Moyo Kayunga, Kiboga, Kagadi and Kalangala
29.	Water for Production Regional Centre-West Phase II	MWE	99.95	07/01/2024	6/30/2029	Under Implementation	Ankole, Kigezi and Toro Sub-regions
30.	Water for Production Regional Centre - North Phase II	MWE	95.00	07/01/2024	6/30/2029	Under Implementation	Lango, Acholi and West Nile Sub-regions
31.	Water for Production Regional Centre - East Phase II	MWE	95.00	07/01/2024	6/30/2029	Under implementation	Bukedi, Teso, Busoga, Bugisu and Sebei Sub-regions
32.	Water for Production Regional Centre - Karamoja	MWE	92.00	07/01/2024	6/30/2029	Under Implementation	Karamoja Sub-region
33.	Water for Production Regional Centre - Central	MWE	94.808	07/01/2024	6/30/2029	Under Implementation	Central Region and Bunyoro Sub-region
34.	Enhancing Resilience of Communities and Fragile Ecosystems to Climate Change Risk in Katonga and Mpologoma catchments	MWE	36.6	01/07/2024	30/06/2028	Under Implementation	Busoga, bukeddi, Central and Bugisu
35.	Multinational Lakes Edward and Albert Integrated Water Resources Management Project (LEAF III)	MWE	293.1	01/07/2024	30/06/2029	Under Implementation	Rwenzori, Tooro and Bunyoro
36.	Kalagala and Itanda Falls Conservation and Protection Project (KIFP)	MWE	180.081	01/07/2024	30/06/2028	Under Implementation	Kayunga, Buikwe, Jinja and Kamuli
37.	Strategic Towns Water Supply and Sanitation Project – Phase Two (STWSSP II)	MWE	747.253	01/07/2024	30/06/2029	Under Implementation	Nakasongola, Bugadde-Mayuge-Idudi-Bugiri cluster, Kamuli-Kasambira cluster, Alebtong cluster
38.	Water Supply and Sanitation for Institutions Project	MWE	766.5	01/07/2024	30/06/2027	Under Implementation	Countrywide
39.	Farm Income Enhancement and Forest Conservation Programme- Project III	MWE	USD 121.25M	04/07/2022	30/06/2028	Under Implementation	Western, Northern, Eastern and Central Regions and Karamoja Sub-region

40.	1860-Transboundary Water Resources Management Project	MWE	241.2	01/07/2025	30/06/2030	Under Implementation	Bukeddi, Busoga, Rwenzori, Central, West Nile, and Bunyoro
41.	Integrated Water Management & Development Project (IWMDP) – NWSC Component	NWS C	434.750	01-Jul-19	30 th June 2026	Under implementation	Northern and Eastern
42.	1859: Climate-smart Water and Sanitation Investment Project (CWIP)	MoWE	818.16	2025/26	2030/31	Implementation	Countrywide
43.	Integrated Flood and Drought Management Program	MWE	187	01/07/2026	30/06/2031	Feasibility	Countrywide
44.	Water Resources Institute Infrastructure Development Project	MWE	94.0	01/07/2026	30/06/2031	Feasibility	Central
45.	Wakiso West Water and Sanitation project	NWS C	635.763	FY 2025/26	FY 2029/2030	Proposal	Kampala Metropolitan service
46.	Inner Murchison Bay Project – phase 2	MWE	139.0	01/07/2026	30/06/2031	Prefeasibility	Central
47.	Development of Solar Powered Water Supply and Irrigation Systems Phase II	MWE	EURO 118.5 M	FY 2025/26	FY 2029/30	Pipeline Prefeasibility stage /	Western, Northern, Eastern and Central Regions and Karamoja Sub-region
48.	Enhancing Resilience of Communities to Climate Change – phase 2	MWE	39.9	01/07/2026	30/06/2031	Prefeasibility	Sebei, Bugisu, Teso, Karamoja, Kigezi, Ankole, Lango, Acholi, and Karamoja
49.	Water and Sanitation Development Facility - East-Phase III	MWE	216	2026/27	2031/32	Pre-feasibility	Eastern Uganda
50.	Water and Sanitation Development Facility - Central-Phase III	MWE	181.8	2026/27	2031/32	Pre-feasibility	Central Uganda
51.	Water and Sanitation Development Facility - North-Phase III	MWE	283.2	2026/27	2031/32	Pre-feasibility	Northern Uganda
52.	100% Service Coverage Acceleration Project-umbrellas (SCAP 100 - umbrellas) Phase II	MWE	371	2026/27	2031/32	Pre-feasibility	Countrywide
53.	Lopei Multi-Purpose Dam and Irrigation Development Project	MWE	EURO 105 M	FY 2026/27	FY 2030/31	Profile Stage	Karamoja Sub-region
54.	Fort Portal-Hoima-Lira Water and Sanitation Project (FHL-WATSAN PROJECT)	NWS C	654.952	FY 2025/26	FY 2029/2030	profile	Northern and Western (Fort portal Hoima and Lira)
55.							
56.	Water and Sanitation Development Facility – Mid Western (WSDF-MW)	MWE	861.8	2026/27	2031/32	Profile	Central and Western Uganda
57.	Service coverage Acceleration project phase II	NWS C	510.0	FY 2025/26	FY 2029/2030	Profile	All Area under NWSC jurisdiction
58.	Multi-purpose Water Infrastructure and Storage Project	MWE	598.345	FY 2026/27	FY 2030/31	Pipeline Concept stage /	Western, Northern, Eastern and Central Regions and Karamoja Sub-region
59.	Water Storage and Irrigation Development Project	MWE	205.788	FY 2025/26	FY 2029/30	Pipeline Concept stage /	Northern, Western, Eastern and Central Regions
60.	Albert Water Management Zone Project	MWE	64.9	01/07/2026	30/06/2031	Project Concept	Rwenzori, Kigezi, Ankole, Tooro, Bunyoro, Buganda
61.	Upper Nile Water Management Zone Project	MWE	43.0	01/07/2026	30/06/2031	Project Concept	Lango, Acholi, Teso, Bunyoro and West Nile
62.	Kyoga Water Management Zone Project	MWE	35.0	01/07/2026	30/06/2031	Project Concept	Sebei, Busoga, Teso, Karamoja, Buganda, Bukeddi, and Bugisu
63.	Victoria Water Management Zone Project	MWE	68.3	01/07/2026	30/06/2031	Project Concept	Buganda, Ankole, Busoga, and Kigezi
64.	Management of Natural Water bodies and Reservoirs for enhanced water security	MWE	125.3	01/07/2026	30/06/2031	Project Concept	All over the Country

65.	Climate Resilient Water Supply & Sanitation Infrastructure in Teso	MWE	670.4	FY2024/25	FY2028/29	Project idea	Teso
66.	Water Supply and Sanitation Program (WSSP) Phase III	MWE	351.5	FY2024/25	FY2028/29	Project idea	North, East, Central and West
67.	Water Supply and Productivity Enhancement	MWE	557.05	FY2026/27	FY2029/30	Project idea	Central, West, North and East
68.	WASH Infrastructure Development in Lagging Communities - Islands and Fish Landing Sites	MWE	141	FY2025/26	FY2029/30	Project idea	Central
69.	Improving Water, Sanitation, Hygiene and Health in Cholera Hotspot Districts in West Nile	MWE	159.1	FY25/26	FY29/30	Project idea	West Nile
70.	Water Supply and Sanitation for Tourism Enhancement Project	MWE	375	FY25/26	FY29/30	Project idea	North, East and Western
71.	Kabaale Industrial Water Infrastructure Project (KIWIP)	MWE	715.2	2026/27	2031/32	Concept	Albertine Region
72.	Bamboo Planting and Processing Development Project	MWE	16.5	2026/27	2030/31	Under Implementation	Nakasongola, Kampala, Kaliro districts
73.	Sustainable Natural Resources Management and Enhanced Refugee-host Coexistence Project in West Nile Sub-region	MWE	18.3	2026/27	2030/31	Under Implementation	Packwach, Moyo, Yumbe, Arua, Terego
74.	Partnerships for Forests Development Project	MWE	200.4	2027/28	2031/32	Under Implementation	Busoga, Busigu and Teso sub-regions
75.	Enhancing the resilience of ecosystems and livelihoods through sustainable forests and land use management in Northern Uganda and Kidepo landscapes	MWE	178.4	2027/28	2031/32	Pipeline	Arua, Amuru Koboko, Lamwo, Maracha, Moyo, Nwoya, Pader, Abim, Karenga, Kitguma, Kotido
76.	Securing and reinvesting REDD+ Result Based Payments to advance Uganda's Nationally Determined contributions and sustainable forest management	MWE	118.4	2027/28	2031/32	Pipeline	Kyotera, Sembabule, Gomba, Buikwe, Wakiso, Mukono, Luwero, Kayunga, Kalungu, Masaka, Rakai, Namayingo, Buyende, Jinja, Nakasongola, Kiryandongo, Lwengo
77.	Promoting Sustainable Climate Smart Cities in Uganda through Green Urban Planning	MWE	36.75	2027/28	2031/2032	Pipeline	10 cities (Gulu, Lira, Fort Portal, Masaka, Jinja, Mbale, Soroti, Mbarara, Hoima and Arua)
78.	Sustainable Development and Management of Afzelia Africana in Uganda	MWE	1.88	2027/28	2029/2030	Pipeline	Northern Uganda
78.	National Wetlands Restoration	MWE	64	2027/28	2031/32	Pipeline	Along 12 wetland systems in the East, West, North and central region
79.	Integrated Urban Wetland Management and Development Project	MWE	277.24	2027/28	2031/32	Pipeline	Central, East, North and West
80.	Integrated Land scape Management approach for climate resilient water security and livelihoods in the Uganda cattle corridor	MWE	USD 77.644M	2027/28	2031/32	Pipeline	20 districts in Central, West, East, North
81.	Turning The Tide On Deforestation-Building Partnerships To Combat Intensifying Impacts Of Climate Change, Forest Fires And Zoonotic Diseases	MWE /UNF F	USD 200,000	2023/24	2025/26	Under Implementation	Nationwide

82	UN-REDD Technical Assistance: Strengthening Uganda's Capacity to engage in Results Based Payments under the ART TREES Standard	MWE /UNR EDD Programme	USD 570,000	2024/25	2025/26	Under Implementation	Nationwide
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