

# Lake Albert Eastern Catchment Management Initiatives, Uganda

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## **FINAL EVALUATION REPORT**

October 2009

Prepared by

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Commissioned by

**WWF-UGANDA COUNTRY OFFICE and WWF-Norway**

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## Abbreviations and Acronyms

CITES	Convention on the Illegal Trade of Endangered Species
DRC	Democratic Republic of Congo
DWD	Directorate of Water Development
DWRM	Directorate of Water Resources Management
EARPO	East African Regional Programme Office
ESARPO	East and Southern African Regional Programme Office
GEF	Global Environmental Facility
GoU	Government of Uganda
IGA	Income Generating Activities
IWRM	Integrated Water Resource Management
KPI	Key Performance Indicators
KTCWP	Kaso- Tonya Community Wildlife Preserve
KWR	Kabwoya Wildlife Reserve
LAECMI	Lake Albert Eastern Catchment Management Initiatives
LEAF	Lake Edward and Albert Fisheries
MTEF	Medium Term Expenditure Framework
MWE	Ministry of Water and Environment
NBI	The Nile Basin Initiative
NBSAP	The National Biodiversity Strategy and Action Plan
NEAP	National Environmental Action Plan
NELSAP	Nile Equatorial Lakes Subsidiary Action Programme
NEMA	National Environmental Management Authority
NGO	Non governmental Organisation
Norad	Norwegian Agency for Development
PMA	Plan for Modern Agriculture
PRSP	Poverty Reduction Strategy Paper

SAIP	Strategy Action and Investment Plan
SRCWRMP	WWF Semuliki River Catchment and Water Resources Management Project
SCMP	Sub Catchment Management Plan
TDP	Target Driven Programmes
UCO	Uganda Country Office
UNDP	United Nations Development Programme
UNCDD	United Nations Convention to Combat Desertification
UWA	Uganda Wildlife Authority
WEHAB	Water, Energy Health, Agriculture, Biodiversity
WRM	Water Resource Management
WSSD	World Summit on Sustainable Development
WWF	World Wide Fund for Nature

## Executive Summary

This Project Evaluation was commissioned by WWF Uganda and forms part of the requirements of the funding agency, Norad/Norwegian Ministry of Foreign Affairs, through WWF-Norway. The main purpose of the evaluation was to assess and review the relevance, effectiveness, efficiency, impact and sustainability of the project in order to conclude if the project has delivered its intended benefits and ultimately provided value for money. The review is also expected to provide guidance as to whether the project should continue making strategic recommendations as to the nature of any continuation. The Lake Albert Eastern Catchment Management Initiatives Project commenced in 2004 and is funded until Dec 31<sup>st</sup> 2009.

The evaluation was also planned serve to guide the design of similar projects in the future and generally contribute to organizational learning. It also forms part of WWF's desire for transparency. The evaluation was carried out in the field from October 8-15<sup>th</sup> 2009 using a two man external evaluation team with close support from WWF-Uganda Office in Kampala and the Project Team in Hoima .

In 2003 the Lake Albert Eastern Catchment Management Initiatives (LAECMI) project was designed and developed as an IWRM programme as part of WWF's action plan for the Albertine Rift Montane Ecoregion and contributing to three out of six of WWF's Target Driven Programmes TDP's – Freshwater, Forests and Species and simultaneously to contribute to biodiversity conservation in the WWF Biodiversity Conservation in the Albertine Rift Forests Project . The project selected three sub-catchments within the Lake Albert Eastern Catchment drained by the Rivers Waki, Nkusi and Wambabya draining westwards through the Districts of Hoima, Masindi, Kibaale and Bulissa before descending the rift escarpment and discharging into Lake Albert. These three rivers form a significant component of the Lake Albert Eastern catchment covering approximately 30% of the Ugandan component of the overall Lake Albert catchment area.

The communities of all four Districts and their governments at all levels are the principle stakeholders of this project. The intrinsic link between Integrated Water Resource Management and government development plans is perhaps the key message to be delivered by the project.

At the national level the Government of Uganda reform plans for Water Resource Management are being implemented by the Ministry of Water and Environment (MWE) through the Directorate of Water Resource Management (DWRM). Their recognition of this project as one of the national pilot sub-catchment projects is of high significance to them as a pilot for the national roll out of IWRM across Uganda by 2015.

Chapter 2 describes the **evaluation methodology** of the review which was based on examination of the project design and implementation framework based that was based on the WWF logical framework analysis approach . The Evaluation team reviewed project reports and evaluations since inception and used these documents as the basis for extensive interviews or correspondence with WWF project staff, past and present and the project stakeholders over a period on seven days in the field and several more post field review. Extensive field investigation of project activities were made with project staff and meeting with beneficiaries and stakeholders.

The draft of the report prepared by the reviewers has been extensively circulated within WWF project managers and their comments and inputs incorporated into this final report.

Chapters 3 and 4 set out in detail the **project background** and the original **goals ,purposes and outputs** which provided the starting point for the project team .

In Chapter 5 this final review extensively commented and analysed **project design** and the changes to its approach that arose through the recommendations of two internal reviews carried out during the inception phase in August 2005 and as a mid-term review in July 2007 . The processes for IWRM planning and implementation at sub-catchment level are complex and the review attempts to provide some clarity on the possible best practice routes to deliver this through the effective utilisation of time and human resources.

In particular it was recommended that the importance of mid-term evaluations is sufficiently great with respect to project management that a fully formalized review team with external membership is necessary in order to objectively capture and record the true status of the project at that time. Based on this review clear recommendation would be provided for uptake on improved future project performance and development.

**The effectiveness of the project** was examined in Chapter 6 and both project goals, revised project purposes and outputs are reviewed for the effectiveness of their delivery. In summary it was felt that at the time of the review the project had made modest progress towards each of the seven project outputs. Consequently the review judged the project to have made a similarly Modest achievement of its revised purpose.

**Project efficiency** was considered in chapter 7 to have been an area of significant concern both with respect to financial and management performance. Several areas of project management performance have been previously identified to be in need of improvement and difficulties have clearly been met with in addressing these. These include difficulties in securing staff with adequate capacity for IWRM project management at this level or putting in place adequate alternative mechanisms e.g. the inability to be able to appoint a freshwater coordinator for WWF-Uganda's freshwater programmes .

The review also highlights the need for effective linkage between financial and project management as a management tool . It is only in the past one year that activity based financial reporting has been implemented to some extent. Had this been in place throughout the project it is likely that an overall budget spend of considerably more than the recorded 69% would have been achieved for a project that had to pull back on certain activities due to lack of financial resources lost in earlier years.

The review has identified that in its role as a Pilot sub-catchment project for the Directorate for Water Resources Management (DWRM) there is great need for process and experience information capture to provide for DWRM's national IWRM roll out process. Provision of guidelines on sub-catchment management planning to DWRM needs to be a significant output from this project that could have been built into the project outputs at an early stage long with all other information capture actions required.

**Impacts** of the project at this stage are limited although Chapter 8 identifies the long term impacts that IWRM will bring to the sustainable development of sub-catchments within which they it is implemented and to the management capacity of the institutions that will effect this.

The review feels , in Chapter 9, that the sustainability of the project is in doubt without the establishment of the implementation structures that the sub-catchment management plans require for delivery. With the project endpoint being the delivery of two sub-catchment management plans there will be no opportunity for the establishment of the structures and processes for their delivery. Final recommendations include the need to consider how these next stages can be delivered in order to provide sustainability.

Replicability of the project is closely tied into the Pilot status of the project with the national IWRM roll out process. Accordingly this projects role in replicability is highly dependent on its contribution through the effective transfer of experience and lessons learned to DWRM through delivery of its SCMP guidelines as recommended in this review.

Nine **recommendations** were made by this review in Chapter 12 that it believes will help this project reach a point of sustainability and success.

**Recommendation 1:** Either through another phase of this project or another project further support of the pilot sub catchment project is required. This is to enable WWF to fulfil its role in facilitating the establishment of the implementation mechanisms for IWRM as identified in the Sub-catchment Management plans (SCMP). It is believed that project sustainability will be otherwise compromised. The similarity and geographical linkage with the newly established River Semuliki Project make a potential combination of these two projects potentially mutually beneficial . Many of the above components for further work in LAECMI are directly applicable to the River Semuliki project.

**Recommendation 2:** As a result of the project relationship with MWE and DWRM, WWF needs to clarify its future role in the overall IWRM strategy delivery by the Government of Uganda in addition to its conservation actions in the African Rift Lakes Priority Area and the Albertine Rift Montane Forest Ecoregion.

**Recommendation 3:** There is an important need to produce sub-catchment management guidelines, based on project experiences, as a final output that in particular details structural and institutional mechanisms and how they will be put in place at stakeholder and government level. Additionally the issues recommended on project information gathering, residence and dissemination should be focussed upon whether the project is to continue or not.

**Recommendation 4:** Notwithstanding the fact that the project may be coming to an end DWRM must be encouraged to participate in this and other pilots with more strength at the grassroots level. This includes areas of :

- a) Data collection and distribution to local government and WWF
- b) Institutional support in the development of Local Government structures and capacity for IWRM
- c) Resource supports for SCMP processes being facilitated by WWF
- d) Consideration of the development of joint funding proposals for IWRM development in Uganda

**Recommendation 5:** Catchment management capacity at project and government level needs to be continued to be increased. WWF-UCO should aim to provide increased IWRM capacity to its country and project staff and where appropriate expand this to partners.

**Recommendation 6:** Alternatives to exotic tree species planting at riparian forest sites should be explored. Also it is necessary to address the issue of providing alternative early financial/resource returns for stakeholders relinquishing riparian sites whilst slower economic returns e.g. economic trees , are maturing.

**Recommendation 7:** WWF project management capacity can be improved to lead to increased project efficiency. This can be achieved by:

- a) Ensuring capacity of project staff with respect to activity based financial budgeting and accounting as a project management tool .
- b) Effective utilisation of project monitoring and review mechanisms
- c) Continuing development of project staff in areas of best practice technical capacity through WWF and external training and mentoring opportunities both with respect to IWRM but also project management.
- d) Effective and adequate staffing at technical and administrative level.

**Recommendation 8:** As part of the exit strategy the following actions need to be taken without delay:

- Capture and dissemination of project knowledge (CD/website)
- Agreements by nominated agencies for continuation of activities as proposed in the Exit Strategy,
- Preparation of Waki Sub Catchment Management Plan

**Recommendation 9:** Ensure review and finalisation of the Project Exit Strategy.

**Conclusion:**

This remains a highly relevant project to WWF-Uganda that undoubtedly did not achieve the potential that was hoped for at its design stage. WWF-UCO should learn many IWRM and project management lessons from this project and should carefully consider before it stops the important work that it has started. Its rating as Modest by this review recognizes nevertheless that progress has been made and a project that is half complete rather than failed remains. Failure will come as a result of not addressing the recognized project capacity and management issues and result.

# 1 Introduction and purpose of the project evaluation

This Project Evaluation was commissioned by WWF Uganda in collaboration with WWF-Norway and forms part of the requirements of the funding agency, the Norwegian Aid for International Development (NORAD) and WWF-Norway. The main purpose of the evaluation was to assess and review the relevance, effectiveness, efficiency, impact and sustainability of the project in order to conclude if the project has delivered its intended benefits and ultimately provided value for money. The Lake Albert Eastern Catchment Management Initiatives (LAECMI) Project commenced in October 2004 and is funded until Dec 31<sup>st</sup> 2009.

The evaluation was also undertaken to produce important lessons that could guide WWF and partners in the design of similar projects in the future and generally contribute to organizational learning. It also forms part of WWF's desire for transparency. For details on the scope of the evaluation and evaluation criteria see the Terms of Reference for the Evaluation in Annex 1 .

The evaluation was carried out using an external evaluation team with coordination support from WWF-Uganda Country Office (WWF-UCO) in Kampala and the Project Team in Hoima. The evaluation team consisted of:

- Mr John Barker – Team Leader. UK based Independent water resource management and development consultant, . Programme Manager of WWF -UK funded Okwangwo Programme in Nigeria (1994-1998), WWF-UK African Conservation officer (1998-2001) and WWF-UK Freshwater Programme Leader 2001-2004.
- Dr Robert Ogwang, Managing Director Greenbelt Consult Limited, Uganda. Independent environment, agriculture and sustainable development consultant. Robert worked with NEMA from 1996 to 2005.

The field component aspect of the consultancy was carried out from October 8<sup>th</sup> to October 15<sup>th</sup> 2009 with a final presentation to the Directorate of Water Resource Management in Entebbe on October 16<sup>th</sup>. The evaluation itinerary is shown in Annex 2. The draft of this report was submitted to WWF- Uganda and WWF Norway on November 16<sup>th</sup> 2009.

## 2 Methodology

The standard practice for WWF project design is the development of a project proposal based on an initial logical framework approach. It is accepted that the log-frame for any programme may undergo modification particularly at project outset often based on budget changes and detailed examination by the implementing project team. The logical framework approach provides the hierarchy of project Goals , Purpose, Outputs and Activities that will enable the project management to effectively plan and execute a series of Activities that collectively will lead to the accomplishment of the Project Purpose contributing to the overall project Goal. Based on the log-frame it is normal practice to relate project outputs and activities to project budgets providing a powerful project management tool to support project delivery.

This evaluation has approached its task through the reference to the original project design and its logframe , how that logframe has evolved from the original proposal and how the outputs have been delivered during the life of the project. This has been achieved by reference to project standard reporting documents, the two interim evaluations , financial audits and WWF Technical Progress Reports.

Subsequently the evaluation has looked at whether the overall project has delivered on the original or modified project Goal and Purpose and the extent of the efficiency and effectiveness of which it has been delivered .

As a small team the evaluators focused on examination of actual project activities in the field . Thus after a day's briefing meetings in Kampala and Entebbe with the WWF- Uganda Country Director and with the Ministry of Water and Environment Directorate of Water Resources Management ( DWRM) the team moved to the Project Headquarters at Hoima for the remaining seven days field work. During this period the team applied the following evaluation methodologies:

- a) Stakeholders interview – meetings with a wide range of government , civil society and private sector project stakeholders to discuss project activities and impacts
- b) Examination of project activities in the field.
- c) Examination of project produced reports and data in the project office.
- d) Interviews with WWF LAECMP project staff and the WWF- GEF-UNDP Conservation of Biodiversity in the Albertine Rift Project .

At the conclusion of the field process the evaluation team presented a debrief presentation to invited stakeholders and additionally through a workshop process collected Lessons Learned and Recommendations by the stakeholders with respect to the project.

On returning to Kampala further interviews were carried out with WWF-Uganda staff, the senior project officer of WWF- Norway and with ESARPO staff supporting LAECMI. Another presentation on preliminary findings was made to the DWRM team at Munyoyni Speke Resort Hotel in Kampala .

The team generally worked together in the field with the LAECMI project manager accompanying whenever possible. Only one day did the evaluation team split with Dr Ogwang visiting field activities whilst the team leader focused on Project staff interviews and further research within the Project Office.

## 3 Project Background and Context

### 3.1 Summary of project Information

<b>Project Name</b>	Lake Albert Eastern Catchment Management Initiative
<b>Project Location</b>	Uganda ,East Africa
<b>Project reference numbers:</b> WWF WWF-Norad NORAD	UG2008 5010 UGA-04/193 (2004 - 2005), GLO-05/312-5 (2006 - 2008), GLO-08/449-4.
<b>Project budget</b>	2004 NOK870,926 2005 NOK1,911,893 2006 NOK1,680,000 (exchange rate USD6.8) 2007 NOK1,824,733 (exchange rate USD6.2) 2008 NOK1,550,290 (exchange rate-USD 5.7) 2009 NOK 1,400,000 ( exchange rate-USD. 6.9) <b>Total NOK9,237,892</b>
<b>Donor(s)/ funding sources</b>	NORAD/Ministry of Foreign Affairs through WWF-Norway
<b>implementing agency and partners</b>	WWF-Norway and WWF Eastern Africa Regional Programme Office(EARPO)/ WWF Uganda Projects Coordination Office, Directorate of Water Resources Management (DWRM) and the Local Governments of Hoima, Masindi, Kibaale and Buliisa
<b>Contact person</b>	David Duli +256772506204; email – dduli@wwfuganda.org and John Rusoke +256772474060; email – jrusoke@wwfuganda.org.

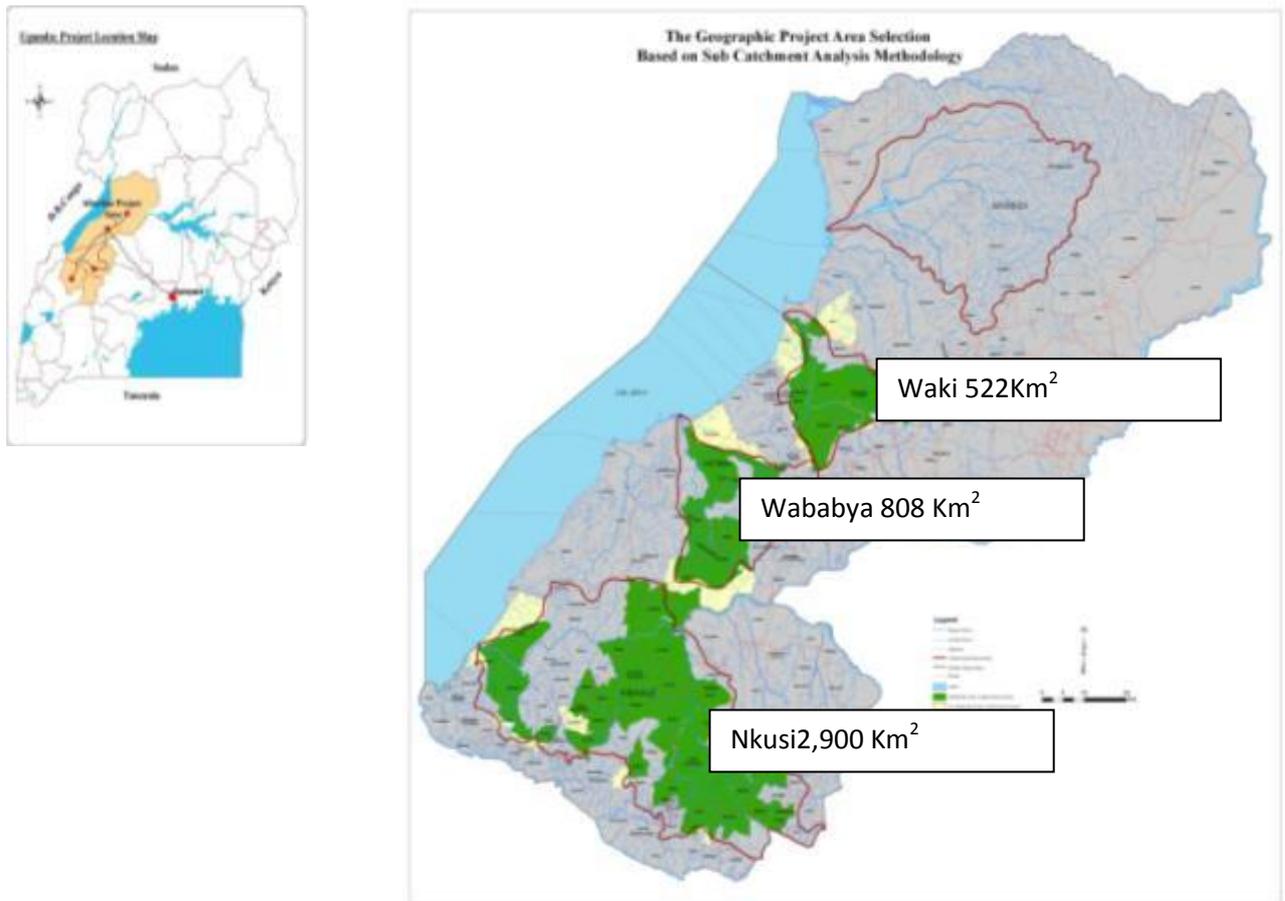
<b>Start Date:</b>	20004-12	<b>Expected End Date:</b>	2009-12
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<b>Network Initiative / Ecoregion Programme / Priority Place(s)</b>
Albertine Rift Eco-region/African Rift Lakes priority place

### 3.2 Project background

#### 3.2.1 Project Location.

The Lake Albert catchment area, is shared between Uganda and the Democratic Republic of Congo (DRC) and is located at the northern tip of the western Rift Valley. On the Ugandan side, it stretches from the slopes of the Rwenzori Mountains in the southwest, through the upland and escarpment of Lake Albert down to the Victoria Nile delta at the north-eastern end of the Lake, See Figure 1.



**Figure 1: Map of the Lake Albert Eastern Catchment Initiative project area**

The Lake Albert Eastern Catchment Management Initiative (LAECMI) was originally designed to operate in the Districts of Hoima, Kibaale and Masindi. As a result of the inception review of January 2006 it was recommended that the project adjust to a water catchment based approach and subsequently focused on three major sub catchments being that of Waki, Wambabya and Nkusi rivers in the eastern catchment (Uganda side of the catchment) which lie within the originally designated Districts of Hoima, Masindi and Kibaale. The sub catchments cover a spatial extent of 522Km<sup>2</sup>, 808 Km<sup>2</sup> and 2,900 Km<sup>2</sup> respectively providing a total project scope of 4,230 Km<sup>2</sup>. However the spatial extent of the entire Lake Albert catchment area, which is shared between Uganda and Democratic Republic of Congo is 18,037 Km<sup>2</sup>, 75% of which is on the Ugandan side. Thus from a Ugandan perspective the three sub-catchments cover approximately 30% of the total catchment.

### **3.2.2 Justification for the project**

In 2003 the Lake Albert Eastern Catchment Management Initiatives (LAECMI) project was designed as an IWRM programme part of WWF’s action plan for the Albertine Rift Montane Ecoregion and contributing to three out of six of WWF’s then Target Driven Programmes TDP’s – Freshwater, Forests and Species and simultaneously benefitting the Biodiversity Conservation in the Albertine Rift Forests Project which was designed contemporaneously.

At the time of proposal project justification was based on :

1. *Dependency of poor people on natural resources.* In the eastern part of the Lake Albert catchment local people are totally dependent on natural resources for their livelihoods. Impacts of the population at the catchment level resulting in the loss of goods and services due to catchment degradation and subsequent changes in river flow were shown to be negatively affecting both residents' livelihoods and biodiversity in the region.
2. *Contribution to multilateral government agreements,* including United Nations Convention on Biodiversity( UNCBD), United Nations Convention to combat desertification UNCCD, the United Nations Framework Convention on Climate Change (UNFCCC, the Ramsar Convention on Wetlands and the Convention on International trade in Endangered Species (CITES)
3. *Contribution to the implementation of national plans ,* including
  - Poverty Eradication Action Plan ( PEAP)
  - Plan for Modernisation of Agriculture (PMA)
  - National Environmental Action Plan (NEAP)
  - National Biodiversity Strategy and Action Plan (NBSAP)
  - Forest Policy
4. *Recommendations from the World Summit on Sustainable Development (WSSD)* where , in addition to existing Water, Energy, Health, Agriculture, Biodiversity (WEHAB) sustainable development issues, Water Resources Management (IWRM) was added to the global targets on water supply and sanitation.
5. *The Millennium Development Goals (MDGs)* . The project directly addresses MDG 7 which seeks to ensure environmental sustainability and specifically 3 out of 4 of its targets:
  - Target 7a which will Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
  - Target 7b: Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss
  - Target 7c: Reduce by half the proportion of people without sustainable access to safe drinking water and basic sanitation

In addition the long term benefits of the project will indirectly support progress towards most of the other MDG targets as well.
6. Contribution to the Norwegian Development Co-operation (NORAD) development framework as laid out in the MoU between the governments of Norway and Uganda
7. WWF's experience . WWF offers local, regional and global experience in participatory conservation projects linked to national development processes and catchment based approaches. . In East Africa WWF has successfully implemented similar projects in Tanzania ( Ruaha River Basin Management ) and Kenya ( Lake Nakuru, Lake Bogoria and the Mara River,Basin )
8. Contribution to WWF's global priorities. This project contributes to three of WWF's six Target Driven Programmes (TDP's a) freshwater, b) forests and c) species. In particular the project contributes to WWF's freshwater work.
9. Geographically the Lake Albert Eastern catchment is located within WWF's Albertine Rift ecoregion and African Rift lakes priority areas

In order to achieve WWF's overall conservation goals its current freshwater vision on **securing water for people and nature** in priority river basins identifies , three pillars of work where WWF can make a demonstrable difference:

1. **Promoting Water Stewardship to Reduce Water Footprint Impacts** on WWF's priority river basins while meeting the needs for business and agriculture development.
2. **Promoting Responsible Water Infrastructure and Securing Sustainable Flows**, to safeguard hydrological regimes that freshwater flora and fauna rely on, while meeting water demands for basic needs, social purposes and economic development.
3. **Protecting Representative Freshwater Habitats**, and where possible, to establish freshwater conservation networks in WWF's priority river basins, to secure freshwater dependant flora and fauna.

### 3.2.3 Beneficiaries

The Lake Albert Eastern Catchment Management Initiative, was designed as an integrated water resources management project, jointly implemented by WWF-EARPO (Now ESARPO) through the Uganda Projects Coordination Office (UCPO) (now the Uganda Country Office (UCO)), and the local governments of Kibaale, Hoima, and Masindi districts. Buliisa district was created out of these existing districts during the life of the project and so became included. Lake Albert Eastern catchment and the three sub catchments of Rivers Waki, Wambabya and Nkusi in particular, administratively, has 10 counties, 47 sub counties, 176 parishes, 5 town councils and more than 2141 villages.

The project was designed to work with relevant levels of **local government and their communities** to achieve integrated water resource management planning and implementation within the selected catchments leading to secured water of adequate quality and quantity to satisfy development needs whilst securing the needs of nature ( ecosystems and biodiversity). It is estimated that a population of some 1,232,422 lived in the four districts in 2002 of which the majority live within the three selected sub-catchments.

The Water Sector Reform Study of 2005 (COWI 2009) for the first time laid out a clear strategy for the national adoption of IWRM in Uganda. **The Ministry of Water and Environment** re-organised and established the **Directorate of Water Resources Management (DWRM)** in 2007. The project engagement with DWRM and subsequent partnership agreements has led to the designation of LAECMI as one of three Pilot sub-catchment projects that will inform the national roll out of IWRM. DWRM has specified the need to carry out pilot sub-catchment management planning as part of the overall water reform process and will closely be involved with the processes of this project.

Implemented IWRM in these sub-catchments will also benefit a series of natural resources and biodiversity of both local, national and global importance whose responsibility is held by the Ministry of Water and Environment .

### 3.2.4 Project Support

The proposal based on the above justifications was submitted to WWF-Norway for support through the Norwegian Development Co-operation Government. (NORAD) Funding approval for commencement in October 2004 for a period of up to 5 years until December 2009 was made although the project commencement was actually only in December of 2004.

2004	NOK870,926 ( Inception Phase)
2005	NOK1,911,893 ( Inception Phase)
2006	NOK1,680,000 (exchange rate USD6.8) ( Implementation phase)
2007	NOK1,824,733 (exchange rate USD6.2) ( Implementation phase)
2008	NOK1,550,290 (exchange rate-USD 5.7) ( Implementation phase)
2009	NOK 1,400,000 ( exchange rate-USD. 6.9)
<b>Total</b>	<b>NOK9,237,892</b>

### 3.2.5 Links with other projects and programmes

The LAECMI project was originally designed at the same time as the WWF Biodiversity Conservation in the Albertine Rift Forests Project which was submitted for funding to UNDP-GEF. Due to funding delays this project has only commenced in May 2008 and effectively operating from Hoima only since 2009 where it shares neighbouring offices with LAECMI in the Hoima District Council offices. Thus the synergies of these two projects will probably have little opportunity to be developed. Notwithstanding the long terms impacts of LAECMI will clearly provide benefit to the execution of the Biodiversity project as improved water catchment management will lead to the protection and regeneration of riparian forests identified as critical to biodiversity conservation and as wildlife corridors within the catchment.

In November 2008 WWF-UCPO commenced a sister Integrated Water Resources Management project in the River Semuliki sub-catchment area. The River Semuliki is a large river catchment fed by tributary rivers flowing into and from Lakes George, Edward and from the Rwenzori Mountains before finally emptying into the southern end of Lake Albert where the river's inflow contributes up to 18% of the overall flow into the lake. The project was designed based on the LAECMI project.

The Nile Basin Initiative (NBI) through its subsidiary action programme, the Nile Equatorial Lakes Subsidiary Action Programme, NELSAP, commissioned the Lakes Edward and Albert Fisheries Project (LEAF) Project in 2006. This was a pilot project to design a full project to work in the catchments of Lakes Edward and Albert in Uganda and DRC. This project has components on catchment, fisheries, biodiversity and livelihoods managements.

### 3.2.6 Implementation structures

The project is being implemented by WWF-ESARPO through WWF-UCO in close collaboration with the District Councils of Masindi, Hoima, Kibaale and the new District of Bulisa with the Directorate of Water Resource in Kampala as an implementing partner.

The LAECMI project office has been provided by the Hoima District Council in their Council offices in Hoima town. The Biodiversity Conservation in the Albertine Rift Forests Project is also provided with offices in the same location. Until 2007, the Project team consisted of a Project Coordinator, a Project Extensionist, Project Accountant and a driver. At the time of the evaluation the LAECMI project staff consisted of:

1 x Project Manager ; Mr John Rusoke

1 x Project Administrative Assistant: Ms Lydia Nabossa

1 x Project Driver Mr Jorum Luswata

A vacant position of Project Extension Officer has remained unfilled since 2008.

The Project Manager reports directly to the WWF Country Director in Kampala whilst the Project Administrative assistant reports directly to the Project Manager with administrative and financial oversight from the Finance and Administrative Manager in Kampala. The Country Director reports to the Regional Representative of WWF Eastern and Southern Africa Regional Programme based in Nairobi. Until October 2009 WWF Uganda functioned as a Country Projects Coordination Office working as outpost of WWF EARPO after which time it was designated as a Country Office in July 2009.

In the project design, it was planned that WWF EARPO would provide technical support to the project through its Freshwater Coordinator and the Ecoregion Leader for the Albertine Rift Ecoregion. Other staff at EARPO including the Communications Manager and Policy Officer were also expected to provide support to the project.

Each of the four District Councils had provided a project desk officer for the duration of the project, usually the District Environment Officer who served as project contact persons at the District Council level.

### **3.3 Project context**

#### **3.3.1 Biodiversity importance of project area**

The exceptionally high biodiversity of the Albertine Rift has been a focus of WWF, leading to its identification as a Priority Area and component of the Albertine Rift Eco-region Conservation Programme. WWF's recent Biodiversity Conservation Programme of the Albertine Rift Forests will provide resources to the government of Uganda to develop and implement a national conservation strategy for the Albertine Rift Forests. The need to develop this strategy around established integrated water resource management strategies was a key identifier of the LAECMI project and its legacy to this process is of great significance.

The biodiversity importance of the area has been described variously (Plumptre A.J. et al 2007) several protected areas of representative high biodiversity habitat occur within the sub-catchments including the Budongo Forest Reserve and the Bugungu Wildlife Reserve. The eastern side of the Lake was formerly a wildlife corridor between the northern and southern areas but anthropologic activities have led to dramatically reduced and localized wildlife populations. The area contains a variety of riparian woodlands (including those of the Waki, Wambabya and Nkusi) running from the escarpment down to the Lake. These provide important biodiversity refuges and linkages along the whole eastern shore of the Lake and are considered as important in the conservation of biodiversity of the Albertine forests. Chimpanzees (*Pan troglodytes*) occur in several forest areas and along the escarpment. Several other primate species are considered as vermin as a result of their negative impacts on farming activities. These include Baboon (*Papio anubis*) and Vervet Monkey (*Cercopithecus pygerythrus*) and are subject to control outside of protected areas by government agents where necessary. Other closely related species including Red-Tailed Monkey (*Cercopithecus ascanius*), Black and White Colobus (*Colobus guereza*) are also implicated with crop damages to farms but are not classed as vermin.

The project has not identified specific biodiversity within its three selected sub-catchments or related its importance to that of the surrounding Albertine Rift areas. No specific study of the freshwater biodiversity of the three catchments was carried out by the project nor any reference to the impacts of the catchment rivers on the biodiversity of Lake Albert itself. Literature research shows that the Lake itself contains up to seven endemic fish species: *Lates macrophthalmus*, *Haplochromis loati*, *Thoracochromis albertianus*, *T. avium*, *T. bullatus*, *T. mahagiensis*, and *Neobola bredoi* (Lowe-McConnell 1987).

### 3.3.2 Social and economic context

The project identified three Local Government Districts within which the project would operate – Hoima, Kibaale and Masindi Districts which comprise the administrative areas covering the lake Albert eastern catchment area .. With the formation of a small district of Buliisa carved out from Masindi District in 2006 the number of districts was increased to four within which the project operated.

Based on the 2002 census and current predicted growth rates the populations of the districts can be estimated as follows:

Table 1: Population figures

District	2002 census	Annual growth rate %	2009 estimate
Hoima	343,618	2.8	435,537
Kibaale	405,882	3.0	508,000
Masindi	396,127	5.0	573,746
Buliisa	63,363	4	85,304
<b>Total</b>	<b>1,208,990</b>		<b>1,602,587</b>

Until now the population of these areas are predominantly dependent on agricultural and natural resource based economies. Vulnerabilities of these communities are thus primarily linked to crop success impacting factors such as disease, climate variability, and pest attacks by disease and vermin. However health indicators show higher than national than average values for child mortality rates, infant mortality rates, maternal mortality rates and lower access to primary health care.

Current GNI in Uganda is estimated at approximately between US\$ 400 -500 per capita. With more than 85% of Uganda’s population living in rural areas it is still estimated that more than 40% of rural dwellers live below both global and national poverty lines. The indicators for poverty decline nationwide show a an overall decline of 43% nationwide but only a rate of 18% for rural dwellers with clear indication that agro based and natural resource pressures being the major factor preventing their more rapid climb from poverty.

Significantly increasing populations are bringing added pressures on natural resources in the area, particularly with respect to water and forests. Forest clearance for farming and charcoal production is an increasing pressure resulting in soil erosion, and is significantly impacting on the catchment water retention potential, water quality and water quantities in the rivers. Whilst a national programme of timber tree planting of exotic species such as Pine and Eucalyptus has

been underway it appears not to be directly addressing the issue of energy provision in a country where 90% of the population are still reliant on firewood or charcoal as their primary cooking energy source. This situation will not change within the next 10+ years and it is alarming that no specific policy addressing the impacts of wood cutting for fuel seems to be being implemented.

Of huge economic relevance to the area has been the exploration for, and successful location of large quantities of oil in the lake Albert catchment area. With estimated potentials of 250,000 plus barrels of oil a day, a series of major environmental, social and economic impacts may be predicted for the area from now onwards. These impacts include:

- a) Site impacts of oil exploration and extraction. ( see Image 6)
- b) Impacts of transfer and distribution of oil Products
- c) Development of oil refining facilities in the Albert catchment.
- d) Increased population growth /immigration as a result of oil development ( already visible in Hoima town already identified as the likely local centre for the developing industry)
- e) e) Effects of rapid development within the area as a result of service support facilities for the oil industry . This will include services being provided to supply the increasing population including transport, accommodation, trading etc . Other essential services such as water supply waste treatment etc may be slow to develop or be developed without adherence necessary planning considerations and regulations.

With the negative impacts of oil development on social, environmental and even economic indicators in those areas of local oil production witnessed in other regions of Africa it is imperative that all aspects of natural resource management are carefully managed throughout the oil industry development in the Lake Albert catchment .

### 3.3.3 Major stakeholders and their roles, interests and concerns.

- The communities of all four Districts and their governments at all levels are the principle stakeholders of this project. The intrinsic link between Integrated Water Resource Management and government development plans is perhaps the key message to be delivered by the project.
- At the national level the Government Of Uganda reform plans for Water Resource Management are being implemented by the Ministry of Water and Environment (MWE) through the **Directorate of Water Resource Management (DWRM)**. Their recognition of this project as one of the national pilot sub-catchment projects is of high significance to them as a pilot for the national roll out of IWRM across Uganda by 2015.
- A series of **private sector stakeholders** recognize the significance and benefits of effective IWRM to their activities:
  - Potential hydropower energy producers e.g. Hydromax power project at the Buresuka Falls of the Wambabya River where it descends from the escarpment down to Lake Albert . This project due to be commissioned in 2010 will produce a maximum of 10MW of electricity entirely dependent on the flow of the Wambabya River. ( see Image 10)

- Oil; Development Companies. Currently five companies are exploring and developing oil concessions in the area e.g. Tullow, Neptune.
- Agro-based companies e.g. Kinyara Sugar Works Limited Company , British American Tobacco ( also noted as having a catchment water conservation programme but not yet linked to LAECMI .), The mushrooming semi informal molasses distillation factories on the river banks

#### **3.3.4 Other related conservation initiatives in the project area**

- a) WWF Biodiversity Conservation of the Albertine Forests. Funded by Global Environmental Fund (GEF). Commenced 2008 running until 2013
- b) WWF Oil and Gas projects and Civil Society Capacity building programme. Commenced in 2008 running to 2011.

As a priority Ecoregion for WWF, WWF Uganda has developed the Oil and Gas Programme to contribute towards continued conservation of the unique biodiversity within the Albertine Rift during the commercial exploration, appraisal and development of the oil and gas resources in Uganda. Three projects are running under this programme:

- Integration of environmental concerns and civil society engagement in petroleum related development, funded by NORAD through WWF Norway
  - Preparatory phase for the development of Strategic Environmental Assessment (SEA) of the Albertine Graben, funded by USAID through WCS- Uganda.
  - Strengthening Environmental Civil Society in Uganda EMIS, funded by NORAD through EMIS (Environmental Movements in the South).
- c) WWF – Semuliki River Catchment and Water Resource Management Project (SRCWRMP). This is a newly commenced IWRM project initially based on the LAECMI design developing IWRM planning and implementation in a minimum of three sub-catchments of the Semuliki River which flows into the southern end of Lake Albert. This project is funded by NORAD and WWF –Norway for the period 2008 – 2013.
  - d) The Wildlife Conservation Society (WCS) sub award to WWF initial phase for 9 months in 2009 and implementation phase anticipated to run till 2012 focusing on creating awareness materials for the Strategic Environmental Assessment for Oil and gas development in the Albertine Rift.

#### **3.3.5 Policy and legal context**

The project was conceived and funded at a time when water resource management in Uganda was guided by the National Water Policy of 1999, which provided a framework for the management and development of the country's water resources for both short term and long term strategies for the development of management capacity for the sector. In addition to the National Water Policy, the bedrock of the Water and Environment policy framework is provided by the National Environment Management Policy, 1994; the National Wetlands Policy, 1996; the National Forestry Policy, 2000; the National Fisheries Policy, 2000; the Wild- life Policy, 1996; the National Health Policy, 1999; the National Gender Policy, 1997; the Renewable Energy Policy for Uganda, 2007; the draft National Land Use Policy, 2004; and the Decentralisation Policy, 1991.

Collectively, they espouse the principles of Integrated Water Resources Management; their gender implications; as well as promoting environmental sustainability.

The tone for the legal environment is set by the Constitution of the Republic of Uganda, 1995, which charges the Government of Uganda (GoU) with the responsibility of holding in trust, for the people of Uganda, the country's natural resources. Derivative legislation includes the Water Act, 1995; the National Environment Act, 1995; 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; and the Local Government Act, 1997.

Pertinent regulations include: the Water Resources Regulations (1998); the Water Supply Regulations (1998); the Water (Waste discharge) Regulations (1998); the Sewerage Regulations (1999); the Waste Management Regulations (1999); 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); National Environment (Wetlands, River Banks, and Lake Shores Management Regulations , (2000)

At the regional level, the Government of Uganda is party to the Protocol for Sustainable Development of Lake Victoria, 2003; the Draft Agreement on the Nile River Basin Cooperative Framework, 2007; 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 (Lusaka Agreement) 1994; as well as various international conventions.

However very significantly for the LAECMI project, as part of an ongoing water sector reform process, 2005 saw the publication of the Water Sector Reform Studies. These studies analysed the four major water subsectors : Rural Water Supply and Sanitation; Urban Water Supply and Sanitation; Water for Production; and Water Resources Management. A key output of the study was a Strategic Action and Investment Plan (SAIP) towards 2015, aimed at transforming the Water Resources Management sub- sector into a viable entity capable of meeting the existing challenges at national and regional level.

The strategy aims to direct the management of water at local level from a national perspective with the immediate objective being *“to facilitate the involvement of Local Governments at all levels, NGOs and the private sector in the execution of WRM functions within the decentralisation context in Uganda”*. District Local Governments' involvement in WRM will enhance the integration of WRM issues with related sector planning responsibilities and plans for water supply and other natural resources interventions that have already been decentralised.

The key recommendations of the study were:

- Strengthen multi-sectoral coordination:
- Enhance management of Transboundary Water Resources:
- Develop a strategy to promote active stakeholder participation in WRM at all levels:

It is fair to say that this Strategy significantly altered the national significance of the LAECMI project which now assumed a high relevance in the implementation of the national Strategic and Investment Plan (SAIP) . This change in context will be discussed in detail in section 4.

## 4 Project goal, purpose and expected outputs

### 4.1 Project Logical Framework.

The project proposal presented a logical framework that was adopted for project implementation until certain changes were made as a result of the recommendations of the Internal Review carried out in 2005 (WWF 2006)

The project logical framework as originally given in the project proposal with highlighted changes as a result of the Internal Review of 2005 is shown in Annex 6

#### 4.1.1 Project Goal and Purpose

The original project goal as described in the Project proposal was given as :

***Original Project Goal: Develop catchment management in the Eastern Catchment that conserves water, biodiversity and other natural resources such that ecosystem functions are secured and basic human needs met.***

Whilst the project purpose was given as:

***Original Project Purpose: Facilitates participatory and sustainable integrated natural resources management initiatives for the conservation and sustainable use of freshwater resources, biodiversity and associated natural resources in the eastern part of the Lake Albert catchment for the benefit of local people***

The Project purpose within the original proposal was considered by this review team as very close to its Goal statement being very general and non-specific its statement. It is to be noted that at this proposal stage the project had not had the benefit of the new national direction on IWRM emerging from the Water Sector Reform study of 2005. Nor had any partnership with the Ministry of Water and Environment (MWE)/Directorate of Water Resource Management (DWRM) been developed .

It was during the inception review that suggested changes to the project goal, purpose and outputs were made ( see section 5.2)

#### 4.1.2 Project Outputs

The original project as designed to deliver the project Purpose proposed seven outputs as shown below ( with shorthand output titles in brackets) :

**Output 1:** District and other authorities and organizations facilitated to collect information on catchment conditions and for future management, with particular emphasis on physical and environmental conditions. (DATA COLLECTION)

**Output 2:** Increase awareness of catchment natural resource issues including status, trends, degradation and possible opportunities, policy and legal framework (AWARENESS AND SENSITISATION)

**Output 3:** Stakeholder dialogue facilitated so that problem identification and ranking as well as opportunities and solutions identification are carried out at sub catchment, districts, sub-county and parishes. (STAKEHOLDER DIALOGUE)

**Output 4:** Capacity building needs identified and priority capacity building carried out with emphasis to Integrated Water Resource Management. (CAPACITY BUILDING)

**Output 5:** Implementation of identified action needs in the catchment in terms of natural resources management in output 3 above. (IMPLEMENTATION)

**Output 6:** Support and improve management of Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife area. (SUPPORT TO UWA)

**Output 7:** Water resources management framework at community/ District levels in Hoima, Kibaale and Masindi districts improved. (CATCHMENT MANAGEMENT PLANS)

## 5 Relevance and Quality of Project Design

### 5.1 Relevance of project goal and purpose

As discussed, it is considered that the original proposal design was a highly relevant and complementary project to WWF's strategy for conservation delivery in the Albertine Rift ecoregion and three out of six of WWF's global conservation targets. The Project Goal and Purpose reflect these priorities although it may be argued they appear very similar to each other. The Goal is almost more specific than the purpose inasmuch that it identifies catchment management as the focus of the project whereas the purpose addresses broad natural resource management within the catchment.

This relevance, to national development processes, expanded significantly in the first year of the project as a result of the national position adopted on IWRM, based on the Water Sector Reform Study of 2005. LAECMI's partnership with DWRM resulted in the designation of LAECMI as a national pilot project for sub-catchment level IWRM. This designation heightened the relevance of the project to the issue of national IWRM development which originally had not been identified by the project due to the lack of a national process prior to the Water Sector Reform Study of 2005. The results and experiences drawn from the pilot sub-catchment programmes will be formative to the roll out of IWRM by central government throughout the entire nation.

### 5.2 Changes to or deviations from the original Logical Framework.

The recommendations of the Internal Review Report (WWF 2006) carried out in August/September 2005 clearly identified this expanded role of the project as a national pilot sub-catchment management project and appropriately recommended changes to the Project Purpose specifically identifying the change in approach from government administrative area focus to that of river catchment areas

Based on this, the review recommended a minor semantic change to the Goal the word "develop" to indicate a final state rather than a process.

***New Project Goal: Catchment management of Lake Albert's Eastern Catchment conserves water, biodiversity and other natural resources such that ecosystem functions are secured and basic human needs met.***

However the review recommended a major change to the project purpose based on the projects new role as a DWRM sub-catchment pilot project as follows:

***New Project Purpose: Mechanisms for integrated water resources management established for at least three rivers draining into the eastern side of Lake Albert by the end of 2008***

The interpretation of the word mechanisms is not entirely clear and could possibly be interpreted in two different ways :

EITHER :

- a) Establishment of the sub-catchment management plans (SCMP) prior to their implementation. This would include the development of sub-catchment management plans defining necessary actions and institutions required along with relevant capacity

building for their sustainable establishment. See Route 1 in Figure 5.1 involving Outputs 1,,3 ,4 and 7

OR :

- b) Establishment as in (a) and implementation of sub-catchment management plans. This involves a hugely additional process both in terms of time and resources. The principle mechanisms of implementation would be through co-ordination of SCMP's through local government development plans with necessary inputs from central government. WWF's role would be as a facilitator of implementation not as an implementation agency itself with possible exceptions of identified highly specific biodiversity related actions. See Route 2 in Figure 5.1 involving Outputs 1,2,3,4,5 and 7.

It would appear that these different interpretations have not been fully evaluated by the project to date.

The new purpose of the project became exceptionally close to output 7 of the original log-frame wherein indicators for both Purpose and output are almost identical

### 5.2.1 Implications of change to the Project Purpose

The 2005 Inception Review proposed a significant change in project purpose recommended as a result of the new focus and specificity of development of IWRM at sub-catchment level . Based on this change the need to review the log frame in detail was clearly pointed out by the review. **Significantly, following this recommendation no formal review of the log frame appears to have been carried out that to considers the original outputs capacity to deliver on the new purpose.**

Rather, subsequent reporting shows maintenance of the seven outputs (with minor focus alterations) and limited changes in activities accommodating other more general review comments as follows:

#### Output 4:

- Activity 4.1: Build capacity at district council level to engage Central Government to increase support to centrally managed natural resources like central forest reserves, wildlife reserves and wetlands. This activity was removed after Year 1 being considered outside the scope of IWRM.
- Activity 4.5 Train forest and wildlife rangers' to increase capacity to do resource monitoring of forest species and wildlife resources. This activity was removed after Year 1 after discussion with Ugandan Wildlife Authority (UWA)

#### Output 5:

In defining activities for this output the 2005 Inception Review suggested this as prescriptive and pre-emptive of output 3. Therefore Output 5 activities should only be defined after the actions of output 3 had been defined.

#### Output 6:

- Activity 6.2: Carry out wildlife surveys in and around Kabwoya Wildlife Reserve (KWR) and Kaiso-Tonya Community Wildlife Area (KTCWA). As this had already been carried out by Uganda Wildlife Authority (UWA) this activity was removed.

- Activity 6.3: Facilitate the development of the management plan for KWR and KTCWA. As this had already been carried out by UWA this activity was removed
- Activity 6.4: Facilitate the establishment and operation of CPI. Considered as covered in Activity 4.2
- Activity 6.5: Facilitate the development of alternative income generation activities. Considered as provided for in Activity 5.2.

From the above it is clear that the opportunity to carry out the required review of the outputs and the planning and timing of their delivery, in order to address a significantly changed purpose was missed. The project continued implementing the original seven outputs throughout the rest of the project more in line with the original purpose than adapting to effectively deliver on the new project purpose.

### 5.2.2 Relevance of project outputs and activities with regards to the purpose.

Figure 2 shows a schematic linkage and process of the seven outputs specified in the Logical Framework that should lead to the achievement of the Purpose dependant on the interpretation of the project purpose as including SCMP implementation or not (Either Route 1 or Route 2). It may be seen that delivery of the SCMP's (Output 7) is effected through Output 1 (Data Collection) and Output 3 (Problem identification and stakeholder dialogue). Additionally necessary capacity building is required at the various levels of local government (Output 4) to enable effective execution of the Output 3 Stakeholder processes. The level of community level awareness and sensitization (Output 2) and implementation (Output 5) and support to UWA (Output 6) in order to develop the SCMP's is minimal or non-existent.

In the case of the execution of the LAECMI project a more generalized approach was taken with the delivery of the actual SCMP's as the final output of the project. This is indicated in Figure 3. Where Output 2 (awareness and sensitization) and Output 5 (Implementation) were partly executed before the delivery of the SCMP's (Output 7). With the Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife Area lying outside the three selected sub-catchments it is questionable that Output 6 should have been included at all within the outputs to achieve the new purpose at all.

It may be noted that Outputs 1 (data collection), 3 (Problem identification and stakeholder dialogue) and 7 (SCMP's) are relatively discrete deliverables comprising of definable activities with clear outputs. However Outputs 2 (Awareness and sensitization), 4 (capacity Building) and 5 (Implementation) are much more open ended and less tangible.

Finally whilst the project purpose requires the establishment of the mechanisms for IWRM for at least three rivers there is no described activity that would describe the mechanism's leading to the development and implementation of the SCMPs. With the programme clearly identified as a Pilot for DWRM's IWRM process there is a very clear need to clearly provide documentation in the form of Guidelines as to how the process was carried out in the sub-catchments. Considerable effort appears to have gone into the consideration of structures for IWRM delivery by LAECMI which would not be captured in the SCMPs. It would seem clear that activities to provide for this information capture should have been added to the logical framework Output 7 at the time of the revision of the project purpose.

Figure 2: Outputs linkage to Project Purpose of SCMP delivery.

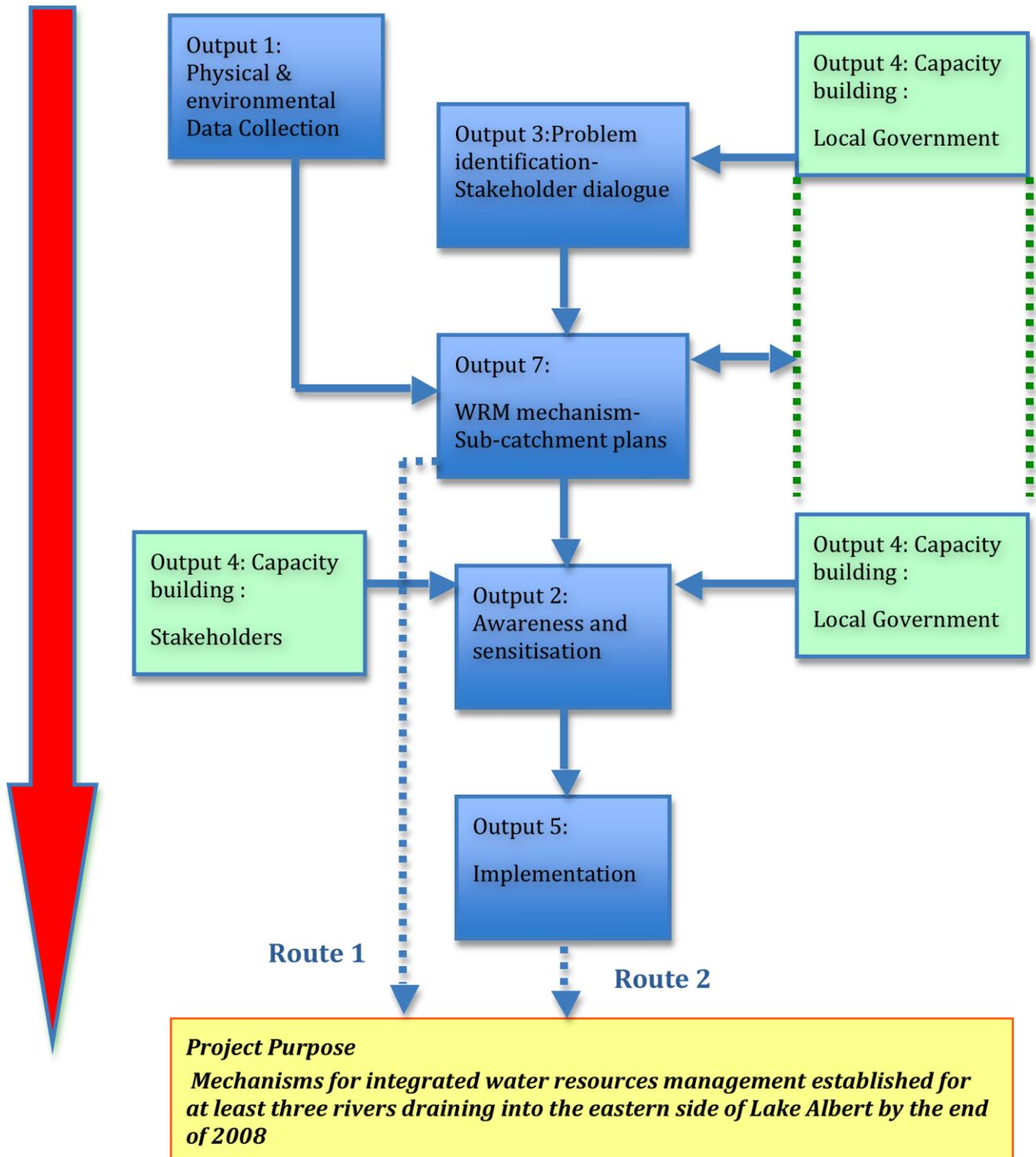
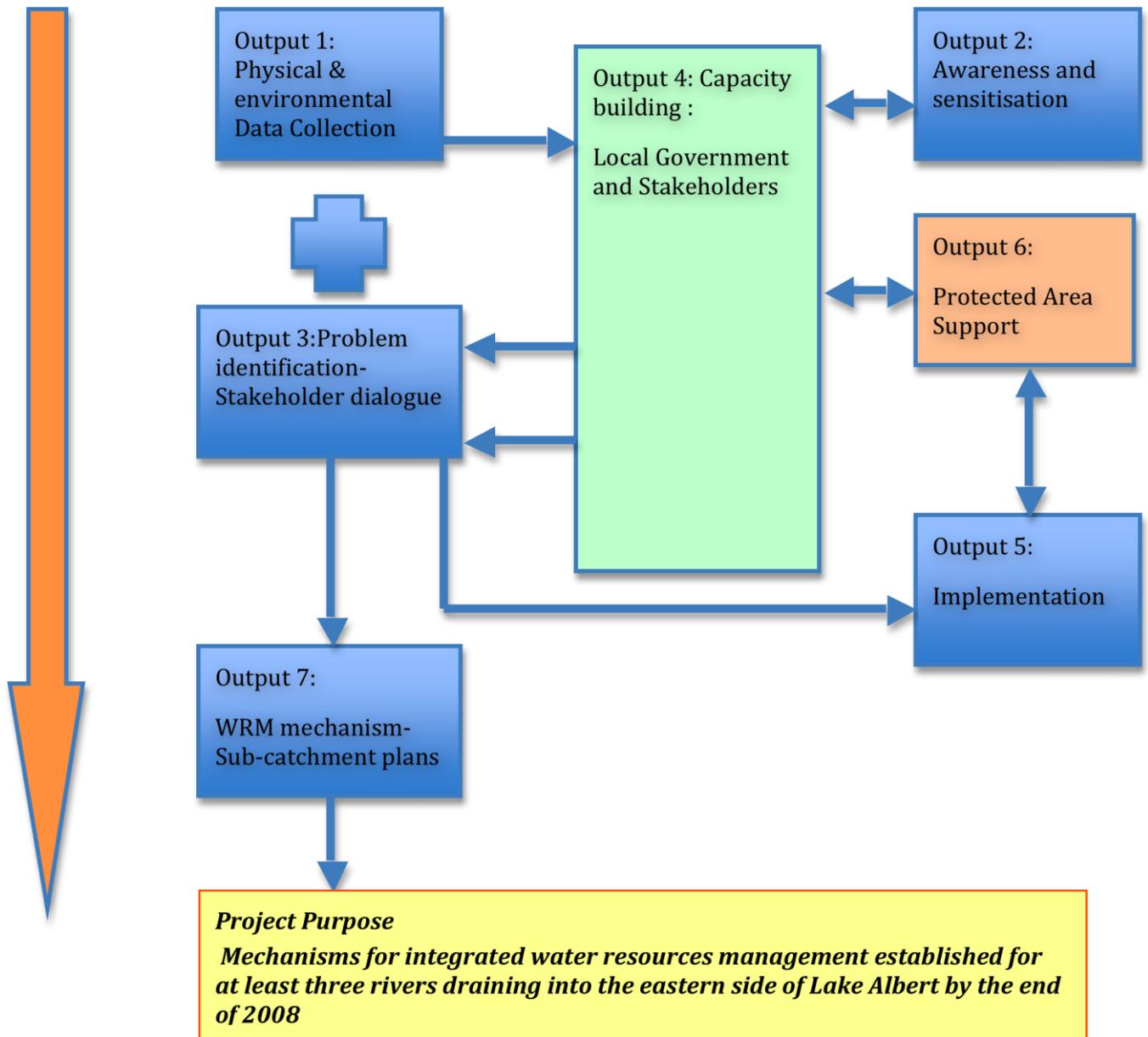


Figure 3: LAECMI linkage of Outputs to Project Purpose



### 5.3 Evaluation of assumption and risks

Project assumptions as formulated in the project proposal remained unchanged throughout the project life. No evaluation of the assumptions or any necessary change of their status was made either by the project or the evaluations carried out in 2005 or 2007.

These assumptions were:

- The district authorities and other partners are willing to collect data and will use the data for planning natural resources management and community development (**Output 1**)

- Increased awareness will lead to positive attitudes to natural resources and behaviour towards more sound management of natural resources **(Output 2)**
- Stake holders are willing to participate in the dialogue **(Output 3)**
- The District Councils support the process and are willing to enact appropriate ordinances to support the dialogue process **(Output 3)**
- The legislation, policy and institutional framework in place will be customized to catchment management with support from DWRM **(Output 3)**
- People that benefit from increased capacity will remain in their respective areas and will apply the new skills gained **(Output 4)**
- Key stakeholders in the catchment are willing and committed to participating in implementation of action needs **(Output 5)**
- Necessary resources are available for implementation **(Output 5)**
- Uganda Wildlife Authority willing to improve the management of the reserve and will employ competent staff to manage it **(Output 6)**
- The water situation does not deteriorate beyond the current levels **(Output 7)**
- Stakeholders willing to adopt the principles of integrated river basin management **(Output 7)**
- Government by-in and continued support and commitment **(Output 7)**

The original assumptions remained valid until the end of the project, although some were never tested properly as a result of limited project progress. For example, under ( Output 5) in the implementation of the SCMP's the assumption regarding availability of resources from government through accommodation into annual development budgets was never tested as SCMP development was the final project output and no opportunity was available to integrate these into local government development budgets.

#### 5.4 Evaluation of alignment with stakeholder expectations

Ultimately the project was providing for a wide range of stakeholder expectations, as detailed below:

##### **Local Governments and Community stakeholders.**

- Although formal MoUs between the Project and the Local Government Stakeholders were originally drafted that would indicate mutual expectations and understandings these were later changed to joint district MoUs but never signed.
- Clearly recognizing the long term benefits of IWRM considerable positive support for the processes were established with Local governments at District and even sub-county and parish levels . In the case of these stakeholders were being introduced to a new aspect of governance and development buttressed by incoming national government policy and strategy for IWRM. The project carefully aligned itself with this policy and was limited in this area only by the slow local government level engagement by the responsible central government agency, DWRM.
- Whilst local government had progressed significantly to understand that WWF's role was in the facilitation of IWRM rather than its actual implementation it was more difficult for communities to appreciate this and expectations for on the ground IWRM

activities by WWF remains high. WWF's limited engagements in some areas and not others led to continued expectation of more to follow in other areas across the sub-catchments.

- The project began by addressing the development of IWRM mechanisms in three sub-catchments and accordingly engaged and provided capacity building in all Local Government Districts affected. The decision in 2008 to drop one of the three sub-catchments – the river Waki sub-catchments -as a result of strained project capacity and project resources was met with considerable disappointment but understanding by those stakeholders affected in the Waki sub-catchment. At the Final Review briefing workshop, in October 2009 in Hoima, emphasis was made that although Waki had been dropped for resource issues it was considered critical that the Waki sub-catchment SCMP should still be completed due to its integral importance in the overall Lake Albert Eastern catchment integrated water resource management. Without the Waki River IWRM process the value of the Wamababya and Nkusi IWRM plans would be considerably diminished in terms of the overall Lake Albert catchment.

#### **Central Government- DWRM**

- Section 3.3.5 describes the delivery of the 2005 water sector reform study and its recommendations on the development of IWRM across Uganda. As part of the engagement with the MWE and DWD (DWRM was only formed in 2006/7) the project was recognized as a pilot sub-catchment project as part of its Water Sector reform process. Expectations from DWRM were to absorb lessons from the LAECMI that would inform the process on similar works in other catchments during the planned delivery of IWRM nationally by 2015. The Lake Albert Eastern Catchment will fall within one of four Water Management Zones (WMZ) This will be known as the Albert WMZ and will manage the catchments downstream of Lake Edward discharging into Lake Albert and the catchments discharging into Lake Edward and Lake George.
- The review observes that the revised MoU between WWF and the Ministry of Water and the Environment (MWE) signed in April 2009 (see Annex 5.1) does provide a general overview of mutual expectations by the two parties which, on WWF's LAECMI project would appear to have been fulfilled. It is hoped that this MoU will address areas of previous concern regarding DWRM guidance and support for the pilot sub-catchment projects including LAECMI

#### **5.5 Evaluation of alignment and cooperation with other donors, projects and programmes.**

Those other donors, projects and programmes within the area ( see 3.2.4) were fully engaged with the project during its development . However the closely linked WWF Biodiversity of Albertine Rift Forests only began operations in 2008 and thus potential synergies between the projects have not been able to develop. The NBI –LEAF project has operated on the Lake Albert from 2005 to 2007 but experiences during consultation processes indicates that their engagement was continual and any areas of necessary alignment were inbuilt into consultative outputs.

## 5.6 Evaluation of adequacy of project exit strategy

The draft Project Exit Strategy was reviewed and discussed with the Project Manager. The following observations were made:

- The Exit Strategy clearly states that it has been developed on the assumption that the project will terminate in December 2009 without any further continuation of input or support from WWF.
- The Exit Strategy effectively sets out a framework for transfer of responsibilities for ongoing activities as defined in the project log-frame.
- The Exit Strategy provides a list of project assets and list of potential recipients although no mechanism for approval of the assets distribution proposal is indicated.
- The Exit Strategy still needs to effectively address proposals regarding sustainability of activities involving:
  - Capture and residence of Project Knowledge
  - Agreements by nominated agencies for continuation of activities as proposed in the Exit Strategy.

Recommendations on the amendment and finalisation of the Exit strategy are made in section 12.

## 5.7 Analysis of the extent the project is addressing post conflict issues

During the lifetime of the Project there were no conflict issues in the project area and none of three sub-catchments the project worked in had any trans-boundary issues attached to them, being entirely within Ugandan territory. Conflict in the Democratic Republic of Congo (DRC) on the western side of Lake Albert had not had direct impact on the project throughout its lifetime. However the threat to catchment degradation was heightened as a result of the influx of refugees from DRC and internally displaced people from war zone northern Uganda. The wider issue of the integrated water resource management of the Lake Albert catchment, which includes both Ugandan and DRC territory and associated trans-boundary issues was not included within the scope of the project. These are being addressed through the sister River Semuliki sub-catchment Project which commenced in 2008.

## 6 Effectiveness (Achievement of purpose)

The assessment of Project Purpose and Outputs have been made using the criteria used for WWF Technical Progress Reports (TPR) using assessment categories of High, Good, Modest and Low. The assessment framework is shown in Annex 7.

### 6.1 Achievement of Project Purpose.

**Purpose (Revised):** Mechanisms for integrated water resources management established for at least three rivers draining into the eastern side of Lake Albert by the end of 2008

**Indicator:** Functional formal and informal institutional arrangement for the management of water resources established in three sub-catchments of Nkusi, Waaki and Wambabya by December 2008.

**Achievement against Indicator:**

At the time of review two draft sub-catchment plans had been produced for the sub catchments of the River Nkusi and the River Wambabya. These drafts, still requiring further review and development, but will be presented for approval at District Government level before the close of project in December 2009. The third, originally planned, sub-catchment plans for the River Waki will be not be produced during the life of the project.

At the institutional level whilst considerable engagement at Local Government and Community level has taken place no formalized operating water resource management groups e.g. water user groups were identified. The key to IWRM delivery of sub-catchment management plans will be the effective establishment and function of these organizations. However their development will only be at such a time that the approved sub-catchment management plans (SCMPs) exist and can be implemented. It would therefore not prudent to facilitate the establishment and function of these organisations prior to the establishment of the SCMPs.

Critical ,however, will be the clarity of supporting guidelines (based on project experiences and lessons learned) for the establishment of these institutions. The project outputs identify the need for establishing these institutions and functions but do not clarify the source or means of recording their development. The review has identified the work carried out by the project to identify the stages in development of a Lake Albert Eastern Catchment Framework Management plan but these require to be fully recorded and made available in order that the SCMP's can be implemented and inputs to DWRM's national guidelines for SCMP's can be provided.

#### **Purpose Achievement Assessment.**

- 2 out of 3 draft sub-catchment management plans
- Planning for SCMP institutions but not yet operating

**Score : Modest**

#### **6.1.1 Achievement of Project Outputs :**

Based on overall assessment of output delivery the following assessments were made and delivered to stakeholders at briefings held in Hoima ( Local Government and Community stakeholders ) and Entebbe ( DWRM ). The assessment has been used the criteria used for WWF Technical Progress Reports (TPR) using Assessments of High, Good, Modest and Low

#### **Output 1 : Data Collection**

##### **Output 1 achievements**

A series of baseline studies on areas of social , physical, environmental and biodiversity were carried out and effectively documented early in the programme in accordance with the

##### **Review comments**

Lack of available hydrological data was addressed through Output 4 ( Capacity building ) with the installation of 3 river gauges and 4 rain gauges with training for data collection operatives. Sustainability of data collection threatened by lack of payment to operatives. No data feedback from DWRM to date

**Overall Output 1 Assessment : Modest**

## Output 2: Awareness and Sensitisation

### **Output 2 achievements**

- Awareness and sensitisation was carried out using drama presentations by cultural groups at the district level . Planned roll out of this process to community levels was withheld by funds restraints
- Radio presentations to reach wider audiences were successfully aired with WWF and Local Government technical staff inputs.
- Sensitisation workshops and meetings regularly provided
- Monitored increased awareness on water resource issues in sub-catchments

### **Review Comments:**

- This has worked successfully although resource limitations have reduced the continuous and more widespread roll out .
- Recommendation to explore use of filmed cultural drama performances for television airing.

**Overall Output 2 Assessment : Modest**

## Output 3-Stakeholder Dialogue

### **Output 3 achievements**

- Extensive stakeholder dialogue through :
- Development of parish level natural resource management plans in limited numbers of communities early in programme
- Situation and stakeholder analysis carried out across 3 sub catchments.
- Stakeholder dialogue for sub-catchment management plans carried out across entire sub-catchment area.

### **Review Comments;**

Strong inputs from district and sub county technical staff in most cases and clear indication of findings being able to be incorporated into development plans .

**Output 3 Assessment : Modest**

## Output 4- Capacity Building

### **Output 4 achievements:**

- Capacity Building Needs assessment carried out in 2006
- Local Government capacity building for participatory process development, stakeholder consultations , Integrated Water Resource Management on going until 2008 in District and sub-county levels.

- Community capacity building of and through NAVODA and other CBO/NGOs
- Vermin control units at district level . Training by UWA and equipping of personnel.
- Rain and River gauge installations and training of operatives ( see Image 11)
- Office equipments and transport to District governments

**Review comments:**

Very wide area of potential output but considerable visible capacity building has taken place .

**Output 4 Assessment : Modest**

**Output 5 : Implementation**

**Output 5 Achievements**

- Field implementation handled through CBO's and District Government.
- NGO NAVODA seen to have provided effective and energetic liaison and support to Waki and Wambabya source communities.
- Emphasis on riparian protection and re-forestation but also other alternative livelihoods becoming established, such as bee-keeping , poultry farming etc
- Nursery management by communities well received and supported.
- Some real impacts on river source protection visible e.g Wamababya and Waki sources
- Fuel efficient stove take up in fishing villages in Kabwoya encouraging . Small pilot inputs leading to voluntary take up by community ( see image 8)

**Review Comments.**

- Scale of catchments means only very limited geographical coverage can be achieved within available resources
- Use of exotic trees in riparian replanting is concerning .( see image 1 and 4). Recommend looking at phased varied indigenous plantings to provide income from early to later maturation .

**Output 5 Assessment : Modest**

**Output 6: Support to UWA**

**Output 6 Achievements**

- Attempts at nursery establishment in fishing villages have not been successful and alternatives mechanisms to address the critical problem of woodland clearing for firewood and charcoal remains .
- Successful takeoff of fuel efficient stoves project in some villages only partly addresses this problem ( see image 8)

- Provision of boreholes ( not viewed) also assists local needs . But understand that one borehole was placed in Murchison Falls National Park outside of the sub-catchments

**Review Comments.**

- There is a whole project in itself with respect to the sustainable conservation of the lake side habitat and biodiversity and addressing major socio-economic and poverty issues of the fishing communities . ( see image 9)
- But this is not really the remit of this project – particularly with respect to revised project purpose of establishing 3 sub-catchment IWRM’s all outside of the UWA support area.
- Good support and activities from UWA – Vermin control, local community development

**Overall Output 6 Assessment: Modest**

**Output 7 : Sub-catchment management plans**

**Output 7 achievements:**

- Two draft sub-catchment management plans ( R. Nkusi and Wambabya) have been produced.
- This output was highly facilitated by outputs 1 and 3

**Review comments**

- Focus on development of sub-catchment management plans should have been much earlier in the project.
- Scaling back on Waki sub-catchment unfortunate when considerable progress at stakeholder and LGIWRM capacity level had been achieved .
- Also important to document the process in the form of Guidelines as well as production of sub catchment plans
- Resources available to this output to achieve maximum product were always inadequate
- Draft Sub-catchment management plans are a good start but need considerable refinement before finalisation .

**Review Assessment: Output 7 :** Good based on two SCMPs. **Modest** based on expected three SCMPs

**6.2 Conservation and socio-economic achievements likely to occur after the end of the project.**

The outputs of the project within its given time and resources will be seen to have laid the foundations for the establishment of sub-catchment level integrated water resource management planning in the River Nkusi and Wambabya sub-catchments. Each of the Districts that the project has worked with have shown considerable take-up of the principles of IWRM. Their current constraint is central government guidance and support. These will be discussed in section 7.4 regarding project constraints. However if these are addressed significant achievements in sub-catchment water resource management will be achieved resulting in socio-economic and conservation benefits to the Lake Albert Eastern Catchment area.

### 6.2.1 Knowledge Capture.

Whilst project reports are generally available in the project office and WWF Uganda office there is, as yet, no strategy for knowledge capture for the project. Project knowledge may be divided as follows:

- a) Commissioned consultancy and research documents.
- b) Internal Reports on Output activities – workshops, consultations etc .
- c) Joint stakeholder documents e.g. Sub-catchment management plans (SCMP)
- d) Regular progress and periodic review reports
- e) Final project outputs including Lessons Learned, sub –catchment management planning guidelines.

These project documents are of critical importance particularly as the project outputs are contributing to Local and National level development of Integrated Water Resource Management.

It is recommended that remaining resources and time be examined to ensure that this facet of the project, which has not been considered within the project logical framework, is concluded in order to provide perhaps the most important output legacy of the project.

All of the above information should be collated onto a single media format such as an appropriate website with linkages to other IWRM sources and also onto CD's for local dissemination.

### 6.3 Project Shortcomings:

Identified project shortcomings have are discussed throughout the report. They can be summarized as follows:

- a) Project staff capacity and composition.
- b) The initial project manager was unable to make the necessary transitions required from the original proposal into the active project via the recommendations of the inception review carried out in August/ September 2005.
- c) Despite his late removal in 2008 subsequent staff appointments have been similarly without adequate capacity and experience of IWRM projects. Additionally the technical staff complement has not been completed since 2008 resulting in the project operating with a single technical officer for nearly two years .
- d) The inception review made emphatic recommendations on project log-frame review to take into account the emerged pilot sub-catchment status of the project with DWRM. This was the opportunity for clarity of outputs delivery which seems not to have been taken effectively and which has contributed in the uncertain progress of the project.
- e) Effective delivery of the project would have required considerably larger resources in particular with respect to resources that would have been needed to effectively establish the capacity and function of WRM across three sub-catchments. These resources – not only financial but particularly in human terms -have always been insufficient. Despite best efforts of the project team the lack of local NGO's to partner with WWF in the civil society and public sector capacity building is significant.

Partnerships with stringer national NGO's with development capacity and experience is likely to have been required.

- f) Lack of grassroots participation of DWRM. As a pilot for a national IWRM implementation process it is seen as imperative that DWRM should have played a far stronger participatory role in the field . Two significant areas emerged continually during the review.
- g) Firstly the need for partnership in working with Local Government in defining the potential form of interface that will exist between DWRM and Local Government and civil society. It cannot be left to the NGO partner to work on this alone but should have benefitted all parties to pilot this relationship at this stage. After all it will be DWRM and Locally Governments that will carry out these processes nationwide.
- h) Secondly the issue of regular data collection. WWF facilitated purchase, installation and training of local operators for rain –fall and river gauge data collection. That the system of remuneration and data collation failed within a few months of commencement showed lack of sustainability. The future regular collection and analysis of this data is critical to water resource management in all sub-catchments. DWRM needs to ensure within its pilots that this mechanism is effective. Significantly the sets of data collected by DWRM have not been analysed and disseminated back to Local Government or WWF

#### **6.4 What type of capacity has been built.**

- IWRM awareness. The project has worked across all sub-catchment stakeholders in raising capacity on IWRM awareness. It was not possible within the current form of the project to move onto the more detailed capacity building for the establishment and functioning of the proposed IWRM structures
- Stakeholder consultation. Local government staff received a series of capacity building supports that have raised their own capacity to work with civil society stakeholders to identify water and natural resource issues and their solutions . This capacity building was provided by the Wetlands Unit of the Ministry of Water and Environment
- Data collection. The project provided and installed 4 rain gauges and 3 river flow gauges along with training of the operators to maintain the equipment and collect data.
- Office and Support materials. The project had identified in the early capacity needs assessment analysis the poor financial resources available to local governments generally and the natural resources units specifically. Consequently a series of materials have been procured and supplied to desk officers in the District government offices. These have been well received and used to the advantage of the project particularly with respect to communicating with civil society stakeholders on water resource management issues.
- Vermin units. WWF supported UWA to carry out training of sub-county representatives from all three sub-catchments. Equipments were provided and Vermin units set up accordingly .
- Alternative livelihoods – WWF worked with local NGO's – NAVADO in particular to provide alternative livelihood supports to river source communities involving riparian forest rehabilitation, bee-keeping, poultry rearing and other skills.

- Internal capacity. There were few examples of internal capacity building processes and the current project manager could not offer examples specific capacity building processes that he had benefitted from in either Project Management or IWRM. Those examples that could be cited were with regard to attendance of WWF and WRM meetings, visits from EARPO staff etc .

## 7 Efficiency of Planning and Implementation

### 7.1 Financial

The project ToRs indicated total available project funds as NOK9,237,892 over the period 2004 to 2009. Figures provided by WWF-Uganda indicate a total available budget of NOK 9,779,617 a project life budget performance of 69% up until September 2009 ( see table 7.1 ). Assuming 100% budget performance for 2009 an overall budget performance for the total project period of 76% will have been achieved. Annual budget performance values have varied considerably from a minimum annual budget spend of only 15.47 % in 2006 to a maximum overspend of only 5.8% in 2005.

**Table 7.1 : Project Annual budgets and expenditures**

	2004	2005	2006	2007	2008	2009	Total
<b>Budget</b>	947,041	2,041,341	1,890,000	2,012,473	1,488,744	1,400,019	9,779,617
<b>Expenditure</b>	409,500	2,159,615	292,311	1,689,096	1,517,475	681,624	6,749,621
<b>Balance</b>	537,541	(118,274)	1,597,689	323,377	(28,731)	718,394	3,029,996
<b>Budget performance %</b>	43.24	105.79	15.47	83.93	101.93	48.69	69.02

For a project that was severely under- resourced financially the loss of at least 24% of available funds totalling more than three million NOK is an indication of inadequate project capacity to manage the available funds.

#### 7.1.1 Relationship of Financial Management to Project Management.

Project administration at the WWF-Uganda office in Kampala and at the Project Office in Hoima both indicated that funds transfer to the projects was timely and did not at any time result in project delays due to unavailability of funds. However it was noted by the Country Director that fund transfers from WWF Norway to WWF EARPO and eventually to WWF Uganda was a problem in the 1st quarter of the years 2005, 2006 and 2007. This meant activities were reduced in the first quarters of those periods. Reasons provided for these delays were that project budgets had to be approved by Norwegian parliament and yet EARPO was reluctant or unable to advance adequate funds during this time for project implementation

Externally audited accounts prepared for each year of the project between 2004 to 2008 indicated that normal accounting practices had been observed . Comment was made in the audited accounts for 2006 of the need to develop activity based budgeting capacity in the project accounting procedure.

In order to assess the effectiveness of project delivery it would normally be necessary to analyse project expenditure of the various log-frame outputs. Unfortunately requests for this information could not be fulfilled by WWF Uganda as it is only since June 2007 ( pers com LAECMI Project Admin) that activity based accounting has been available using WWF Network Standards.

Equally requests for activity based annual budgets could not be provided which would indicate that financial management data cannot be used as a project management tool by the project. (Activity based budgets for FY2009 were provided by the Project Office in Hoima. It is normally assumed that annual budgets can only be developed on the basis of budgeting of project activities required to achieve outputs.

It is highly recommended that the use of activity based budgeting and accounting be used as a project management tool, which will enable closer management of project finances in relation to Project output delivery. This certainly is possible using current available WWF Network standards accounting templates.

## **7.2 Project delivery**

### **7.2.1 Percentage of activities in the work plan delivered.**

The original 7 project outputs in the log-frame were to be delivered through 38 activities. Subsequent to the first internal review of 2005 9 activities were dropped: - 1 from Output 2 (Sensitisation and awareness), 2 from Output 4 (Capacity Building) and 6 from Output 6 (Support to UWA). The internal review suggested that in reviewing the log-frame to accommodate the revised purpose that the number of Outputs might be reduced along with supporting activities.

Of the remaining 29 Activities progress was made on 24 (83%) activities. Of the 5 activities not operated all were considered as non-contributory to the delivery of the project purpose.

### **7.2.2 Monitoring (environmental and project) - Status and utilisation of monitoring data.**

The only environmental monitoring data that the project became involved in was the establishment of 3 River gauges and 4 Rain gauges – 1 in each of the three sub-catchments of the Wamabya, Nkusi and Waki Rivers. Local personnel were trained in daily data collection and data collected from these operators on a monthly by DWRM. WWF payments to these operatives ceased after 5 months and subsequently data though still being collected is being withheld by the operators until back payments owed them are paid.

Of data collected none has yet been made available in raw or analysed form to WWF or the Local Governments by DWRM. It was resolved that a sustainable solution to this data collection would be made by DWRM after consultation with WWF and Local Governments .

Project monitoring is carried out through six monthly and annual Technical Progress Reports and the assessment of Conservation Achievement Key Performance Indicator (KPI) ratings. The Annual Project Technical Progress report for the period ending July 2009 rated the project Conservation Achievement KPI as Good.

### **7.2.3 Analysis of training opportunities**

The project has provided considerable training opportunities to stakeholders on the implementation processes required for IWRM at sub-catchment level. This training has been provided by internal WWF staff and staff from The Ministry of Water and Environment including DWRM , the Wetlands Management Unit etc .

It is to be noted that this training has been challenged by the current lack of formalized guidelines for sub-catchment level IWRM that this and other Pilot projects are being expected to provide by DWRM.

#### **7.2.4 Analysis of implementation of Mid Term Report recommendations .**

The project has been provided with two interim reviews prior to this Final Evaluation:

- A) **Internal Review Report 2006** . The review was carried out in August/ September 2005 with an internal seven man team consisting of five WWF staff from WWF Uganda, WWF EARPO and WWF Norway supported by representatives from the Ministry of Water lands and Environment ( MWLE) .

The report was carried out 4 months after project field implementation began.

It importantly recognized the new opportunities offered by the Water Sector Reform Study of 2005 and the need for the project to align to these.

It also recognized that available resources to the project would be insufficient to achieve all proposed outputs and activities.

**Recommendations of the report** amongst others :

- i) Focus needed on IWRM activities and to avoid over engagement in rural development activities.
- j) Potential need for a Policy Officer to work at national level with water sector reform process.
- k) Need to review Output 6 – supporting UWA in Kabwoya wildlife reserve
- l) Reduction in project scope or increase available resources
- m) Revision of Project Log frame
- n) Management of stakeholder expectations.

#### **Implementation of recommendations**

The review proposed a significant change to the project purpose which when adopted necessitated significant log-frame revision. Changes made as a result of the review significantly reduced activities in Output 6 (Support to UWA and Kabwoya Wildlife Reserve) but did not review the log-frame structure in the light of the change in Purpose to a highly focused IWRM and implications to require resources to achieve this . The review had already recognized the limitation of available funds for even the original project purpose.

#### **B) Mid-term Review -September 2007**

The team composition is not indicated in copy of the report made available to this Final Evaluation but was verbally reported. It was reported to this review that the Mid-Term review was carried out by an internal WWF review team with membership from within Uganda, WWF-Norway and WWF -EARPO .

**Recommendations of the report** included:

- a) The project should “dissect” budgets by activities and by catchments.
- b) The mandate for Inter-district meetings should be made clear.

- c) The project needs to ensure that NGO partners' messages to stakeholders are on key to the project.
- d) Need to adapt to the oil exploration and future development in the Lake Albert catchment
- e) Need to start field implementation in reaction to partners and stakeholders impatience
- f) Clarification required by partners, stakeholders and project staff as to systems for the institutional set-up of IWRM at sub-catchment level.

### **Implementation of Recommendations**

At a critical time when the Project was seen to be struggling to deliver on its outputs it would appear unfortunate that this review was carried out by a small internal review team with no specific team leader rather than a more experienced and objective team with external member composition. Consequently, with reference to the reviews recommendations above the opportunity to identify the significant areas of change required by the project at this time were not identified.

The failure of the project at this stage to have adapted the log-frame in the light of the Purpose change recommended and inadequate resource observation by the initial review in 2005 was critical. Rather this review only recommends intensification of field implementation rather than the focusing on the development of the process for Sub-catchment management plans (SCMPs) and supporting structures.

As can be seen there were no recommendations in the mid-term review report with respect to project performance and capacity nor any recommendations about restructuring of the project. However within the next progress report it was quoted that the review “ advised for a complete overhaul of the project by restructuring ; scaling down implementation of most of the outputs and refocus of efforts and resources to deliver on water resources management and develop institutional framework for WRM in the catchment. “ This anomaly between the written report recommendations and post review actions has not been adequately explained during the review process. It would be likely that this has had serious implications on improved project progress in the remaining period of the project.

That the continuing issues about project performance could not be reported but rather were dealt as a result of internal decisions is unfortunate and reduces the transparency and objectivity that would be expected from the mid-term review.

## **7.3 Other management factors**

### **7.3.1 Staff performance**

The project initially was set-up to operate technically at field level with a Project Manager and Project Extensionist. Subsequent to the Mid-Term Review of 2007 the Project Manager was removed early in 2008 and the Project Extensionist elevated to act in the position of Project Manager. The removal of the Project Manager was cited by the Country Manager as a result of poor performance and discipline. After an open interview process the Project Extensionist was appointed as substantive Project Manager in July 2008. The position of Project Extensionist has since remained vacant.

The incumbent Project Manager would appear to have successfully driven the project forward based on the project framework and taken certain decisions e.g. the dropping of one of the three sub-catchment management plans development, that will enable the project reach an acceptable endpoint within the remaining time and available resources. However this task has not been made easier for him without the benefit of a Project Extensionist to support him through this period .

The Project Manager is supported in the field by the project Financial and Administrative assistant and a driver – both of whom were seen to be effective and performing well.

Support from WWF –Uganda Country Office, WWF –EARPO and WWF –Norway has been provided regularly and visits to the field were recorded at least on a six monthly basis. It would be expected that in a project that had recognized capacity weaknesses at the field level that this level of support would be greater and more focused on raising field office capacity.

### **7.3.2 Capacity gaps identified**

A principle capacity gap that required to be addressed within the project was that of actual IWRM experience at both project level and generally within the WWF –Uganda . This remains a factor for many similar projects because of the relatively recent adoption of IWRM into mainstream development processes and subsequent lack of local IWRM capacity. Therefore it was important to ensure the maximum potential exposure for project staff to capacity building opportunities within and externally to WWF. These are opportunities that could have been taken more actively to provide the necessary support and capacity building to the Project Manager and should be explored for all future IWRM approaches.

This capacity gap was recognised internally by WWF-Uganda and recommendation made to restructure the freshwater programme in Uganda in 2007. The WWF-Uganda Country Director reports that extensive discussions followed this and a request written to the then EARPO Regional Rep seeking authorization to recruit a freshwater national co-ordinator to support the project managers of Lake Albert and the Semuliki projects. This request has not been approved until date by EARPO.

Other direct capacity building for the project staff could be followed including:

- a) Linkage with WWF Freshwater group activities and training opportunities
- b) Use of existing IRBM tools as provided by international organizations such as the Global Water Programme (GWP)
- c) Support to Project managers via a mentorship scheme whereby an external IWRM experienced resource person can provide field and virtual support to the Project Manager during the life of a project .

Additionally in the case of the LAECMI project capacity building opportunities exist for improved Project management linkage to Financial Management processes. The need for this is discussed under Section 7.1.1

### **7.3.3 Working relationship within the team and with partners, stakeholders and donors**

- The project has worked very successfully with local government and civil society stakeholders who remain highly supportive of the project goals.

- Equally the current Project Manager has continued to work closely with the EARPO and WWF-Uganda team and WWF- Norway. Opportunities to more closely work with the wider WWF- Global team should be developed .
- The partnership with DWRM is highly significant as this has changed the overall focus of the project from that of a catchment planning approach to biodiversity conservation in the Lake Albert catchment to that of being a major Pilot programme for the Ugandan Government national adoption of IWRM.

It is felt that until now the partnership has suffered from the differing pace of progress and areas of priority of the two partners . In the case of WWF there has been an imperative to deliver at the ground level to achieve the goals and purpose of a five year funded project that commenced in 2004.

In the case of DWRM , only established in 2006, the Strategic Action and Investment Plan (SAIP) outlines the development of IWRM across the country between 2005 and 2015. The current approach by DWRM is the establishment of upper level structures before ground level engagement . This effectively has resulted in a gap in the two partners priorities. On one hand it has seemed that DWRM wants the Pilot projects such as LAECMI to provide the experience for their development of guidelines for sub-catchment level IWRM delivery for national roll out. For example current plans by DWRM do not envisage the establishment in the field of the four Water Management Zone (WMZ) offices for at least a further two years .On WWF's side at the pilot project level it is seen that on ground participation by DWRM is critical in developing appropriate mechanisms for IWRM through Local Government.

Notwithstanding, with the development of the new MoU between WWF and MWE and recent discussions and progress between WWF and DWRM it would appear that DWRM now acknowledges the necessity of increased local government level support to the Pilot projects and is now committed to adequately adjust its support.

The opportunities for and other Pilot projects and DWRM to develop strong fundable proposals to take forward IWRM development should be examined for support from financing sources such as the EU water programme etc.

#### **7.3.4 Internal and external communication**

The project has focused on its local delivery and would appear to be well identified within the districts where it is working. However it would appear that communication about project progress and activities could be increased such that the profile of project within WWF globally and within Uganda generally . This is important particularly recognizing LAECMI's identification as a national pilot project for sub-catchment IWRM.

The importance of knowledge capture and availability as the project reaches the end of its current funding has been discussed previously .

#### **7.4 Implementation constraints**

These have been discussed at length within the review but may be summarized as follows:

- a) Change of focus from local catchment planning supporting WWF Biodiversity Conservation of Lake Albert Forest to additionally become a national sub-catchment management planning Pilot project.

- b) Inadequate financial resources to address the original project which situation was then exacerbated by the increased scope of the new Project Purpose established in 2007. Delays in funding transfers at the beginning of the financial years in 2005, 2006 and 2007 were also reported as delaying certain project activities.
- c) Lack of IWRM capacity at WWF-Uganda Country Office and Project Office level and the addressing and backstopping of capacity requirements by WWF-EARPO.
- d) Differing IWRM development priorities and in the DWRM/WWF partnership leading to insufficient guidance and support from DWRM to the field implementation by LAECMI.
- e) Lack of resource availability at Local Government level and their need for clarity on IWRM processes from central government.

## 8 Impact (effects of the project and value added)

### 8.1 On biodiversity, ecosystems and climate

The project focus on development of IWRM has meant that no specific biodiversity impacts have been addressed or expected. Rather the focus of planning processes has been on natural resource protection focusing particularly on riparian forest protection and rehabilitation. Clear examples of this are in practice at the sources of the three sub-catchments and currently local adoption of some of these practices is being taken up independently of WWF inputs. Local anecdotal reports indicate improved water flows from water sources as a result of these actions

The long term impacts of the implementation of IWRM in the eastern Lake Albert catchment will result in improved ecosystem services as catchment water quality and quantity, arising particularly from riparian and other forest protection and rehabilitation. This is significant for existing water users in the agricultural sector and also proposed water utilization projects such as hydropower of which the Hydromax project on the River Wambabya, which will be commissioned in 2010

Some real concern is expressed at the promotion of use of non-indigenous trees ( e.g. Pine species as promoted by National Forestry Programmes for general timber production ) for the rehabilitation of riparian forests important for biodiversity conservation.

The importance of increased forest cover to local microclimates and wider climate change mitigation is well documented . Available river flow data and public opinion already indicates that current water quality and quantity have reduced significantly in recent years. This is identified as being contributed to by local climate change as a result of forest depletion

### 8.2 On the social and economic situation

IWRM is a principle means of integrating environmental management into social and economic development planning processes at local and national levels. Whilst there are no current indications of general impact on gender equality, poverty reduction or increased general standard of living the long term value of IWRM implemented through local development processes is clear.

Local Governments were clear as to the potential linkage between the prioritised actions identified in Sub-catchment management plans (SCMP) and local development needs. It would be important to ensure that following approval of SCMPs by government that the plan priorities are then translated into medium term local and national government expenditure frameworks ( MTEF's )

The project had no specific gender strategy but was seen very positively to be supporting women's equality processes through its output activities. It was positive to note that two out of three project desk persons within local governments were women as is the current point desk officer for the project at DWRM.

In the field working with communities it was apparent that the alternative livelihood processes were most dominantly supported and participated by women – (Image 13) and they have strongly embraced the approaches of IWRM . They have also used this new found capacity to challenge male farmers damaging the riparian woodland areas.

### 8.3 On governance and management of natural resources

Whilst local governments are currently challenged in improving existing governance criteria including budgeting processes, revenue generation, accountability and transparency, IWRM provides an opportunity to integrate a large number of sectoral approaches into short and medium term planning processes.

It would be very useful to investigate linkages with any Governance improvement projects and establish links between these and IWRM processes. None were identified in the Districts visited during the review.

Current capacity location for natural resource management in local government lies within the Environment and Natural Resources Departments. These are observed to be seriously under resourced currently and will struggle to be able to provide the necessary support and oversight for IWRM . Conversely Local government Water Departments are much better resourced but focus on Water Supply and Sanitation and do not have the capacity or experience of natural resource management issues.

## **9 Sustainability, replicability and magnification potential**

### **9.1 Sustainability**

#### **9.1.1 Social, legal and political environment .**

Within the eastern Lake Albert catchment there is a clear political recognition of the significance of IWRM for future natural resource management. This is particularly in the face of current climate change and emerging oil production scenarios. The national development of IWRM policy and legal instruments confirms the future sustainability of IWRM processes as part of normal government development planning . The Project has worked closely with local governments to bring them to a point of clear understanding and readiness to implement IWRM with adequate guidance and support from central government.

#### **9.1.2 Post project conservation scenarios**

With the start up of the WWF Biodiversity Conservation of Albertine Rift Forests project from 2008 it will be possible for the future benefits of improved catchment management to benefit biodiversity and species population conservation that this project will be pursuing. The Oil and Gas/ the EMIS projects are focusing on creating awareness on the impacts of oil exploration and production on biodiversity and social environment, advocacy and CSO participation in the oil and gas activities. These interventions will definitely benefit the management of water resources in the long term.

#### **9.1.3 Exit strategy and constraints to the sustainability of project purpose**

Project exit at the stage of approval of two sub –catchment management plans before implementation mechanisms are in place and before DWRM linkages are established in local government causes concern for an immediate post-project progression towards the project purpose .

It would be recommended that WWF continued its support in the facilitation of the establishment of the sub-catchment management structures including the local water implementation committees, sub-catchment planning committees etc. Otherwise it is likely that there will be a significant time lag and undoubted loss of momentum within local government for the establishment of IWRM.

### **9.2 Replicability and magnification potential**

A Pilot project for MWE 's national sub- catchment management planning the Project provides not only the opportunity but also the road map for replicability across the river sub-catchments of Uganda and also magnification into the national IWRM strategy via catchment management plans to be developed for the eight identified catchments within Uganda.

It is on this basis that the need for final guidelines on sub-catchment planning to be developed by the project for submission to DWRM for development of national sub-catchment management planning guidelines.

WWF should also consider its role in supporting the national IWRM development process and whether the earlier suggestion of the appointment of a water policy officer/ national freshwater co-coordinator to work directly with the central processes driven by DWRM is necessary.

## 10 Lessons learned

- ❑ Sub-Catchment Planning and implementation must be carried out across the entire sub-catchment and appropriate resources are required to do this.
- ❑ Partners often move at different rates and with different priorities towards shared goals.
- ❑ Midterm Reviews are critical for project delivery and all efforts should be made to ensure an objective and experienced review whose recommendations are fully acted upon.
- ❑ The selection of three sub-catchments was strategic in establishing overall water resource management and protection of the eastern Lake Albert catchment. Dropping of the Waki sub-catchment was expedient from a resource standpoint but not from a strategic water resource management point of view and still needs to be completed. However the decision to drop Waki also reflected the fact that the local facilitators did not show the necessary engagement and competence of taking the process to completion as was the case with the other two sub-catchments .
- ❑ Avoid words and expressions such as “mechanism” in project design, as different people interpret these differently.

## 11 Conclusions and overall assessment

### 11.1 Project performance

#### 11.1.1 Relevance,

The project is highly relevant to both WWF African Rift Lakes Priority Area and the Albertine Rift Montane Forest Ecoregion conservation actions and also as a Pilot project to the Government of Uganda Water Sector Reform process delivering Integrated Water Resource Management IWRM across the country by 2015.

The project has carefully aligned itself to contributing to the national IWRM process and it is suggested that WWF should consider continuing and expanding its role in this support subsequently

#### 11.1.2 Effectiveness,

The project has had limited effectiveness within the selected sub-catchments and their local government districts. Due to limited financial and human resources one of the three sub-catchments was dropped from further progress towards sub-catchment management plans (SCMPs). Although a difficult decision it is seen as a wise one that will enable the project to reach the end point of delivery of two completed SCMP's. It is doubtful whether this would have been possible if all three SCMP's had been attempted. The process for government and civil society participation in this process was effective and provided valuable inputs to the SCMPs.

Within the Local Governments the project has effectively raised IWRM awareness and capacity although the necessity for DWRM engagement in this must be addressed .

The establishment of local structures for sub-catchment management was not progressed primarily because this will be an activity required when the SCMP's are approved and proper sub catchment management will be implemented according to the approved plans.

The project has carried out a series of field implementation demonstrations, which although very limited in quantity have been demonstrated to have been effective and even encouraged local replication.

#### 11.1.3 Efficiency,

Project efficiency has been reduced by several factors already detailed that may be summarized by :

- Inadequate utilization of available funds
- Lack of clarity of revised focus subsequent to the major project purpose revision after the initial project review in 2005. The required revision of the project log frame outputs was not adequately addressed.
- The performance of the first project manager was clearly inefficient leading to his replacement in 2008. Subsequent efficiency of performance of the new project manager promoted from Project Extensionist has seen considerable project efficiency improvements within his own IWRM capacity limitations . However with no re-appointment of a new Project Extensionist the Project Manager has been the sole technical project resource for more than 18 months.

#### **11.1.4 Sustainability, Replicability, Magnification opportunities**

The project requires further time to support moving from the delivery of sub-catchment management plans to their implementation through government civil society structures and co-operation that will require to be facilitated by WWF or similar.

Considerable opportunities for replication and magnification of this project exist as part of the Government of Uganda's water sector reform strategy within which LAECMI is a Pilot project.

### **11.2 Overall assessment of project**

#### **11.2.1 Achievement of the project goal and purpose .**

With the delivery of two sub-catchment management plans and supporting outputs only partial achievement of the project purpose has been achieved with the potential for full achievement if further facilitation of SCMP implementation is provided . Achieving the project goal will also require the completion of the Waki SCMP and its subsequent implementation .

#### **11.2.2 Contributions to local, national, regional and global (WWF) biodiversity and ecosystem conservation goals**

The project is supporting biodiversity and ecosystem conservation goals as a complementary water resource management project to related WWF and government led projects within the sub-catchment areas. As with all ecosystem led environmental and biodiversity frameworks the fundamental need to include IWRM as one of the basic building blocks to sustainable land use and ensuing conservation initiatives must be included in overall design . That this has been included into local and national development strategies through the GoU IWRM process is highly important. Pilot Implementation of this IWRM in the Lake Albert Eastern Catchment in partnership with WWF as part of its Global Priority framework is hugely significant and clearly indicates a welcomed practical linkage of environmental conservation, sustainable development and government process.

#### **11.2.3 Contributions to socio-economic situation in the project area.**

The project importantly has provided for the first time capacity and awareness to the Local governments of four districts with respect to the role of IWRM in improving government development processes and service delivery to its communities . IWRM is a development as well as management tool critical in coordinating government strategies in a sustainable utilization of natural resources. Without effective IWRM the unsustainable and uncoordinated sectoral use of available natural resources is a far too frequent outcome .

#### **11.2.4 Contributions to natural resource management governance and management**

This project has been recognized by DWRM as a pilot sub-catchment management project as part of the Government of Uganda water Sector Reform process which will implement IWRM across the country. Considerable progress was identified with respect to raising capacity and awareness of Local Government to take on the role of responsibility of IWRM in the ongoing national water sector reform process. Demonstration of the potential mechanisms for civil society /government interface and cooperation have been piloted in selected communities.

Several of the series of local interventions, particularly at the river source areas, were demonstrably successful – even if limited in their geographic coverage. Clear examples have been provided as to how communities and government can work co-operatively towards the

development of IWRM approaches without undue conflict between the partners. In particular the riparian recovery programmes at the sources of the Waki and Wambabya are of note.

## 12 Recommendations for the way forward

### Recommendation 1:

Either through another phase of this project or another project further support of the pilot sub catchment project is required. This is to enable WWF to fulfil its role in facilitating the establishment of the implementation mechanisms for IWRM as identified in the Sub-catchment Management plans ( SCMP). It is believed that project sustainability will be otherwise compromised .

This second phase should include:

- Addressing of internal WWF IWRM capacity and project management issues. Appointment of a national freshwater coordinator/ water policy post would seem critical. This post will provide necessary links to the development of more effective relationships with external partners e.g. DWRM, NBI, GWP etc. Additionally the post will oversee the field projects to ensure effective performance and support for the field technical staff.
- Establishment and build capacity of necessary level stakeholder structures at sub – catchment, segment and user levels . It is noted that a proposal to develop water user groups based on user activity is proposed. The review team feel this should be very carefully considered in terms of practicality. Existing community structures make water user groups based at community level far more likely to be successful, much cheaper and far less prone to internal disputes and rivalries.
- Incorporation of SCMP priority plans into Local Government development budgets either at annual or preferably medium term level.
- Assisting government and CSO's to access funds for SCMP plan activities
- Facilitation of the relationship development between Local Governments and DWRM for IWRM .
- Facilitating the refining and review of SCMP's by sub-catchment organisations

The similarity and geographical linkage with the newly established River Semuliki Project make a potential combination of these two projects potentially mutually beneficial. Many of the above components for further work in LAECMI are directly applicable to the River Semuliki project.

### Recommendation 2:

As a result of the project relationship with MWE and DWRM, WWF needs to clarify its future role in the overall IWRM strategy delivery by the Government of Uganda in addition to its conservation actions in the African Rift Lakes Priority Area and the Albertine Rift Montane Forest Ecoregion .

### Recommendation 3:

There is an important need to produce sub-catchment management guidelines, based on project experiences, as a final output that in particular details structural and institutional mechanisms and how they will be put in place at stakeholder and government level.

Additionally the issues recommended on project information gathering, residence and dissemination should be focussed upon whether the project is to continue or not.

**Recommendation 4:**

Notwithstanding the fact that the project may be coming to an end DWRM must be encouraged to participate in this and other pilots with more strength at the grassroots level. This includes areas :

- a) Data collection and distribution to local government and WWF
- b) Institutional support in the development of Local Government structures and capacity for IWRM
- c) Potential resource supports for SCMP processes being facilitated by WWF
- d) Consideration of the development of joint funding proposals for IWRM development in Uganda

**Recommendation 5:**

Catchment management capacity at project and government level needs to be continued to be increased. WWF-UCO should aim to provide increased IWRM capacity to its country and project staff and where appropriate expand this to partners.

**Recommendation 6:**

Alternatives to exotic tree species planting at riparian forest sites should be explored. Also it is necessary to address the issue of providing alternative early financial/resource returns for stakeholders relinquishing riparian sites.

**Recommendation 7:**

WWF project management capacity can be improved to lead to increased project efficiency. This can be achieved by :

- a) Ensuring capacity of project staff with respect to activity based financial budgeting and accounting as a project management tool.
- b) Effective utilisation of project monitoring and review mechanisms
- c) Continuing development of project staff in areas of best practice technical capacity through WWF and external training and mentoring opportunities
- d) Effective and adequate staffing at technical and administrative level.

**Recommendation 8:**

As part of the exit strategy the following actions need to be taken without delay:

- Capture and dissemination of project knowledge (CD/website)
- Agreements by nominated agencies for continuation of activities as proposed in the Exit Strategy,
- Preparation of Waki Sub Catchment Management Plan

**Recommendation 9:**

Ensure review and finalisation of the Project Exit Strategy. Clear agreements with respect to handover of responsibilities to stakeholders should be signed off and all necessary available resources transferred in order to facilitate specific activity sustainability.

## Annex 1: Evaluation TORs

The 39 page TORs with extensive background information are not fully repeated in this annex. Rather sections 4 to 8 referring to the ToR Scope, Approach and methodology , team profile, timeframe and deliverables

### 4. Scope of the Evaluation

The Project End Evaluation is expected to address the following issues, at a minimum:

#### A :Relevance and Quality of Project Design

Assessment of the relevance and quality of the project design i.e. is the project design adequately addressing problems and needs and is it consistent with beneficiaries' requirements and national priorities.

- a) Are the goal and purpose of the project still relevant, i.e. to what extent has the project responded to priority conservation, socio-economic and other identified issues of concern? If not, what has changed from when the project was designed and why?
- b) What is the value of the project intervention in relation to WWF's Global Conservation Programme and to regional and national conservation priorities, policies and strategies etc.?
- c) Given the project goal and purpose, have the implementation strategies been appropriate, i.e. is the LFA logical and complete?
- d) Has the project monitoring system, including design of indicators, been appropriate?
- e) Have the assumptions and estimation of risks been complete and realistic?
- f) Does the project have buy-in and support from all stakeholder levels, i.e. has it met stakeholder expectations?
- g) Is the project aligned with other donor or government projects and programmes in the catchment and in the water/environment sectors?
- h) Is the project exit strategy realistic?
- i) Have post-conflict issues been adequately addressed in the project design and implementation?

#### B: Effectiveness (Achievement of purpose)

Assessment of the major achievements of the project to date in relation to its stated purpose.

- a) With reference to the LFA indicators, other criteria if appropriate, and project monitoring data, has the project achieved its purpose and outputs, and to what extent will the project contribute to the overall goal (Quantitative assessment)?
- b) Are any conservation and socio-economic achievements likely to occur after the end of the project?
- c) Has project biological monitoring data been appropriately recorded, stored and

- disseminated (documentation and communication)?
- d) Has the project failed in any respect, and if so explain why?
- e) What are the views of the various stakeholders on the achievements of the project (qualitative assessment)?
- f) Has the project contributed to raising capacity in natural resource management or other areas?

### C: Efficiency of Planning and Implementation (Sound Management)

Have funds, capacity, time and other resources been efficiently utilised to achieve the project purpose and outputs, i.e. has the project provided value for money and effort?

#### Financial

- a) What % of available funding has been utilised (analyse by budget line and total expenditures)? Explain any over or under expenditures.
- b) Have funds been transferred efficiently from donor to the project and then utilised efficiently?

#### Implementation

- c) What % of activities in the work plan has been delivered?
- d) Has monitoring data been collected as planned, stored and used to inform future plans
- e) Has project implementation been adaptive and pro-active, responding to changes and lessons learned?
- f) What learning processes have been in place and who has benefitted (e.g. training, self-evaluation, exchanges with related projects etc.)

#### Management factors

- g) Did the project experience any capacity gaps?
- h) Have project staff performed efficiently?
- i) How has the working relationship within the team and with partners, stakeholders and donors been?
- j) Has internal and external communication been effective and efficient?

### D: Impact

Assessment of the impact of the project, whether positive, negative, primary or secondary long-term or short-term, and produced directly or indirectly as a result of project interventions.

- a) What impacts has the project had on biodiversity conservation and water resources management or is likely to have?
- b) What impacts has the project had on people in the project area? Special reference should be made to **women and equality, poverty and governance** (access and control over natural resources)?
- c) Has the project met stakeholder expectations?

- d) What impact, if any, has the project had on the role of civil society
- e) What impact, if any, has the project had on policy, legal and institutional frameworks relating to sustainable natural resource management.
- f) Has the project in any way contributed to low carbon development pathways and climate change adaptation or mitigation.
- g) How has the project contributed to gender equality, and economic gain for women and other marginalized groups.

## E: Sustainability, replicability and magnification potential

Assessment of the key factors affecting sustainability and up-scaling of the project activities.

### Sustainability

- a) Does the project have a clear exit strategy, including how to ensure continuity of project activities and conservation gains?
- b) Is the social, legal and political environment conducive to sustainability and replicability?
- c) What is the likelihood of continuation of initiated conservation activities and lasting benefits after the project is closed?
- d) Which are the key constraints to sustainability of project activities and conservation gains?

#### **Sustainability**

A project is sustainable when it continues to deliver conservation results indefinitely after most or all external support has been removed

### Replicability

- a) Is there evidence of organisations/partners/communities that have copied, upscaled or replicated project activities beyond the immediate project area, and is such replication or magnification likely?
- b) Can the project be replicated without additional donor funding and technical assistance?

## F: Lessons learned

What lessons and experiences have resulted from the project?

- a) Has the project provided any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice, worst practise, avoidable failures etc?
- b) What are the lessons learned and best practices derived from this project?
- c) How are lessons learned and best practices going to be shared/disseminated?

## G: Conclusions and overall assessment

Linked to the findings under the above sections, overall conclusions should be drawn and listed in terms of importance.

Based on the conclusions an overall assessment of the project in terms of general performance and achievements and contributions to national, regional and global (WWF) conservation goals and socio-economic contributions should be made, providing explanations and justifications for any deviations from the LFA and any shortcomings or failures to perform.

## H: Recommendations

The evaluation is expected to make clear and detailed recommendations in terms of the way forward, and how to increase effectiveness of implementation (if activities are to continue) or how to exit strategically (if the recommendation is to not extend or close the project). The following points should be addressed:

- a) What are the post project key **strategic options** i.e. WWF exit strategy from the project area, scale down, replication, scale-up or continuation/extension.
- b) What needs to be changed/improved at project, country/project office and WWF-Norway/Norad to improve project performance now and in the future?
- c) If it is recommended to continue/extend the project provide justification and outline the purpose and the expected outputs .

## 5. Approach & Methodology

The Final Evaluation should include a review of relevant literature (See Annex 2 – Documents to be consulted), including the original project document, Internal review report, mid-term review recommendations, and any other comments where applicable. Special emphasis should be put on the LFA and project monitoring data.

The process of assessment will also include independent interviews and consultations with government at central and local government levels and with other stakeholders (See Annex 4- Key informants for details).

At the end of the field assessments the preliminary findings and initial conclusions should be presented at a (or several) stakeholder meeting.

The Evaluation Report should follow the template provided (See Annex 5).

## 6. Time Frame

The total time allocated for the evaluation is 20 days, divided as per Table 1 below, with 10 days expected to be spent in country - also refer to Annex 2 – Proposed schedule for the evaluation.

**Table 2: Time allocation**

Item	No of Days
1. Review of documentation	2
2. Development of evaluation design and research instruments (questionnaires, interview guidelines, etc.)	1
3. International travel;	2
4. Field research and meetings	6
5. Data analysis	2
6. Presentation of the initial findings and preliminary conclusions	1
7. Preparation of the draft report	4
8. Incorporation of comments and finalization of the evaluation report.	2
<b>TOTAL No. Days</b>	<b>20</b>

## 7. Profile of the Review Team

This is an independent review of the project and will be conducted by two external consultants. The lead consultant /team leader will be recruited internationally and will require expertise and experience in integrated water resources management at field, programme and international levels. The team leader should demonstrate sound knowledge and understandings of water resources including hands-on fresh water management including East Africa. An understanding and experience with WWF as an organization and familiarity with Norad are added advantages. Experience in similar short assignments including project development and evaluations will be valuable.

The team leader will be assisted by a professional in natural resources management, social development or programme/project management. This professional will be Ugandan national and is expected to have clear understanding of relevant national policies and priorities in Uganda including the water and environment sector. The professional must understand the decentralized governance in Uganda and show experience at different planning levels in Uganda.

## 8. Deliverables and Reporting Requirements

- i. Presentation of preliminary findings and initial conclusions in a country stakeholder meeting (Powerpoint presentation). A digital copy of the presentation should be provided to the WWF Country/Programme Office and to the WWF-Norway office.
- ii. A digital copy in MS Word format of the **Draft Evaluation Report** (not > 30 pages, plus annexes), as per the report template in Annex 5, should be submitted to the WWF-Uganda Country Office (David Duli, [dduli@wwfuganda.org](mailto:dduli@wwfuganda.org)), with copies to Head of International Department, WWF-Norway (Andrew Fitzgibbon, [afitzgibbon@wwf.no](mailto:afitzgibbon@wwf.no)), the WWF-Norway project officer (Birgitta Farrington, [bfarrington@wwf.no](mailto:bfarrington@wwf.no)) and the ESARPO Freshwater Manager (Batula Awale [bawale@wwfearpo.org](mailto:bawale@wwfearpo.org)) by **8 November 2009**. Consolidated feedback and comments will be provided to the consultant by WWF-UCO WWF (David Duli, [dduli@wwfuganda.org](mailto:dduli@wwfuganda.org)), within **two weeks** of receiving the draft report.
- iii. A digital copy in MS Word format of **Final Evaluation Report**, as per the template in Annex 5, should be submitted to WWF Uganda Country Office (David Duli, [dduli@wwfuganda.org](mailto:dduli@wwfuganda.org)), with copies to Head of International Department, WWF-Norway (Andrew Fitzgibbon, [afitzgibbon@wwf.no](mailto:afitzgibbon@wwf.no)), the WWF-Norway project officer (Birgitta Farrington, [bfarrington@wwf.no](mailto:bfarrington@wwf.no)) and the ESARPO Freshwater Manager (Batula Awale [bawale@wwfearpo.org](mailto:bawale@wwfearpo.org)) within **7 days** of receiving consolidated comments on the Draft Final Evaluation Report or by **30 November 2009**.

## Annex 2: Evaluation Timetable

Day, date	Time	Location	Activity (meeting, field visit etc) <sup>1</sup>	Purpose of meeting / visit <sup>2</sup>	Responsibility <sup>3</sup>
<b>Day 1</b> <b>Thursday</b>	8:00 – 9:30	Kampala	Meeting with WWF UCO staff	Briefing	David Duli
<b>Date</b> <b>8/10/09</b>	10:30-1:00	DWRM Hqtrs, Entebbe	Meeting with DWRM officials	Evaluation policy legal and institutional issues; participation ; suitability of the programmes as per Tor of the Evaluation	David Duli
	1:00 – 2:00		Travel to Kampala	Lunch in Entebbe and Travel	David Duli
	2:00 p.m		Travel to Hoima	Travel	
<b>Day 2</b> <b>Friday</b>	8:00 - 11:00	Hoima WWF Offices	Briefing at project offices	Detailed aspects of project implementation, successes, challenges, approaches etc	John Rusoke
<b>Date</b> <b>9/10/09</b>	11:00-1.00 pm	Hoima Town	Meet NAVODA - CBO	Discuss with CBO on their role in project implementation	John Rusoke & Joseline
	2.00-5.00 p.m	Hoima District	Field visits -Meet 3 community groups in Kyabigambire (Waki and Wambaya source projects) and Kitoba (Kiraira).	Observe River bank stabilization and tree nursery management	John Rusoke & Joseline
<b>Day 3</b> <b>Saturday</b>	8.00-11.00	Hoima District	Meet Bunyoro Kitara cultural development Troupe	Assess awareness raising messages.	John Rusoke and Joseline

Day, date	Time	Location	Activity (meeting, field visit etc) <sup>1</sup>	Purpose of meeting / visit <sup>2</sup>	Responsibility <sup>3</sup>
Date 10/10/09	11.00-1.00	Hoima District Kabwoya UWA office	Meet UWA staff based in Kabwoya Wildlife Reserve	To discuss role of conserving Kabwoya Wildlife reserve and Kaiso Tonya community conservation	John Rusoke and GAD & Irene
	2.00-4.00 pm		Field visits to landing sites	Discuss and observe at house hold level , fuel saving devices	John Rusoke and GAD
	4.00-5.00 pm		Visit Hydromax Hydro-power project site (private sector)	Discuss potential involvement in catchment management	John Rusoke & Joseline
	3.00-6.00	Travel back to Hoima	Overnight in Hoima		John
Day 4 Sunday Date 11/10/09			Documentation, Hoima Hotel		
Day 5 Monday Date 12/10/09	8.30-11:00	Hoima District Hqtrs	Meeting District staff	Assess relevancy to district and effectiveness of approaches	John Rusoke & Joseline
	11:00 – 1:00	Hoima District Hqtrs	Meet CAO, Chairperson and RDC	Assess relevancy to district and effectiveness of approaches	John Rusoke & Joseline
	2.00-5.00	Travel to Kibaale	Overnight in Kibaale		
Day 6 Tuesday Date 13/10/09	8.00-9.00	Kibaale District Hqtrs	Meeting District staff	Assess relevancy to district and effectiveness of approaches	John and Animate
	9.00-10.00	Kibaale District Hqtrs	Meet CAO, Chairperson and RDC	Assess relevancy to district and effectiveness of approaches	John and Animate
	11.30-1.00	Travel to Hoima			

Day, date	Time	Location	Activity (meeting, field visit etc) <sup>1</sup>	Purpose of meeting / visit <sup>2</sup>	Responsibility <sup>3</sup>
	2.00-4.30		Hoima Office	Meetings with Project staff , reports reviews etc	
	4.30				
Day 7 Wednesday Date 14/10/09	8.00-11.00	Travel and meet at Masindi District Hqtrs	Meet Top Officials and other District staff	Assess relevancy to district and effectiveness of approaches	John Rusoke and DEO (William)
	11.00-3.00	Travel and meet at Biiso	Meet Biiso sub-county (Chief , ACDO) and parish (chief) officials, rain gauge reader	Rain water monitoring and general project awareness.	John Rusoke and District Fisheries Officer- Ngongaha
	3.00-4.00	Travel to Hoima via Kigorobyia	Observe River gauging station on River Waki	Appreciate water monitoring infrastructure support to central government	John Rusoke
Day 8 Thursday Date 15/10/09		Hoima town	Workshop	Presentation of preliminary results and partners input in a workshop	John Rusoke and Consultant
		Travel back to Kampala	Overnight in Kampala		Zephrine
Day 9 Friday 16/10/09		Kampala	Workshop with DWRM at Speke Hotel Lake Victoria	Presentation of preliminary results and partners input in a workshop and debrief	David Duli and Consultants

## Annex 3: Project Logical Framework

	Goals & Objectives (intervention logic)	Objectively verifiable Indicator (what you are measuring)	Baseline (value & date of measurement)	Data Source/ Means of Verification Planned Final Result, & Yr.	Assumptions
1	Goal: Catchment management of Lake Albert's Eastern Catchment conserves water, biodiversity and other natural resources such that ecosystem functions are secured and basic human needs met.				
2	Purpose: Mechanisms for integrated water resources management established for at least three rivers draining into the eastern side of Lake Albert by the end of 2008	Mechanism for the management of water resources established in three sub-catchments of Nkusi, Waki and Wambabya by December 2008.	There is no functional formal decentralized institutional arrangement for water resources management, in place in the selected catchments	Meeting reports; study reports	The Uganda's legislation will be in place by June 2007
3	Output 1: District and other authorities and organizations facilitated to collect information on catchment conditions and for future management, with particular emphasis on physical and environmental conditions	Data on 5 topical issues collected by June 2006. At least 70% of the data being used for planning by December 2006.	Baseline information had not been gathered yet in the first 1 1/2 years of the project lifespan.	study reports	The District authorities and other partners are willing to collect data for planning natural resource management and community development

4	Output 2: Increase awareness of catchment natural resource issues including status, trends, degradation and possible opportunities, policy and legal framework	A functional communication strategy by June 2006. Increased Level of awareness of key natural resource issues increased by 20%, 60% and 80% in 2006, 2007 and 2008 respectively.	Awareness on natural resources management existed in the community but little on water resources management tagged to indigenous knowledge.	Communication strategy in place; events reports	Increased awareness will lead to positive attitudes to natural resource and behaviour towards more sound management of natural resource
5	Output 3: Stakeholder dialogue facilitated so that problem identification and ranking as well as opportunities and solutions identification are carried out at sub catchment, districts, sub-county and parishes.	one Established and functional water association by December 2006 and 25 by 2008.	The stakeholders are present but not organised in associations or groups to handle their affairs.	Water users identified; reports;	The district councils support the process and are willing to enact appropriate ordinances to support the dialogue process.
6	Output 4: Capacity building needs identified and priority capacity building carried out with emphasis to Integrated Water Resource Management	Capacity building needs assessment report available by Sept 2006 and capacity building training plan in place by December 2008	Lack of the equipment and facilities in the key institutions. The capacities were limited in areas of governance, financial management and proposal development and implementation including service delivery.	training reports; partners stock inventory	People that benefit from increased capacity will remain in their respective areas and will apply new skills again.
7	Output 5: Implementation of identified action needs in the catchment in terms of natural resources management in output 3 above.	Action plan for addressing community priority needs in place.		Meeting reports; monitoring reports	Key stakeholders in the catchment are willing and committed to participating in the implementation of action needs. Necessary resources are available for implementation.

8	Output 6: Support and improve management of Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife area.	30% of management actions implemented in KWR by Dec. 2008. 30% of management actions implemented in KTCWA by Dec 2008	Vermin control units were established in Masindi district and absent in Hoima, Kibaale and Bulissa. No community tree nursery and woodlots in Kabwoya, Kasio Tonya Wildlife reserves. The CPI was none existent in the two wildlife reserves.	training reports; monitoring reports	Uganda Wildlife Authority willing to improve the management off the reserve and will employ competent staff to manage it. Government buy-in and continued support and commitment
9	Output 7: Water resources management framework at community/ District levels in Hoima, Kibaale and Masindi districts improved.	Operational water management structures established in the Catchment, sub Catchment and community levels.	No formal decentralized water resource management structure in place at Catchment and sub Catchment levels.	Catchment and sub catchment management plans	The water situation does not deteriorate beyond the current levels. Stakeholders willing to adopt principles of river basin management. Government buy-in and continued support and commitment

## Activities

<p>1.1 (a) Data collection on water quantity and quality for the three main river (Nkusi, Wambabya, Waki)</p> <p>1.1 (b) Information on policy, legal and institutional framework of water resources management</p> <p>1.2 Assess historical trends in water resources, forests, biodiversity and other natural resources using qualitative methods</p> <p>1.3 Collection and documentation of ownership status of land and other natural resources (e.g. forests, wetlands).</p> <p>1.4 Collection of information on benefits and problems from surrounding forests, vegetation and its wildlife</p> <p>1.5 Collection of information on traditional agricultural, forestry and fisheries practices, in any</p> <p>1.6 Socio-economic surveys covering population, economic activities, income levels, immigration, etc</p> <p>1.7 (a) Provision of documentation in the form of reports and maps.</p> <p>1.7 (b) Midterm review</p> <p>1.7 (c) Audit</p>
<p>2.1 Community sensitization</p> <p>2.2 Sensitisation of district officials through meeting/workshop</p> <p>2.3 Sensitisation of CBOs and NGOs through meeting/workshop.</p> <p>2.4 Sensitisation of sub-county technical planning committees and sub-county executive committees through workshops</p>
<p>3.1 Avail and disseminate the information collected under output 1.</p> <p>3.2 Prepare and implement field visits and participatory assessments of current situations on the ground.</p> <p>3.3 Facilitate the communities to suggest possible solutions to the problems identified in 3.2 above</p> <p>3.4 Work out modalities for sustainability of the programme through identification of roles, responsibilities and opportunities at various levels (districts, sub-counties, and communities).</p>

4.1 *Build capacity at district council level to engage Central Government to increase support to centrally managed natural resources like central forest reserves, wildlife reserves and wetlands.*

Activity removed after review of Y1 and subsequent discussions

4.2 Build capacity at village and community level, including the Community/Protected Area Institution (CPI), to develop environmental/parish action plans, implement the plans and monitor changes of relevant conditions.

4.3 Build capacity at district, sub county and other relevant level on integrated water resources management.

4.4 Build capacity at district and local levels to implement participatory natural resource management, in particular forest reserves and other protected areas.

4.5 *Train forest and wildlife rangers' to increase capacity to do resource monitoring of forest species and wildlife resources.*

Activity removed after Y1 on the advice of UWA

5.1 The project appraisal in Y1 suggested this as prescriptive and pre-emptive of output 3. So this cannot be done until the actions needs are identified in output3

Relevant examples include:

Activity 5.1 – Encourage planting of wood lots at the farm level to relieve pressure on natural forests by producing fuel wood.

Activity 5.2 – Implement alternative income generation and sustainable production activities.

Activity 5.3 – Implementation of bye-laws (sub-county level) and ordinances (district level) that are existing or newly developed during the above process.

Activity 5.4-Raising appropriate tree seedlings, with emphasis on indigenous species

Activity 5.5 (Forest landscaping) restoration in selected areas, including enclosure and planting

6.1 Boundary maintenance in KWR and KTCWA.

6.2 *Carry out wildlife surveys in and around KWR and KTCWA.*

*(Done by UWA)*

6.3 Facilitate the development of the management plan for KWR and KTCWA.*(Done by UWA)*

6.4 Facilitate the establishment and operation of CPI.

*(Taken care of in 4.2)*

6.5 Facilitate the development of alternative income generation activities.

*( Taken care of in 5.2)*

6.6 Assist in developing transport and communication (e.g. motorbikes, radio)

6.7 Assist in developing supply of water and fuel wood for lakeshore communities (e.g. borehole, wood lots).

6.8 Train community conservation rangers for KTWCA in protected area management.

6.9 Facilitate training for vermin and problem animal control unit for Hoima, Masindi and Kibaale districts.

7.1 Assess in more detail the feasibility of implementing integrated river basin management in the districts concerned.

7.2 Integrate the principles of integrated water resources management at the various appropriate levels in the eastern sub-catchment of Lake Albert

7.3 Based on the result of 7.1, institute an appropriate management process at different administrative levels in the eastern part of the catchment.

## Annex 4: Progress against indicators

Project Targets	Indicators	Baseline (value & time of measurement).	Current status (Value and Date) with discussion of any variance.	Success rating
<b>Project purpose</b>				
<b><i>Mechanisms for integrated water resources management established for at least three rivers draining into the eastern side of Lake Albert by the end of 2008</i></b>	Mechanism for the management of water resources established in three sub- catchments of Nkusi, Waki and Wambabya by December 2008.	There is no functional formal decentralized institutional arrangement for water resources management, in place in the selected catchments	<p><b>June 2009 TPR</b></p> <p>1.An inter-district forum has been formed; 2. Three sub-catchment fora and for each a technical committee was formed for Nkusi, Waki and Wambabya.</p> <p>3. Sub-catchment plans for Wambabya and Nkusi have been drafted.</p> <p><b>Final Review October 2009</b></p> <p>1. 2 out of 3 planned SCMP's in draft</p> <p>2 a. Baseline data collected.</p> <p>2b. Establishment and limited sustainability of river flow and rain fall data collection in 3 sub-catchments</p> <p>3. Limited sensitization activities carried out across grassroots and administrative stakeholders</p> <p>4a. Training and equipping of community facilitators for IWRM consultation processes.</p> <p>4b. Limited hard capacity support to sub-catchment administrators.</p> <p>4c. Set up and operation of Vermin control units at district level</p> <p>5. Demonstration WRM activities in water sources areas of 3 sub-catchments</p> <p>6.No formal grassroots sub-catchment water resource management structures in place.</p>	<p>TPR Assessment</p> <p></p> <p>Review Assessment</p> <p></p>

### Output 1

<p>District and other authorities and organizations facilitated to collect information on catchment conditions and for future management, with particular emphasis on physical and environmental conditions . <b>(DATA COLLECTION)</b></p>	<p>Data on 5 topical issues collected by June 2006. At least 70% of the data being used for planning by December 2006.</p>	<p>Baseline information has not been gathered yet in the first 1 1/2 years of the project lifespan.</p>	<p><b>June 2009 TPR</b></p> <ol style="list-style-type: none"> <li>1. 4 rain and three rain gauging stations were established and are functional in the catchment area.</li> <li>2. Reports on the five topical issues are available and being used for awareness raising and planning.</li> </ol> <p><b>Final Review October 2009</b></p> <ol style="list-style-type: none"> <li>1. 4 rain and three rain gauging stations were established and are functional in the catchment area but data collection and analysis not being effected by WWF or DWRM.</li> <li>2. Reports on the five topical issues are available and being used for awareness raising and planning.</li> <li>3. No other ongoing data collection facilitated.</li> </ol>	<p>TPR Assessment</p> <p style="text-align: center;"></p> <p>Review Assessment</p> <p style="text-align: center;"></p>
<p><b>Output 2</b></p>				
<p>Increase awareness of catchment natural resource issues including status, trends, degradation and possible opportunities, policy and legal framework <b>(AWARENESS AND SENSITISATION)</b></p>	<p>A functional communication strategy by June 2006. Increased Level of awareness of key natural resource issues increased by 20% , 60% and 80% in 2006,2007 and 2008 respectively.</p>	<p>Awareness on natural resource management existed in the communities but little on water resource management tagged to indigenous knowledge.</p>	<p><b>June 2009 TPR</b></p> <ol style="list-style-type: none"> <li>1. Sensitisation was scaled down to focus at grassroots communities;</li> <li>2. Project staff attend technical planning meetings in the districts</li> <li>3. Meetings were held with selected NGOs/CBOs, in order to keep stakeholders abreast of the process.</li> </ol> <p><b>Final Review October 2009</b></p> <ol style="list-style-type: none"> <li>1. WRM awareness and sensitization activities ( drama and radio) reduced in final year.</li> </ol>	<p>TPR Assessment</p> <p style="text-align: center;"></p> <p>Review Assessment</p> <p style="text-align: center;"></p>

Output 3				
Stakeholder dialogue facilitated so that problem identification and ranking as well as opportunities and solutions identification are carried out at sub catchment, districts, sub-county and parishes. <b>(STAKEHOLDER DIALOGUE)</b>	1 Established and functional water association by December 2006 and 25 by 2008	The stakeholders are present but not organised in associations or groups to handle their affairs	<p><b>June 2009 TPR</b></p> <p>1. Community consultations and a comprehensive situation and stakeholder analysis research report have informed preparation of two sub catchment management plans now in draft.</p> <p>2. 4 community IWRM groups have been informally developed and are being implemented in Wambabya</p> <p><b>Final Review October 2009</b></p> <p>1. No formally established and functional water associations at community , parish or district level</p>	<p>TPR Assessment</p> <p></p> <p>Review Assessment</p> <p></p>
Output 4				
Capacity building needs identified and priority capacity building carried out with emphasis to Integrated Water Resource Management. <b>(CAPACITY BUILDING)</b>	Capacity building needs assessment report available by Sept 2006 and capacity building training plan in place by December 2008	Lack of the equipment and facilities in the key institutions. The capacities were limited in areas of governance, financial management and proposal development and implementation including service delivery.	<p><b>June 2009 TPR</b></p> <p>1. Community data collectors for surface water were equipped with tools and skills and are now active on the ground.</p> <p>2. Community facilitators were equipped with skills on mobilization for IWRM. They were able to conduct community consultations for IWRM planning.</p> <p>3. Vermin control unit were supported in Hoima and Masindi districts. They are now handling vermin issues to keep farmers crop</p> <p><b>Final Review October 2009</b></p> <p>1. Wide range of necessary capacity building has been partially addressed .</p> <p>2. Lack of establishment of formal WRM structures means that capacity building for these structures is not yet possible.</p>	<p>TPR Assessment</p> <p></p> <p>Review Assessment</p> <p></p>
Output 5				

<p>Implementation of identified action needs in the catchment in terms of natural resources management in output 3 above. <b>(IMPLEMENTATION)</b></p>	<p>Action plan for addressing community priority needs in place.</p>		<p><b>June 2009 TPR</b> 1. Action plans on IWRM have been developed and are being supported , in areas of tree planting, river bank protection, on farm soil and water conservation and income generation activities</p> <p><b>Final Review October 2009</b> 1. Pilot implementation activities geographically very restricted to river sources. 2. Range of activities limited to riparian forest rehabilitation and alternative livelihood activities 3. Limited interaction with other NRM agencies for delivery of implementation</p>	<p>TPR Assessment </p> <p>Review Assessment </p>
<b>Output 6</b>				
<p>Support and improve management of Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife area. <b>(SUPPORT TO UWA)</b></p>	<p>30% of management actions implemented in KWR by Dec. 2008. 30% of management actions implemented in KTCWA by Dec 2008</p>	<p>Vermin control units were established in Masindi district and absent in Hoima, Kibaale and Bulissa. No community tree nursery and woodlots in Kabwoya, Kasio Tonya Wildlife reserves. The CPI were none</p>	<p><b>June 2009 TPR</b> 1. Fuel saving devices were positively adopted, 2. Woodlot establishment did not perform well. 3. Vermin control units were established and trained in Masindi and Hoima Districts to protect riparian farms .</p> <p><b>Final Review October 2009.</b> 1. Very local success with fuel-efficient stoves. 2. Area outside project sub-catchments 3. Requires separate and extensive intervention to address problems of habitat degradation by fishing communities' needs for firewood.</p>	<p>TPR Assessment </p> <p>Review Assessment </p>

Output 7				
Water resources management framework at community/ District levels in Hoima, Kibaale and Masindi districts improved( <b>CATCHMENT MANAGEMENT PLANS</b> )	Operational water management structures established in the Catchment, sub Catchment and community levels.	No formal decentralized water resource management structure in place at Catchment and sub Catchment levels.	<p><b>June 2009 TPRT</b></p> <ol style="list-style-type: none"> <li>1. A rapid assessment was done August 2008) on the progress of institutional development for decentralised water resource management.</li> <li>2. A conceptual framework for institutional WRM organization has been proposed.</li> <li>3. 2 draft SCMPs produced for Nkusi and Wambabya Rivers</li> </ol> <p><b>Final Review October 2009</b></p> <ol style="list-style-type: none"> <li>1. 2 out 3 proposed SCMP's at draft stage</li> <li>2. Conceptual framework for WRM still to be challenged, approved or tested by stakeholders.</li> </ol>	<p>TPR Assessment</p>  <p>Review Assessment</p> 

**HIGH**—THE OBJECTIVE/GOAL HAS BEEN ACHIEVED ENTIRELY (OR WITH AN INSIGNIFICANT SHORTCOMING), OR THE INTERMEDIATE OUTCOME, MILESTONE OR IMPACT ARE BEING MET IN THE PLANNED TIMEFRAME

**GOOD**—THERE WERE MINOR SHORTCOMINGS IN THE ACHIEVEMENT OF THE OBJECTIVE/GOAL OR THERE ARE MINOR SHORTCOMINGS IN THE ACHIEVEMENT OF THE INTERMEDIATE OUTCOMES, MILESTONES OR IMPACT IN THE PLANNED TIMEFRAME.

**MODEST**—THERE WERE SIGNIFICANT SHORTCOMINGS IN THE ACHIEVEMENT OF THE OBJECTIVE/GOAL IN THAT THERE WAS A SIGNIFICANT GAP BETWEEN THE ACTUAL AND PLANNED OUTCOME OR THE OBJECTIVE/GOAL IS SIGNIFICANTLY BEHIND IN REACHING ITS INTERMEDIATE OUTCOME, MILESTONE OR IMPACT IN THE PLANNED TIMEFRAME.

**LOW**—THE OBJECTIVE/GOAL RESULTED IN A VERY WEAK OR NO RESULT, OR THE ACHIEVEMENT OF THE INTERMEDIATE OUTCOME, MILESTONE OR IMPACT IN THE PLANNED TIMEFRAME IS VERY LOW.



## Annex 5: References and documents reviewed

The following references and documents were recommended for consultation as part of the review : Of these those indicated with a tick were consulted :

- Government of Uganda (GOU), 1995. The Constitution of the Republic of Uganda 1995.
- ✓ Government of Uganda (GoU), 1995. The Water Statute, 1995. UPPC, Entebbe.
- Government of Uganda (GOU), 1998. Land Act, 1998. UPPC, Entebbe.
- ✓ Government of Uganda (GOU), 2000. National Environment Act 2000. UPPC, Entebbe
- Government of Uganda (GoU), 2000. The National Environment (Wetlands, River Banks and Lake Shores Management) Regulations, 2000. UPPC, Entebbe.
- Government of Uganda (GOU), 2000. Uganda Wildlife Act 2000. UPPC, Entebbe
- ✓ Government of Uganda (GOU), 2001. The Uganda Forestry Policy 2001. Ministry of Water Lands and Environment.
- Government of Uganda (GOU), 2003. National Forestry and Tree Planting Act, 2003. UPPC, Entebbe.
- ✓ Ministry of Natural Resources, 1995. The National Environment Action Plan for Uganda. National Action Plan Secretariat, Ministry of Natural Resources.
- Ministry of Water, Lands and Environment (MWLE), 2001. Hydro-Climatic Study Report. Directorate of Water Development, Ministry of Water, Lands and Environment.
- ✓ Ministry of Water and Environment (MWE), 2009. Consultancy services for Short term Advisors: Catchment Based Water Resource Management Institutional Assessment – Draft Final Report. Directorate for Water Resource Management.
- ✓ National Environment Management Authority (NEMA), 1994. National Environment Policy 1994. Ministry of Water, Lands and Environment.
- ✓ National Environment Management Authority (NEMA), 2001. State of the Environment Report for Uganda 2001. National Environment Management Authority.
- Uganda Wildlife Authority (UWA), 2000. Community Protected Area Institution Policy. Kampala, Uganda.
- ✓ World Meteorological Organization (WMO), 1981. Hydro-Meteorological Survey of the Catchments of Lake Victoria, Kyoga and Mobutu Sese Seko. WMO/UNDP, Geneva.

### **Lake Albert Project documents**

- ✓ Project proposal
- ✓ Baseline Water Study on water quality monitoring and management
- ✓ The summary report of the district technical workshops for Masindi, Hoima and Kibaale district
- ✓ Internal Review Report, August 2006.
- ✓ Mid-term review report

### **Communication Strategy document**

- ✓ Sub catchment maps for Waki, Wambabya and Nkusi
- ✓ Socio economic survey report
- ✓ Civil Society training workshop
- ✓ Community Facilitator's training report
- ✓ Inter-district Technical Steering committee reports
  - Memorandum of Understanding with the districts of Hoima, Masindi, Buliisa and Kibaale
- ✓ Memorandum of Understanding with DWD
- ✓ Inter district (catchment wide) workshop report
- ✓ Waki and Nkusi sub catchment dialogue meeting reports
- ✓ Sub catchment technical committee report
- ✓ Natural resources inventory report
- ✓ Trend analysis for natural resources
  - Bogoria and Mara cross visit report
  - NGOs and CBOs Screening process report
- ✓ NGOs/CBOs sensitization reports
- ✓ Buliisa district sensitization report
- ✓ FM radio communication reports for Hoima, Kibaale and Masindi
- ✓ NGOs/CBOs project activity implementation reports
- ✓ Situation and stakeholders analysis report
  - Cost benefit analysis of catchment natural resources
  - Documentaries
  - Photo collections
- ✓ Project Fact sheet
- ✓ Technical progress reports to NORAD and WWF International
- ✓ Draft Sub catchment management plans for Nkusi and Wambabya river systems.

## Annex 6: Informants

1	Mugonzobwa Esau	Parish Chief	Biiso Parish, Buliisa District	
2	Byahuka Jackson	Assistant Community Development Officer	Biiso Sub-county, Buliisa District	
3	Karugaba Joseph,	Group Leader	Bunyoro Kitara Cultural Drama Group,	0772-686922
4	Busobozi Pius,		Bunyoro Kitara Cultural Drama Group, Hoima	
5	Betegyereza Cyprian,		Bunyoro Kitara Cultural Drama Group, Hoima	
6	Kagoya Aisha,		Bunyoro Kitara Cultural Drama Group, Hoima	
7	Kazoorra Abooki Jesse,		Bunyoro Kitara Cultural Drama Group, Hoima	
8	Komugisa Agnes,		Bunyoro Kitara Cultural Drama Group, Hoima	
9	Mugayo Jans Abooki,		Bunyoro Kitara Cultural Drama Group, Hoima	
10	Tindimugaya Callist (Dr.),	Commissioner, Water Regulation,	Department of Water Resources Management (DWRM) –	0772-521413, Callist.tindimuguya@mwe.go.ug
11	Dr. Callist Tindimugaya,	Commissioner Water Regulation	Directorate Water Resources Management	
12	Meteger John,		Directorate Water Resources Management	<a href="mailto:john.metzger@mwe.co.ug">john.metzger@mwe.co.ug</a>
13	Mwebembezi Leodinous,	Principal Water Officer	Directorate Water Resources Management	

14	Okonga Joel Richard,		Directorate Water Resources Management	
15	Matovu Abudallah,		Directorate Water Resources Management /Ministry of Water and Environment	
16	Kyosingira Fred,	Assistant Commissioner for Water Resources	Directorate Water Resources Management,	<a href="mailto:fred.kyosingira@uwe.go.ug">fred.kyosingira@uwe.go.ug</a>
17	Sewagudele Sowed,	Principal Water Officer	Directorate Water Resources Management	
18	Mwebembozi Leo ,	Acting Principal Water Officer	DWRM	
19	Rwarinda Edward Martin,	Senior Water Officer,	DWRM	
20	Katavatambi David,	Acting Senior Water Officer,	DWRM	
21	Lwanga Eva,	Acting Senior Hydrologist,	DWRM	
22	Okello Lawrence,	Acting Principal Water Officer,	DWRM	
23	Twikirize Doris	Acting Senior Water Officer	DWRM	
24	Bagonza George,	LC5 Chairman,	Hoima District	
25	Byenume Frederick,	Health Inspector,	Hoima Local Government	
26	Kajura Charles (Dr.)	Acting District Principal Medical Officer	Hoima Local Government	
27	Ndozereho F	Acting Community Development Officer	Hoima Local Government	
28	Assimwe C.C.,	District Health Inspector,	Hoima Local Government	
29	Assimwe Edward,	Lands Officer,	Hoima Local Government	
30	Byarugaba John,	District Planner,	Hoima Local Government	
31	Kyomya Simon, District Fisheries Officer	Entomologist,	Hoima Local Government	
32	Luswafa Ibrahim,	District Water Officer,	Hoima Local Government	

33	Muangini Harriet,	District Lands Officer,	Hoima Local Government	
34	Musiime Edward,	Statistician,	Hoima Local Government	
35	Nyangoma Joseline,	Senior Environment Officer,	Hoima Local Government	
36	Baguma Peter,	Environment Officer,	Hydromax Ltd , Buseruka	0782-074598
37	Reddy P.V.	Assistant Construction Manager,	Hydromax Ltd, Buseruka, Hoima	
38	Kashemeire Animate, ,	Senior Environment Officer	Kibaale Local Government	
39	Kyega Benard, ,	Community Development Officer	Kibaale Local Government	
40	Balikuddembe Louis,	District Natural Resources Officer,	Kibaale Local Government	
41	Kyamuhondire Wilson	Acting Forest Officer	Kibaale Local Government	
42	Nyamyaka George William	LC5 Chairman,	Kibale District	
43	Katotoroma John	Deputy Chief Administration Officer	Kibale District Government	
44	Rusoke John	Project Manager,	Lake Albert Eastern Catchment Management Initiative	0772-474060
45	Angubo Richard	Field Operations Assistant,	Lake Albert Safari Ltd.	0772-365529
46	Byakagaba W	LC5 Vice Chairman,	Masindi District	
47	Atuha Ndaaga Moses	Senior Planner	Masindi District Local Government	
48	Byarugaba Christopher	Vermin Control Officer,	Masindi District Local Government	
49	Mugoya James	Senior Lands Management Officer,	Masindi District Local Government	
50	Muhereza Christopher	Senior Community Development Officer,	Masindi District Local Government	
51	Nsimire William	Senior Environment Officer,	Masindi District Local Government	
52	Odongo Lucy,	Secretary for Production,	Masindi District Local Government	

53	Ntegyereize Francis (Rev.),	Program Coordinator,	NAVODA (CBO), Hoima	
54	Tusingwire Benon	Executive Director,	NAVODA (CBO), Hoima	
55	Asiimwe Dan	Technical Supervisor,	Tree Planting Project, NAVODA (CBO), Hoima	
56	Meijers, Hans	Development Manager	Tullow Oil	
57	John Barker	Independent Consultant , Review Team Leader	UK	Johnbarker04@yahoo.co.uk
58	Mugiri Ghad,	Warden in Charge	UWA, KWR and KTCWA-	0772-604044
59	Onega Norris,	River Gauge Reader,	Waki River	
60	Duli David,	Country Director	WWF Uganda Country Office, Kampala	<a href="mailto:dduli@wwfuganda.org">dduli@wwfuganda.org</a>
61	Birgitta Farrington,	Senior Project officer	WWF-Norway	
62				
63	Kyoburungi Gwenolyn,	Acting Principal Water Officer		
64	Kyonuhanzi Perez,			

**Annex 7: Briefing Presentation to Local Stakeholders at Hoima,  
October 14th and DWRM, Kampala October 15<sup>th</sup> 2009**

Slide 1:

Final Evaluation of the Lake Albert Eastern Catchment Management  
Initiatives (LAECMI) , Uganda

Slide 2:

**Programme**

- Review Methodology
- Project History and Context
- Project Goal and Purpose Review
- Review Comments
- Review recommendations

### Slide 3:

#### Review methodology.

- Literature Review.
- Research studies
- Progress reports
- Policy documents
- Project outputs
- Stakeholder Interviews
- WWF partners- UPO, ESARPO,WWF-Norway, Freshwater Group
- National stakeholders – Directorate of Water Resource Management
- District Government Hoima , Kibaale, Masindi and Buissa
- Uganda Wildlife Authority
- Civil Society- CBO – NAVODA, implementation communities in Waki and Wambabya upper catchments
- Private Sector – Hydromax, Tulloh Oil
- Field Visits
- Riparian protection implementation projects – Waki and Wambabya

Slide 4:

Issue	2003	2004	2005	2006	2007	2008	2009	2010
National Water Policy	1999 National Water Policy		Water Sector Reform Study				Catchment Based WRM institutional assessment	Creation of WMZ's. IWRM Roll Out
WWF LAECMI Process	Project design	Project Commencement (Dec)	Project Interim Review (Dec)		Project Mid-term review (Sept)		Project End (Dec) 2 Pilot sub catchment management plans	
WWF Lake Albert Biodiversity Project	Project Design					Project Commence		

Slide 5:

***Goal: Catchment management of Lake Albert's Eastern Catchment conserves water, biodiversity and other natural resources such that ecosystem functions are secured and basis human needs met.***

***Purpose: Mechanisms for integrated water resources management established for at least three rivers draining into the eastern side of Lake Albert by the end of 2008***

Comment :

- Both the Goal and Purpose statements were modified after the interim review in 2005 as a result of the emerging outcomes of the Water Sector Reform Study.
- Goal change was minor removing “develop” to indicate a final state rather than a process.
- Purpose change was significant however . Old purpose “*Facilitates participatory and sustainable integrated natural resources management initiatives for the conservation and sustainable use of freshwater resources, biodiversity and associated natural resources in the eastern part of the Lake Albert catchment for the benefit of local people*”

However Project Outputs remained the same – with a few activities removed .

Slide 6:

### Output Review

Output 1: District and other authorities and organizations facilitated to collect information on catchment conditions and for future management, with particular emphasis on physical and environmental conditions **DATA COLLECTION**

Output 2: Increase awareness of catchment natural resource issues including status, trends, degradation and possible opportunities, policy and legal framework **AWARENESS AND SENSITISATION**

Output 3: Stakeholder dialogue facilitated so that problem identification and ranking as well as opportunities and solutions identification are carried out at sub catchment, districts, sub-county and parishes. **STAKEHOLDER DIALOGUE**

Output 4: Capacity building needs identified and priority capacity building carried out with emphasis to Integrated Water Resource Management. **CAPACITY BUILDING**

Output 5: Implementation of identified action needs in the catchment in terms of natural resources management in output 3 above. **IMPLEMENTATION**

Output 6: Support and improve management of Kabwoya Wildlife Reserve and Kaiso-Tonya Community Wildlife area. **SUPPORT TO UWA**

Output 7: Water resources management framework at community/ District levels in Hoima, Kibaale and Masindi districts improved. **CATCHMENT MANAGEMENT PLANS**

Slide 7:

## Output Review 2

The project has carried out all recommended activities within the outputs within its capacity and available resources.

### Output 1 : Data Collection -

- A series of baseline studies on areas of social , physical, environmental and biodiversity were carried out and effectively documented early in the programme .
- Lack of available hydrological data was addressed through Output 4 ( Capacity building ) with the installation of 3 river gauges and 5 rain gauges with training for data collection operatives . Sustainability of data collection threatened by lack of payment to operatives . No data feedback from DWRM to date

**Overall Output 1 Assessment : Good**

Slide 8:

### Output 2: Awareness and Sensitisation

Awareness and sensitisation was carried out using drama presentations by cultural groups at the district level . Planned roll out of this process to community levels was withheld by funds restraints

- Radio presentations to reach wider audiences were successfully aired with WWF and Local Government technical staff inputs.
- Sensitisation workshops and meetings regularly provided
- Monitored increased awareness on water resource issues in sub-catchments

#### **Review Comments:**

- This has worked successfully although resource limitations have reduced the continuous and more widespread roll out .
- Recommendation to explore use of filmed cultural drama performances for television airing.

**Overall Assessment : Fair**

Slide 9:

### Output 3-Stakeholder Dialogue

Extensive stakeholder dialogue through :

- **Development of community action plans in limited numbers of communities early in programme**
- **Situation and stakeholder analysis carried out across 3 sub catchments.**
- **Stakeholder dialogue for sub-catchment management plans carried out across whole area.**

Review Comments;

Strong inputs from district and sub county technical staff in most cases and clear indication of findings being able to be incorporated into development plans .

**Output 2 Assessment : Good**

Slide 10:

#### Output 4- Capacity Building

- Capacity Building Needs assessment carried out in 2006
- Local Government capacity Building for participatory process development, stakeholder consultations , Integrated Water Resource Management on going until 2008 in District and sub-county levels.
- Community capacity building of and through NAVODA and other CBO/NGOs
- Vermin control units at district level . Training by UWA and equipping of personnel.
- Rain and River gauge installations and training of operatives
- Office equipments and transport to District governments

#### Review comments:

- Very wide area of potential output but considerable visible capacity building has taken place .

**Review Output Assessment : Good**

## Slide 11:

### Output 5 : Implementation

- Field implementation handled through CBO's and District Government.
- NAVODA seen to have provided effective and energetic liaison and support to Waki and Wambabya source communities.
- Emphasis on riparian protection and reforestation
- but also other alternative livelihoods becoming established bee-keeping , poultry etc
- Nursery management by communities well received and supported.
- Some real impacts on river source protection visible
- Fuel efficient stove take up in fishing villages in Kabuya encouraging . Small pilot inputs leading to voluntary take up by community

### **Review Comments.**

- Scale of catchments means only very limited geographical coverage can be achieved within available resources
- Use of exotic trees in riparian replanting is concerning . Recommend looking at phased varied indigenous plantings to provide income from early to later maturation .

**Output 5 Assessment : Modest/Good**

Slide 12:

### Output 6: Support to UWA

- Attempts at nursery establishment in fishing villages have not been successful and alternatives mechanisms to address the critical problem of woodland clearing for firewood and charcoal remains .
- Successful takeoff of fuel efficient stoves project in some villages only partly addresses this problem
- Provision of boreholes ( not viewed) also assists local needs .

#### **Review Comments.**

- There is a whole project in itself with respect to the sustainable conservation of the lake side habitat and biodiversity and addressing major socio-economic and poverty issues of the fishing communities .
- But this is not really the remit of this project – particularly wrt to revised project purpose.
- Good support and activities from UWA – Vermin control, local community development

**Overall Output 6 Assessment: Modest**

## Slide 13:

### Output 7 : Sub-catchment management plans

- Two draft sub-catchment management plans ( R. Nkossi and Wambabya) have been produced.
- This output highly facilitated by outputs 1 and 4

#### **Review comments**

- Focus on development of sub-catchment management plans should have been much earlier in the project.
- Scaling back on Waki sub-catchment unfortunate when considerable progress at stakeholder and LGIWRM capacity level had been achieved .
- Also important to document the process in the form of Guidelines as well as production of sub catchment plans
- Resources available to this output to achieve maximum product were always inadequate
- Draft Sub-catchment management plans are a good start but need considerable refinement before finalisation .

**Review Assessment Output 7 : Good based on two outputs**

Slide 14:

### Overall Project Comments

- Establishment of capacity and awareness of IWRM in the sub-catchments has been very successful although needs sustaining and further support to the LGs.
- The project adjusted to the national implementation strategies for IWRM coming out of the Water Sector Reform Study and has developed an approach based on partnership with MWE/DWRM.
- As a DWRM pilot catchment scheme it is apparent that there is a “Tortoise and hare “ situation where the pilot project is out there and doing but guidelines from DWRM are not available –or they are waiting for the pilots to deliver to them . Clarity is needed.
- That being the case greater support and on ground participation is needed from DWRM.
- Project resources were always limiting . Recommendations in the first interim report ( 2005) were far reaching and called for a stronger and more radical reappraisal of the project to enable it to achieve the new purpose.

Slide 15:

### Overall project comments (2)

- The groundwork for catchment planning in these two catchments have been put in place by the project but needs further support for sustainability.
- In the limited implementation sites there are however clear signs of impact and the potential success of establishing community based Water Implementation groups . This can be built upon in the future.
- Overall the project has delivered fairly upon its outputs within its capacity and resources with encouraging uptake for potential future sustainability from government and stakeholders.

Slide 16:

### Review Recommendations at Catchment level

- There is an important need to produce sub-catchment management guidelines as a final output that in particular details structural and institutional mechanisms and how they will be put in place at stakeholder and government level.
- DWRM should be encouraged to participate in the pilot with more strength at the grassroots level.
- Either through another phase of this project or another project further support of the pilot sub catchment project is required.
- Catchment management capacity at project and government level needs to be continued to
- tree species planting at riparian forest sites should be explored. Also addressing the issue of alternative early returns for stakeholders relinquishing riparian sites.

## Annex 8: Project Evaluation Images.

Image 1: established conifer seedling in riparian woodland rehabilitation



Image 2 Riparian spring water source with improved flow subsequent to riparian rehabilitation at River Wambabya



Image 3: Illegal alcohol production from molasses -River Wambabya



Image 4: Tree seedling nursery – Source of the River Waki



Image 5: Non-functional spring – headwaters of River Wambabya



Image 6: Capped Tullow Oil exploration drilling in Kabwoya Wildlife Reserve



Image 7: Fishing on Lake Albert – Blue Mountains of DRC in the background



Image 8: Fuel Efficient Stove usage Fishing Village – Kaiso –Tonya Community Wildlife Preserve



Image 9: Tonya fishing village –Lake Albert



Image 10: Berseuma waterfalls – location of Hydromax hydropower project on River Wambabya



Image 11: River Gauge – Builiisa district



Image 12: Commercial charcoal en route Eastern Lake Albert Catchment to Kampala



Image 13: Community water resources group – River Waki source



Image 14: Small scale agriculture dominated landscape of the Lake Albert Eastern catchment.



