



THE REPUBLIC OF UGANDA

National Environment Management Authority

Strategic Plan 2009/2010-2013/2014



NATIONAL ENVIRONMENT
MANAGEMENT AUTHORITY

2009

National Environment Management Authority Strategic Plan 2009/2010-2013/2014

2009 NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)
NEMA House, Plot 17, 19 & 21, Jinja Road
P.O.Box 22255, Kampala, Uganda.
Tel: 256 - 414 251 064/5/8
Fax: +256 414 257 521/232 680
E-mail: info@nemaug.org
<http://www.nemaug.org>

ISBN 978-9970-881-04-8

Printed by New Era Printers, Publishers and Stationers Ltd.
P.O.Box 3485 Kampala - Uganda
Tel: +256 414 220 713
E-mail: newera@utlonline.co.ug

TABLE OF CONTENTS

LIST OF ACRONYMS	v
FOREWORD	vii
ACKNOWLEDGEMENT	viii
EXECUTIVE SUMMARY	ix
1.0 Introduction	1
1.1 Institutional Background	3
1.2 Legal Framework and Institutional Mandate	3
1.2.1 The Policy and Legal Framework	3
1.2.2 The Mandate of NEMA	4
1.3 The Statutory Functions of the Authority	5
1.4 Guiding Principles Underlying the Strategic Plan	7
2.0 Institutional Review	9
2.1 Analysis of Institutional Arrangements	11
2.1.1 Governance Structure	11
2.1.2 Management Structure	11
2.1.3 Key Strategic Issues Arising From Present Organisation Structure	12
2.2 Institutional Performance	13
2.2.1 Achievements Registered on the Mandate of NEMA	17
3.0 State of the Environment and Environment Management in Uganda	25
3.1 State of The Environment	27
3.2 Environment Management In Uganda	30
3.2.1 NEMA's Roles and Responsibilities	30
3.2.2 The Roles and Responsibilities of the Lead Agencies	30
3.2.3 The Roles and Responsibilities of the Civil Society Organizations	31
3.2.4 Enabling Factors (Critical Success Factors/Key Assumptions) For NEMA's Performance	33
3.3 Emerging Challenges and Strategic Issues	34
4.0 Situational Analysis	41
4.1 Stakeholder Expectations and Aspirations Analysis.	43
4.2 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis	50
4.2.1 Strengths	50
4.2.2 Weaknesses	52

4.2.3	Opportunities	55
4.2.4	Threats/Challenges	56
4.3	Situational Analysis Summary Findings and Conclusions	58
4.3.1	Enhancement Of Environmental Compliance And Enforcement	58
4.3.2	Environmental Integration At National And Local Government Levels.	59
4.3.3	Increasing And Enhancement Of Access To Environmental Information Education, Awareness And Public Participation	60
4.3.4	Strengthening The Institutional Capacity Of NEMA To Execute Its Mandate	60
4.3.5	Creating And Enhancing National, Regional And International Partnerships And For Effective Environment Management And Sustainable Development	61
4.4	NEMA's 5-Year Strategic Positioning	61
4.4.1	Key Strategic Priorities For the Next 5 Years	61
5.0	Strategic Framework	65
5.1	Vision	67
5.2	Mission	67
5.3	Core Values	67
5.4	5-Year Strategic Objectives	68
5.4.1	Statutory Strategic Objectives	68
5.4.2	Institutional Strategic Objective	68
5.5	NEMA Strategic Framework Matrix	69
6.0	Leadership, Coordination and Management Arrangement	97
6.1	Objectives	99
6.2	Implementation Roles and Responsibilities	99
6.3	Enabling Institutional Systems, Policies and Procedures	99
6.4	Monitoring, Evaluation and Control Action Framework	99
6.5	Coordination and Information Sharing With LGs and Lead Agencies	100
6.6	Key Results Matrix And Monitoring Framework	102
7.0	Financial Resource Arrangements	113
7.1	Proposed Guiding Principles Financial Resource Requirement Estimation	115
7.2	Finance Resource Estimation Assumptions Adopted	115
7.3	Summary of Core Programmes Financial Resource Indicative Budget	116
	ANNEX 1 – Organisation Structure	122

LIST OF ACRONYMS

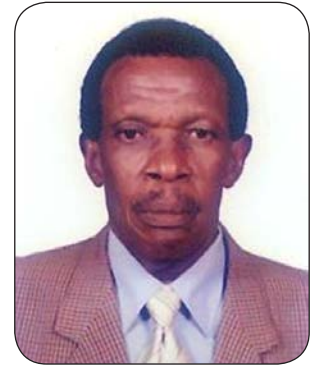
ADB	African Development Bank,
ACODE	Action Coalition on Environment and Development
APR	Annual Performance Review
AQR	Annual Quortary Review
BMU	Beach Management Unit
BFP	Budget Framework Paper
BTC	Belgian Technical Cooperation
CFM	Collaborative Forest Management
CFR	Central Forest Reserve
COP	Conference of the Parties
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DEA	Department of Environment Affairs
DEO	District Environment Officer
DFID	Department for International Development
DOM	Department of Meteorology
ECOVIC	East African Communities Organization for the Management of Lake Victoria
ED	Executive Director
EIA	Environmental Impact Assessment
EID	Environment Inspection Division
EIS	Environmental Impact Statement
ENR	Environment and Natural Resources
ENRS	Environment and Natural Resources Sector
ENR-SIP	Environment and Natural Resources Sector Investment Plan
EU	European Union
ENRS	Environment and Natural Resource Sector
FAO	Food and Agriculture Organisation
FID	Forest Inspection Division
FIEFOC	Farm Income Enhancement and Forest Conservation Project
FSSP	Fisheries Sector Strategic Plan
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoU	Government of Uganda
GTZ	German Technical Cooperation
HRDC	Human Resource Development Committee
ICT	Information Communication Technology
IMSC	Inter-Ministerial Steering Committee
IUCN	World Conservation Union
JICA	Japan International Corporation Agency
KRA	Key Result Area
LG	Local Government
LVBC	Lake Victoria Basin commission

LVEMP	Lake Victoria Environment Management Project
LVFO	Lake Victoria Fisheries Organization
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MEA	Multilateral Environmental Conventions
MD	Meteorology Department
M&E	Monitoring and Evaluation
MFPEP	Ministry of Finance Planning and Economic Development
MLHUD	Ministry of Lands, Housing and Urban Development
MoES	Ministry of Education and Sports
MPS	Ministry of Public Service
MTEF	Medium Term Expenditure Framework
MTTI	Ministry of Tourism, Trade and Industry
MWE	Ministry of Water and Environment
MWLE	Ministry of Water Lands and Environment
NAADS	National Agricultural Advisory Services
NEA	National Environment Act
NEMA	National Environment Management Authority;
NBI	Nile Basin Initiative
NFA	National Forestry Authority
NFP	National Forest Plan
NLP	National Land Use Plan
NGO	Non-Government Organization
NORAD	Norwegian Agency for International Development
NR	Natural Resources
NWSC	National Water and Sewerage Corporation
PEAP	Poverty Eradication Action Plan
PAF	Poverty Action Fund
PCE	Policy Committee on Environment
PFE	Private Forest Estate
PQAD	Planning and Quality Assurance Department
PS	Permanent Secretary
SIDA	Swedish International Development Agency
SIP	Sector Investment Plan
SWAP	Sector-Wide Approach
SWG	Sector Working Group
SWOT	Strengths, Weaknesses, Opportunities and Threats
ToRs	Terms of Reference
ULC	Uganda Land Commission
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNMA	Uganda National Meteorology Authority
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
WID	Wetlands Inspection Division
WSIS	World Summit of the Information Society

FOREWORD

The National Environment Management Authority (NEMA) is a semi-autonomous institution, established in May 1995 under the National Environment Act CAP, 153; and became operational in December 1995 as the Principal Agency in Uganda, charged with the mandate of coordinating, monitoring, regulating and supervising environmental management in the country.

NEMA's activities are focused on providing support to Government's main goal of ensuring sustainable development and poverty eradication through Government's strategies, sector policies/plans and programs/projects such as the National Development Plan (NDP), the Plan for the Modernization of Agriculture (PMA), National Agricultural Advisory Services (NAADS), Prosperity for All (PFA), and the Millennium Development Goals (MDGs).



NEMA performs its mandate through the vision of **“An Efficient Agency, with People in Uganda living in a Clean, Healthy, Productive and Sustainable Environment”** while focusing on promoting and ensuring sound environment management practices for sustainable development. NEMA's activities and operations are guided by a set of objectives and statutory functions that are enshrined in the National Environment Act, Cap 153.

In December 2008 the NEMA Board approved a five-year Strategic Plan developed by NEMA Management in order to enhance the performance of its mandate, realization of the vision, mission, goal and objectives. It is envisaged that the new Strategic Plan (2009-2014) will enhance NEMA's interventions in addressing the current and emerging environmental issues and challenges in Uganda through the following key and priority objective/result areas:

- (a) *Enhancement of environmental compliance and enforcement of the environmental law, regulations and standards;*
- (b) *Environmental integration and implementation at national and local government levels;*
- (c) *Increasing access to environmental information, education/awareness and public participation;*
- (d) *Strengthening institutional capacity of NEMA to perform its mandate; and*
- (e) *Enhancing national, regional and international networking and partnerships for effective environmental management and sustainable development.*

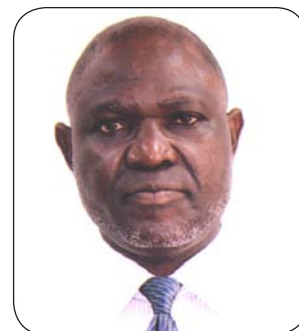
The NEMA Board believes that this Strategic Plan once implemented, with co-operation from partners, will effectively address the current environmental situations and emerging environmental challenges in Uganda.

A handwritten signature in black ink, appearing to read 'Enos Tiharuhondi', written over a horizontal line.

Dr. Enos Tiharuhondi
Chairman, NEMA Board

ACKNOWLEDGEMENT

In May 2008, NEMA Top Management initiated the process of developing a new Strategic Plan to enhance its mandate while facing the increasing challenges and emerging environmental issues in Uganda. NEMA cannot perform its mandate of coordination, monitoring, supervision and regulating environment management in Uganda without having a strategic approach and actions in place.



The processes of establishing this Strategic Plan involved inputs from and participation of all key parties through workshops, consultative meetings and review of documents (plans and reports). The key processes included; process initiation by NEMA Top Management in May 2008, engagement of a consultancy, performance review by NEMA Management, consultations with Local Governments, Lead Agencies (sectors, departments and institutions), the Board Committee on Human Resource and Administration and approval by NEMA Board on 11th December, 2008.

Notably NEMA acknowledges with gratitude the effective contributions from the following parties: NEMA Board members for their effective guidance in the process and approval of the Strategic Plan; NEMA Management and Staff for the technical inputs and effective participation in the process; Lead Agencies and Local Governments for their participation and inputs; and Business Synergies Consultancy firm for facilitating the entire process.

This five-year Strategic Plan (2009-2014) once implemented through a result-oriented and an all-inclusive approach with focus on effectiveness and efficiency (continuous improvement strategy), will address the current and emerging environmental challenges in Uganda. Through the implementation of this plan, positive and tangible environmental changes will take place in Uganda which subsequently immensely contribute to the implementation of the National Development Plan (NDP) Government's vision of **Prosperity For All(PFA) Program; transformation of Uganda from a poor peasant society into a modern industrial, united and prosperous in a peaceful environment.**

A handwritten signature in black ink, appearing to read 'Aryamanya-Mugisha'. The signature is fluid and cursive, with a long, sweeping tail that extends upwards and to the right.

Aryamanya-Mugisha, Henry (PhD)
EXECUTIVE DIRECTOR

EXECUTIVE SUMMARY

This Strategic Plan 2009/10–2013/14 for National Environment Management Authority (NEMA), is a result of a participatory and consultative process which entailed internal meetings and workshops with NEMA staff and a series of external stakeholder consultation workshops at both lead agency and local government levels. The SWOT analysis findings, emerging issues and stakeholders' expectations and aspirations arising from this consultative process have provided the framework for the development of the Plan.

The National Environment Management Authority (NEMA) is semi autonomous institution established by the National Environment Act (NEA), Cap 153, in May, 1995 to coordinate, monitor, regulate and supervise all matters on environment in Uganda. This statutory mandate is reinforced by a number of provisions in the Constitution that safeguard the environment, either explicitly or implicitly. In carrying out its mandate NEMA regulates and is expected to ensure that the principles of environment management stipulated in the National Environment Management Policy and the Act are observed and adhered to.

NEMA's institutional mandate and functions, as provided by the legal framework have been carefully reviewed to determine their strategic planning implications. The strategic planning implications of the environment management principles and NEMA's statutory functions have been analysed in the matrices provided in sections 1.2.2 and 1.3 below. This analysis has provided the basis for guiding the stakeholder identification and formulation of strategic environment issues on which wide stakeholder consultations have been held to determine the agenda for environment management for the 5 year horizon.

This Strategic Plan 2009/10–2013/14 has been developed basing on the following guiding principles:

1. The fulfilment of the statutory functions of NEMA through pursuit of the following 5 key objectives:
 - (a) Enhanced environmental compliance and enforcement;
 - (b) Environmental integration at national and Local Government levels strengthened;
 - (c) Access to environmental information education, awareness and public participation increased and enhanced;
 - (d) Institutional capacity of NEMA to perform its mandate strengthened; and
 - (e) National, regional and international partnerships and networking for effective environment management and sustainable development created and enhanced.
2. Key Result Areas (KRAs) have been defined for each of the 5 key objectives to provide the basis for measurement of impact arising from the successful pursuit of the key objectives.
3. Each KRA is to be realised through implementation of an array of priority actions/activities by the relevant NEMA Department, through Local Governments (LGs) and Lead Agencies.
4. Priority Actions are to be implemented through execution of related activities by the responsible departments, LGs and Lead Agencies.

The NEMA institutional review has been carried out. It reveals NEMA's maturity, having progressively developed institutional policy, governance, management and staffing structures.

- The Policy Committee chaired by the Prime Minister provides policy oversight of environment management in the country.
- The Minister responsible for environment provides overall policy direction, supervision and guidance;
- The NEMA Board is responsible for the governance oversight of the Authority.
- Management headed by the Executive Director, supported by the Deputy Executive Director and five Heads of Departments/Directors as well as professional/technical and support staff complement is in charge of the day-to-day operations of the Authority.

All these institutional structures are in place and are fully operational. Institutional policies and procedures to guide decision making in the various areas of financial management, human resources and technical operations have also been developed.

The core business performance has also progressively improved since inception. The following milestones have been achieved:

- Environmental compliance has progressively increased from receipt of 25 reports in 1997 to over 220 in 2007.
- Issuance of licences and permits has increased from about 6 permits/licences in 2002 to well over 33 in 2007.
- Environmental management compliance has progressively risen to about 60% for internal compliance and 40% for facility compliance.
- There has been substantial progress in supporting Local Governments to establish effective systems and build capacity to coordinate environment management. For example, 56 districts have been assisted to designate and to operationalise District Environmental Committees of the District Councils.
- Environmental awareness, education, knowledge and skills have been mainstreamed at the national, Local Government and community levels.
- Environmental Concerns have been integrated into the planning processes at all levels.
- Efforts have been made towards building the capacity of lead agencies to integrate environmental considerations in their policies, programs and activities.
- Coordinating Environmental Information Systems in Uganda has been tremendously enhanced.
- There has been effective coordination of the preparation and dissemination of the National and District State of The Environment Reports and other similar outputs.
- Nineteen (19) out of the 27 Planned District Resource Centers have been established and are now fully operational.

Notwithstanding the above, the organisation needs to give more prominence to stakeholder relations management and internal audit functions through their incorporation in the organisation structure to ensure that it responds to the needs of implementing the strategic plan. Audit of facilities compliance may also call for review of staffing capacity in terms of both quality and numbers in the relevant departments.

The State of the Environment Management in Uganda has been reviewed. The key issues identified which have informed the strategic planning process include; challenges of mitigating the effects of climate change, the need to educate and sensitise the public about sustainable utilisation of natural resources, the emphasis of collaboration and networking with both lead agencies and Local Governments to monitor and enforce

compliance, the need to develop interventions to encourage exploitation of renewable energy and mainstreaming other cross-cutting issues into environment management for example HIV/AIDS and human made disaster issues like war and conflicts.

In addition, the roles and responsibilities of other key stakeholders i.e. lead agencies and the CSOs and the institutional arrangements for NEMA to address the aforementioned challenges have also been analysed.

Following from the state of the environment management review and prior to the formulation of the priority actions for the next 5 years, a situational analysis has been carried out through a consultative process with all the key stakeholders. This process included:

- Identification of emerging challenges and strategic issues to guide NEMA's focus for the next 5 years;
- Carrying out a stakeholder expectations and aspirations analysis;
- Carrying out a SWOT analysis; and,
- Determining forward action recommendations arising from the 3 above.

Arising from the strategic actions presented in the matrix below, the Strategic Framework has been developed to provide a blue print for operationalising and implementing the actions. It restates the vision, mission and core values as originally conceived. It is built on the four (4) statutory Strategic Objectives that NEMA is anticipated to focus on to realise the stakeholder expectations and the 5th institutional strategic objective of strengthening institutional capacity to perform its mandate. The framework further articulates the priority actions and attendant outcomes for the strategic planning period and guides the detailed logical breakdown of activities to be implemented and the outputs to be attained to realise the priority action outcomes. Performance Indicators, baseline status, targets, resource requirements and the lead department have also been identified for each of the activities to aid implementation, monitoring and evaluation. The Strategic Framework is provided in Section 5.5 of the Strategic Plan.

Leadership, coordination and management arrangements have also been developed specifying the objectives, implementation roles and responsibilities of the various implementing parties, the enabling institutional systems, policies and procedures and the monitoring, evaluation and Control Action Framework.

The financial resource requirements for implementing the Strategic Plan have been worked out and annually budgets shall be extracted as part of the annual work plan development process. The guiding principles for financial resource requirement estimation and finance resource estimation assumptions that could be adopted to guide this process have been proposed.

Key Strategic priorities for the next 5-years have been developed from the forward action recommendations under each of the 5 key environment management objectives.

These are summarised in the matrix below:

Environment Management Objective		Priority Action
1	Enhancing Environmental Compliance and Enforcement	Initiate, formulate, review and implement policy, legal framework, regulations, institutional structures and guidelines, and coordinate with all stakeholders with respect to enhancement of service delivery in the environment management sub-sector.
		Enhance data collection, processing and analysis for decision making.
		Integrate ecosystem restoration and protection interventions into local economic development initiatives.
		Ensure timely review and processing of EIAs, licences and permit applications.
2	Integrating Environmental Issues at National And Local Government Levels	Review and strengthen coordination arrangements, institutional structures, systems and procedures for environmental integration and management at national and local government levels.
		Develop stronger environment management partnership with local governments.
3	Increasing And Enhancing Access To Environmental Information, Education, Awareness And Public Participation.	Coordinate the preparation and publication of the Status of the Environment report to inform Government and all Ugandans.
		Scale up education and awareness campaigns within the public and communities through implementation of an IEC strategy in partnership with various lead agencies and LGs on public and community livelihood best practices for sustainable natural resource utilization and upgrading of the environment.
		Enhance School Environment Education Program (SEE).
4	Strengthening Institutional Capacity of NEMA To Perform Its Mandate	Enhance capacity of Specialized Units in NEMA, Lead Agencies and local governments in carrying out the institutional functions under their responsibilities.
		Upgrade the institutional facilities, equipment and tools.
		Review of institutional systems, policies & procedures with view to make them efficient, cost-effective and user friendly to provide a good professional & conducive working environment for staff.
		Enhance effectiveness, Efficiency and Economy in utilisation of resources to carry out environment management co-ordination, monitoring and supervision.
5	Creating And Enhancing National, Regional And International Partnerships And Networking	Guide the economy in espousing international environmental management standards and fostering networks with other environment management bodies & agencies both regionally and internationally
		Coordinate with National, regional and international regulatory bodies responsible for management of the environment and commonly shared natural resources.
		Strengthen collaboration and networking with Environment promotional NGOs.
		Promote National cooperation in the field of environment through membership subscription.
		Ensure that collaboration with LGs leads to better environment management.

1

**INTRODUCTION AND
BACKGROUND**



Minister of Water and Environment, Hon. Maria Mutagamba (Mid) Executive Director NEMA. Dr. Aryamanya Mugisha (Third from left) and Technical staff inspect an Oil well at Mpuuta Village prior to the Public hearing on “Hoima Oil Early Production” that was held on 29th July in Hoima District.

Introduction

Institutional Background

The National Environment Management Authority (NEMA) is an autonomous institution established by the National Environment Act (NEA), Cap 153, in May, 1995. NEMA became operational in December, 1995, as the principal agency responsible for coordinating, monitoring, regulating and supervising all matters on environment in Uganda. By 2002, NEMA, with funding support from IDA of the World Bank, had completed its institutional set up, and has continued to build capacity for environment management in Local Governments, Civil Society Organisations, Districts, Lead Agencies and the Private Sector.

NEMA's place in the country's economy is now duly felt. The credibility and ability to influence policy have all been enhanced. The professionalism of all the NEMA staff has been upheld and maintained. The administrative and political leadership within NEMA, the Ministry of Water and Environment (MWE), the Policy Committee on the Environment (PCE), chaired by the Rt. Honourable Prime Minister, and the NEMA Board and its committees have all been actively supportive in enhancing NEMA to execute its mandate.

1.2 Legal Framework and Institutional Mandate

1.2.1 The Policy and Legal Framework

The 1995 Constitution of the Republic of Uganda has a number of provisions that safeguard the environment either explicitly or implicitly and they include the following:

- (a) The National Objectives (XXVII) and Directive Principles of State Policy, provides that the state shall promote sustainable development and public awareness of the need to manage land, air

and water resources in a balanced and sustainable manner for the present and future generations.

- (b) Paragraph 18 on protection of natural resources; states that "The State shall protect important natural resources including land, water, wetlands, minerals, oil, fauna and flora on behalf of the people of Uganda."
- (c) Article 39 of the Constitution entitles every Ugandan to a clean and healthy environment.
- (d) Under Article 17 of the Constitution, states that every citizen has the duty to create and protect a clean and healthy environment.
- (e) Furthermore, the doctrine of public trust is provided for under Article 237(2) (b) of the Constitution. In accordance with this principle, the management of environmentally fragile resources such as natural lakes, rivers, wetlands, national parks, game reserves and forest reserves is vested in the state.

A number of policies on environment have been developed to operationalise the aforementioned provisions of the Constitution and provide guidance on environment management and sustainable use of natural resources. These include:

- The National Environment Management Policy of 1994;
- The Water Policy 1995;
- The National Wetlands Management Policy 1996;
- The Wildlife Policy 1996;
- The Fisheries Policy 2000;
- The Forestry Policy 2001;

- The Land Use Policy 2008; and
- The Draft Soils Policy.

In accordance with the 1995 Constitution and to give legal backing to the policies, Uganda has developed legal frameworks including Acts of Parliament to ensure sustainable management of Uganda's environment and natural resources.

The laws pertaining to environmental management include:

- The National Environment Act, Cap 153;
- The National Forestry and Tree Planting Act 2003; and
- The Uganda Wildlife Act, Cap 200, the Fish Act 1964, the Water Act, Cap 152 and the Land Act, Cap 227.

The related statutory instruments that have been put in place to augment these laws include;

- The National Environment (Wetlands, River Banks and Lakeshores Management) Regulations.
- The National Environment (Hilly and Mountainous area Management EIA) regulations & other Regulations.
- The National Environment (Access to Genetic Resources and Benefit Sharing) –Regulations, and the National Environment (Standards for Discharge of Effluent on Land or Water) Regulations, among others.

The National Environment Statute (NES), 1995 now referred to as the National Environment Act (NEA) Cap, 153 was enacted to put in place dedicated and sustainable institutional arrangements for environment management. This formed the basis for the establishment of the National Environment Authority (NEMA) as a government statutory agency established by an Act of Parliament.

With regard to the international interface, Uganda is a signatory to a number of

international instruments with the goal of environmental protection, resource conservation and sustainable use. These instruments include the following:

- The Convention on Biological Diversity (CBD);
- The Convention for the Protection of the Ozone Layer;
- The International Convention to combat Desertification in those countries experiencing serious drought and/or desertification, particularly in Africa; and
- The Kyoto Convention on the reduction of Carbon emissions.

Policy and legal requirements are an essential foundation for environmental and public health protection but they are only the first step. The second essential step is getting the groups that are regulated to fully implement the requirements (compliance). The third step is ensuring that the regulated groups stay within the required standards (monitoring). The last step is enforcement to achieve compliance within the regulated community and to correct or halt situations that endanger the environment or public health.

NEMA has made progress in addressing steps 2 to 4 (above). Achievements made are documented in Chapter 2 below. Emerging challenges, which form the basis for development of prescriptive interventions in line with the institutional mandate, are the key focus of this 5-Year Strategic Plan. Furthermore, NEMA intends to put in place arrangements to foster self-regulation by communities as opposed to enforcement in as far as environment management is concerned. This new approach is considered less costly and more sustainable.

1.2.2 The Mandate of NEMA

NEMA is mandated as the principal agency in Uganda for the management of the environment. It co-ordinates, monitors and supervises all activities in the field of the environment. In carrying out its mandate, it regulates and is

expected to ensure that the principles of environment management stipulated in the Act are observed. The principles and the strategic planning implications are provided in Table 1 below.

Table 1: Strategic Planning Implications of Environment Management Principles

Environment Management Principles		Strategic Planning Implications
1	Assure all people living in the country the fundamental right to an environment adequate for their health and well-being;	IEC strategy needs to communicate this to the public to empower them to enforce their right.
2	Encourage maximum participation by the people of Uganda in the development of policies, plans and processes for the management of the environment;	Strategies for participatory policy formulation and planning including public stakeholder hearings.
3	Use and conserve the environment and natural resources of Uganda equitably and for the benefit of both present and future generations, taking into account the rate of population growth and productivity of the available resources;	- IEC and related strategies to sensitise citizens on sustainable use of natural resources. - Enhancement of strategies for environment monitoring and compliance.
4	Conserve the cultural heritage and use the environment and natural resources of Uganda for the benefit of both present and future generations;	Strategy to protect/restore cultural heritage sites.
5	Maintain stable functioning relations between the living and non-living parts of the environment through preserving biological diversity and respecting the principle of optimum sustainable yield in the use of natural resources;	Strategies to preserve biological diversity and optimise sustainable yield in the use of natural resources.
6	Reclaim lost ecosystems where possible and reverse the degradation of natural resources;	Strategies for restorative interventions.
7	Establish adequate environmental protection standards and monitor changes in environmental quality;	Develop environment protection standards & institute systems to monitor environmental changes.
8	Publish relevant data on environmental quality and resource use;	Strategies to up-grade EIMS and create linkage with the IEC strategies.
9	Require prior environmental assessments of proposed projects which may significantly affect the environment or use of natural resources;	Strategies for popularisation of Environment Impact Assessment and regular compliance audits.
10	Ensure that environmental awareness is treated as an integral part of education at all levels;	Strategy to mainstream environment management in the education sector.
11	Ensure that the true and total costs of environmental pollution are borne by the polluter;	Policy and strategies for prevention & control of pollution & restoration.
12	Promote international co-operation between Uganda and other states in the field of the environment.	Strategies to foster international cooperation, benchmarking & partnerships.

1.3 The Statutory Functions of the Authority

The statutory functions of NEMA are outlined in the NEMA Statute, 1995. The strategic planning implications of these have also been analysed below. The purpose of this analysis is to guide in the restatement of the five (5) strategic objectives to be pursued and the development of the attendant strategies to be adopted in pursuit of these objectives.

Statutory Functions		Strategic planning Implications
1	To co-ordinate the implementation of Government policy and the decision of the Policy Committee;	Advocate for enactment/revision of enabling legal framework & plan & implement emerging policy decisions.
2	To ensure the integration of environmental concerns in overall national planning through coordination with the relevant ministries, departments and agencies of Government;	Develop modalities and maintain linkage or lead agency partnerships with relevant Government Ministries, departments and Lead Agencies.
3	To liaise with the private sector, intergovernmental organizations, non-governmental agencies, governmental agencies of other states on issues relating to the environment;	Develop modalities and define working agendas for liaison with private sector, inter-governmental organizations, non-governmental agencies & governmental agencies of other states.
4	To propose environmental policies and strategies to the Policy Committee;	Identify emerging environment management issues that require policy formulation or review & bring to the attention of the Policy Committee.
5	To initiate legislative proposals, standards and guidelines on the environment in accordance with this Statute;	Identify emerging environment management issues that require legal framework, standards & guidelines & plan to have them in place.
6	To review and approve environmental impact assessments and environmental impact statements submitted in accordance with the Statute or any other law;	Develop strategies to institutionalise EIAs in commercial and livelihood activities to provide assurance of sustainable utilisation of natural resources.
7	To promote public awareness through formal, non-formal and informal education about environmental issues;	Develop strategies for mainstreaming environment management awareness through various IEC approaches & tools.
8	To undertake such studies & submit such reports & recommendations with respect to the environment as the Government or the Policy Committee may consider necessary;	Identify environment management policy issues of interest for study or research & conduct the same.
9	To ensure observance of proper safeguards in the planning and execution of all development projects, including those already in existence that have or are likely to have significant impact on the environment determined in accordance with Part V of this Statute;	Develop & implement environment monitoring and compliance strategies and actions.
10	To undertake research, and disseminate information about the environment; To prepare and disseminate the state of the environment report once in every two years;	Use Research findings to inform policy making/review processes. Coordinate stakeholders in compilation of information & data to inform preparation of the State of the Environment report.
11	To mobilise, expedite and monitor resources for environmental management;	Develop a Strategic Plan with modular programmes that are relevant to the emerging environment management issues and can be funded from multiple funding sources.

1.4 Guiding Principles Underlying the Strategic Plan

1. The statutory functions of NEMA shall be fulfilled through pursuit of the following 5 key objectives:
 - (a) Enhancement of environmental compliance and enforcement;
 - (b) Environmental integration at national and Local Government levels;
 - (c) Increasing and enhancement of access to environmental information education, awareness and public participation;
 - (d) Strengthening the institutional capacity of NEMA to execute its mandate; and,
 - (e) Creating and enhancing national, regional and international partnerships and networking for effective environment management and sustainable development.
2. Key Result Areas shall be defined for each of the 5 key objectives. The KRAs shall provide a basis for measurement of impact arising from the successful pursuit of the key objectives.
3. Each KRA is to be realised through implementation of an array of priority actions by the relevant department of NEMA, through LGs and Lead Agencies.
4. Priority Actions shall be implemented through execution of related activities by the responsible department, LGs and Lead Agencies.

2

INSTITUTIONAL REVIEW



Hon. Jesca Eriyo, Minister of State for Environment, making a boundary off Ggaba road in Kampala during the launch of Kampala Wetland restoration.

Analysis of Institutional Arrangements

NEMA is governed by the Policy Committee on Environment (PCE) and the Board of Directors, with a Secretariat that carries out its functions on a day to day basis. In executing its mandate, NEMA carries out some of its functions directly and also through coordination with the relevant Ministries, departments, Local Governments, Civil Society Organizations and other agencies of Government.

2.1.1 Governance Structure

The policy oversight of environment management in the country is vested in the Policy Committee on Environment (PCE). The committee formulates and coordinates environmental policies for the Authority and provides policy guidance. It also liaises with the Cabinet on issues affecting the environment. It is chaired by the Prime Minister with a Ministerial membership. The Chairman, NEMA Board and the Executive Director NEMA serve as Ex-officio members on this Committee.

The Minister: The Minister responsible for environment provides overall policy direction, supervision and guidance and monitors the performance of NEMA and the implementation of government policies. The Minister is also the alternate Chairperson of the PCE.

The governance of the Authority is vested in the Board of Directors appointed by the Minister responsible for Environment. It consists of a Chairman, Vice Chairman and seven other members drawn from the following relevant bodies:

- A representative of the Ministry of Water and Environment;

- A representative of the Ministry of Agriculture, Animal Industry and Fisheries;
- A representative of the Ministry responsible for Economic Planning;
- Two representatives of Academic and Research institutions;
- Two representatives of Non - Governmental Organisations; and
- Two representatives of the private sector.

There are two Committees of the Board, one for oversight of Personnel and Administration matters, and the other for oversight of Finance matters. The Board also has five statutory technical committees dealing with: 1) Soil Conservation; 2) Licensing of Pollution; 3) Biodiversity Conservation; 4) Environmental Impact Assessment, and 5) the Adhoc Committee on the development of environmental standards.

The role of the Board is to oversee the operations of the Authority, review the policy and strategic plan of NEMA, approve budgets and plans, monitor and evaluate the performance of NEMA, establish and approve internal rules and procedures for staff and general administration, recruit staff of NEMA and provide guidance to the Executive Director.

2.1.2 Management Structure

The Secretariat/Executive

The Executive Director of NEMA is the Secretary to the PCE and the Board, and is responsible for the day-to-day operations assisted by the Deputy Executive Director. NEMA is organized into five Departments, each headed by a Director.

1. Executive Director's Office: The office of the Executive Director is responsible for the day-to-day operation of the Authority, management of funds, property and business, and monitoring performance and management of staff. The office also ensures coordination with the Board, the Ministry of Water, Lands and Environment and the Policy Committee on the Environment, and with private sector, NGOs and communities; and is responsible for liaising with the international community on environmental matters. This office also monitors NEMA's performance with specific focus on effectiveness and efficiency. The office is also responsible for providing legal advice to NEMA on environment management in general, as well as taking care of public relations issues.

2. Policy, Planning, and Information Department: This department ensures environmental planning and policy development with the objective of integrating environmental concerns into the planning process at all levels. At a strategic level, the department assists lead agencies to address environmental concerns and integrate them in their policies, programmes and activities. The department coordinates the management of environment information systems. It also avails information to Lead agencies, and Local Governments and undertakes research among other functions.

3. Environment Monitoring and Compliance Department: The department is responsible for environmental monitoring and ensuring compliance by the regulated community. It ensures development and effective implementation of procedures and guidelines, and provides technical guidance in the area of Environment Impact Assessments (EIA). It coordinates issuance of EIA Certificates and Permits on protected/regulated areas to developers. It implements a follow up program to ensure that mitigation measures are put in place as well as training and capacity building for EIAs. The department also carries out environmental

audits and inspections to ensure compliance with environmental standards and regulations, and provides technical guidance in ecosystems and natural resource management.

4. District Support Coordination and Public Education Department: The department is responsible for initiating and coordinating activities and initiatives that support districts, communities and the public to address environmental issues. The major objective is to ensure integrated and multi-sectoral environmental planning at the district and community levels. The department also promotes the integration of environmental issues in the formal and non-formal education sectors and the production and dissemination of environmental education materials. The department is further responsible for promoting the development of adequate environmental management skills and awareness to ensure sustainable utilization of the country's environment and natural resources.

5. Finance and Administration Department: The department primarily performs the financial management, budgeting and accounting functions. It is responsible for the provision of administrative support to NEMA programmes and activities including human resources management, logistics, equipment, procurement, operations and maintenance.

2.1.3 Key Strategic Issues arising from present Organisation Structure

There has been progressive expansion of the scope of environmental management activities implemented by NEMA. The emerging environment issues and challenges that have come up since the last strategic planning cycle will also call for strategic interventions that need to be incorporated in this strategic plan. The consequences of these developments include the following:

- Higher stakeholder expectations from NEMA. This calls for management of stakeholder relations, especially where

some stakeholder groups may have conflicting interests.

- Versatile mechanisms for audit of facility compliance in as far as adherence to approved environment management plans during project implementation are concerned.
- Emergence of new Local Governments (expanding numbers) which requires more funding to undertake NEMA's mandate at the local government level.
- Economic growth associated with emerging environmental issues and challenges such as oil and gas and urban wastes that need putting in place institutional arrangements and capacities to handle.
- Need for mobilisation of a bigger financial resource envelope that can be managed in a flexible manner to ensure prompt delivery of services in a transparent and accountable manner to demonstrate efficiency, effectiveness and economy in utilisation of financial resources.

In light of the above consequences, stakeholder relations management and internal audit functions need to be incorporated in the organisation structure to ensure that it responds to the needs of implementing the strategic plan. Audit of facilities compliance may also call for review of staffing capacity in terms of both quality and numbers in the relevant department.

2.2 Institutional Performance



Up and Down: Wetland degradation: Human settlement



Wetland degradation: Indiscriminate gardening
Kinawataka wetland - Kampala



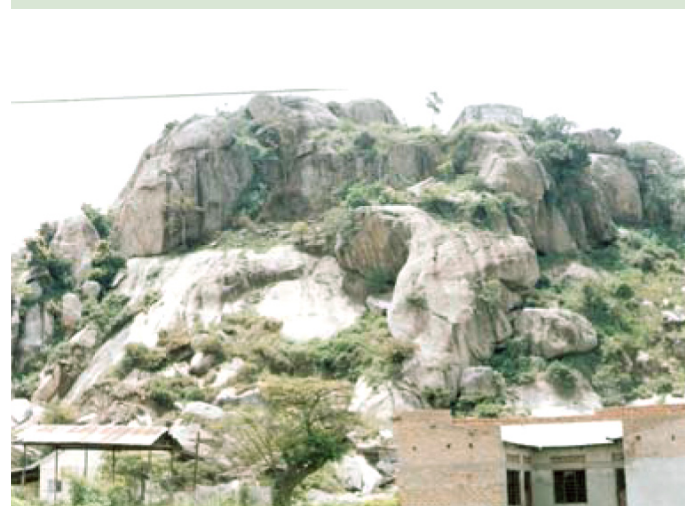
Wetland Degradation: Solid waste dumping in the wetland



Restoration in Teso Sub - Region



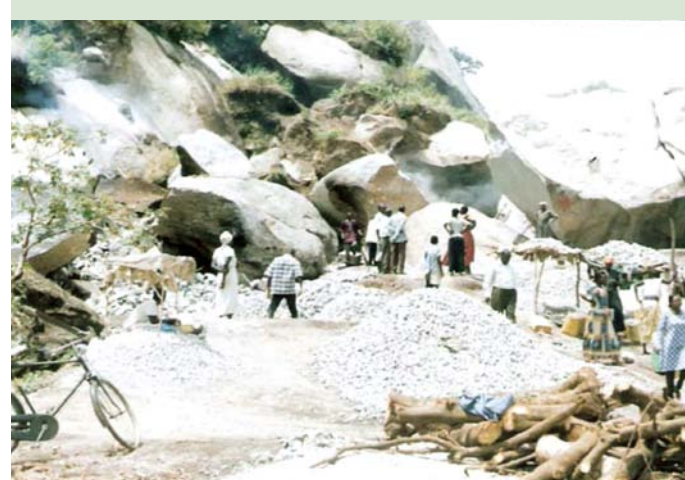
Community participation in wetland restoration



Soroti Rock intact with a water Tank (Water supply in the town and telecommunication masts)



Community participation in wetland restoration



Soroti rock being degraded by veterans (quarrying). NEMA has signed a compliance Agreement with the veterans to ensure compliance and conservation of the rock



Community-based planning and capacity building in ecosystems approach in environmental restoration at Namrwodho riverbank, Nebbi District (Community barazas)



Restoration of degraded hill tops in through tree planting micro-projects in Kabale District (EMCBPII Micro-Projects component)



NEMA sensitizes community to restore degraded banks of River Kagera, Isingiro District



Dr. Aryamanya - Mugisha, Henry Executive Director NEMA on compliance monitoring and inspections in Teso wetlands



Restoration of degraded hill tops in through tree planting micro-projects in Kabale District (EMCBPII Micro-Projects component)



Minister of State for Works, Eng. John Byabagambi with enforcement team from NEMA and DID in Kinawataka wetlands, Kampala



Above: Restoration of Nakayiba Wetland in Masaka Municipality



Restored Nakayiba Wetland (after one year)

2.2.1 Achievements Registered on the Mandate of NEMA

NEMA is now a mature organisation, having progressively developed institutional management and staffing structures, systems, policies and procedures for carrying out its mandate.

The status of internal organisation arising from this is outlined below.

1. Existence of Operational Internal Management Structures:

Five (5) internal committees are in place for decision making and oversight of operational activities of NEMA. These are:

- **Top Management Committee:** to provide policy direction to NEMA. This committee meets monthly.
- **Senior Management Committee:** to provide direction on all technical matters and work programmes. This committee meets quarterly.
- **Contracts Committee and Procurement and Disposal Unit:** A statutory committee and unit established by Procurement and Disposal of Public Assets Act, responsible for all procurements and disposals in NEMA. This committee meets as planned/required.

- **Human Resource Development Committee (HRDC):** to oversee staff management, especially recruitment, performance appraisal, discipline, welfare and training. The committee meets as planned/required.
- **General staff meeting:** A forum for members of staff to contribute to all matters affecting the institution and their welfare and to get feedback on the activities of the Authority.

2. Organisation Structure and Staff Establishment

NEMA's organisation structure has 3 governance levels and 7 management and staffing levels all of which are fully constituted and operational.

The three (3) governance levels are: the Policy Committee on Environment, an inter-Ministerial Committee, chaired by the Prime Minister; the Minister Responsible for Environment and the Board of Directors.

The seven (7) Management and Staffing levels, the approved Staff Establishment and Status of Recruitment are summarised in the table below.

The Authority has an establishment of 65 staff, out of which 60 are currently filled. The Organogram is provided as Annex 1 to this report.

Summary of the approved and existing NEMA staff establishment by September 2008

Title	Scale	Approved	Filled	Vacant
Executive Director	E 1	1	1	0
Deputy Executive Director	E 1	1	1	0
Departmental directors	E 2	4	4	0
Specialists	E 3	13	12	1
Sectional officers	E 4	20	17	3
Secretaries	E 6 – 5	10	10	0
Support staff	E 8 – 7	16	15	1
TOTAL		65	60	5

3. Institutional Systems, Policies and Procedures

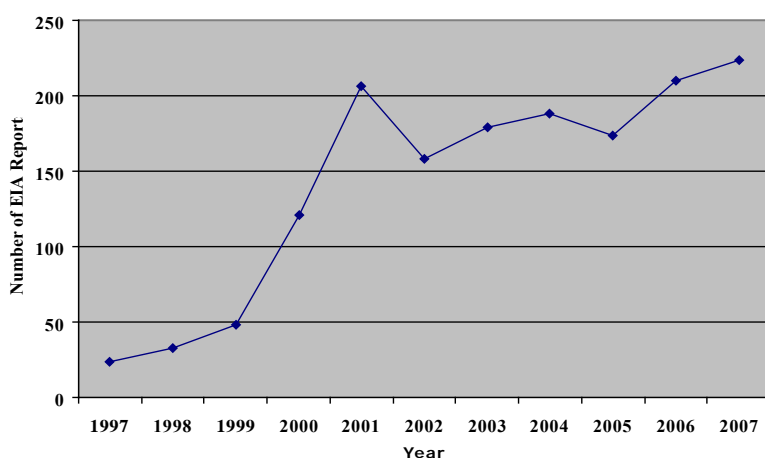
Licensing systems, policies and procedures for licensing, facility monitoring and environmental surveillance have been developed. Review of systems, policies and procedures and acquisition of tools and technology to keep in synch with

emerging challenges, international practices/benchmarks and priorities for the next planning period shall be a key focus.

An approved Human Resource Manual is in place. It is reviewed regularly to keep it in line with policy changes in Human Resource Management and Development.

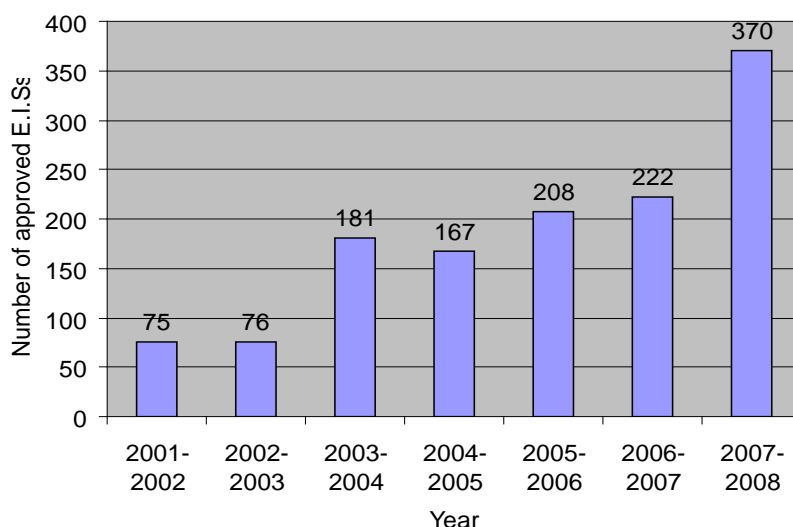
4. Core-business Performance

(a) Trends in EIA received by NEMA

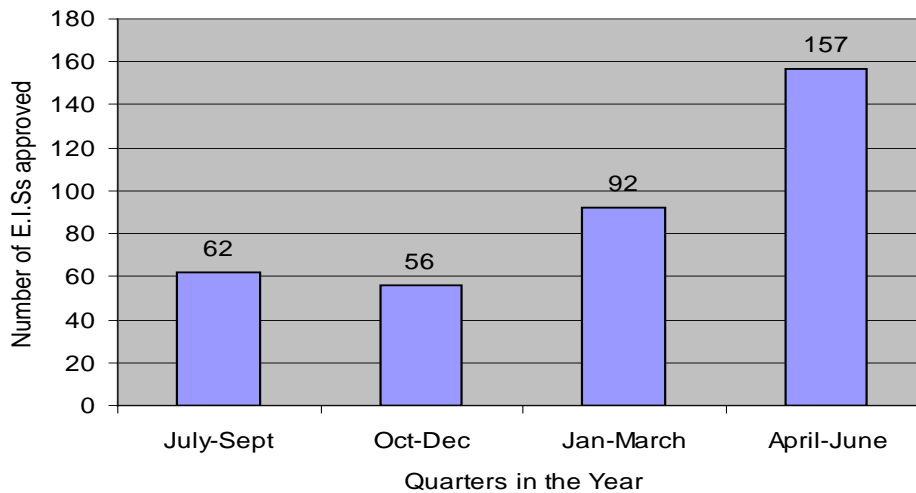


There has been a progressive annual increase in EIA reports received, from 25 in 1997 to over 220 in 2007. This implies increased compliance on the part of the regulated community and vigilance of enforcement on the part of the NEMA.

(b) Trends in E.I.S approval (2001-2008)

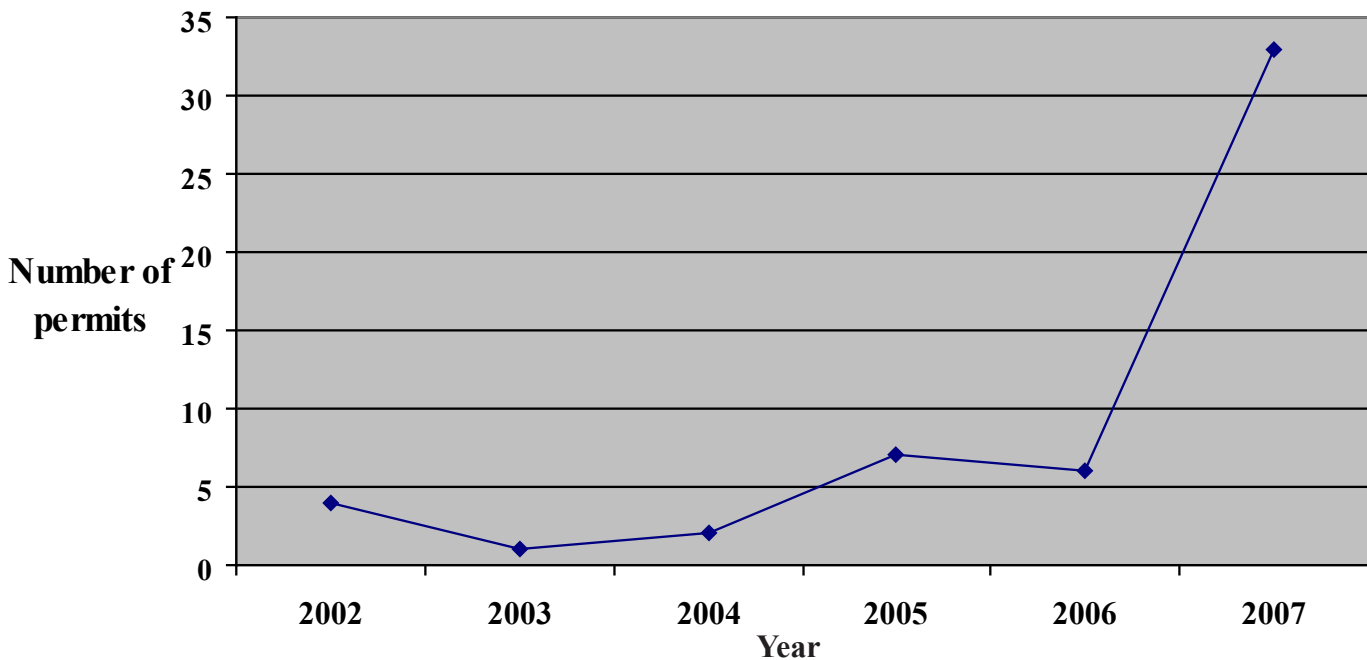


(c) Trends in E.I.S in 2007/08



Licensing and Permitting

(d) Trends in Permits issue by NEMA



Issuance of licences and permits has progressively increased since 2003. The drastic increment is attributed to the period between years 2002 – 2007 from about 6 permits/licences to well over 33. This demonstrates increased awareness of environment management among the public.

- c. That there is need to develop a strategy for timely handling of E.I.Ss at all levels; NEMA, Districts and Lead Agencies

The above graphs have the following implications:

- a. That the investors are becoming increasingly aware of and responsive to the need for E.I.A before project implementation;
- b. That there is pressure on NEMA’s existing personnel, Lead Agencies and DEOs in reviewing E.I.Ss

(d) Environmental Management Compliance

The status of environmental management compliance has progressively risen as follows:

- Internal compliance is about 60%; and
- Over all facility compliance about 40%.

(e) Support Local Governments To Establish Effective Systems And Build

Capacity To Coordinate Environment Management

Output		Activities Implemented
1	Twenty Seven (27) District Environment Committees Functioning	All 56 districts assisted to designate and to operationalise District Environmental Committees of the District Councils.
		National workshops to sensitise all District political and technical leadership carried out.
		District Technical Planning Committees (DTPCs), DECs and selected NGOs trained on roles of various LG officials/organs in decentralized environment management and development of action plans.
		Arrangements in place to provide financial resources to each focal district DEC to facilitate its activities.
		Ecosystems approach in the restoration and conservation rolled out to a number of sites in the districts.
		Ecosystems management planning sessions (<i>barazas</i>) held in the selected priority sites.

(f) Promote and Develop Environmental Awareness, Education, Knowledge, Skills at National, LG and Community Levels

Outputs		Activities Implemented
6	40% of Secondary and 50% of Primary Schools in 26 Districts Adopt Environmentally Responsive Curricula	Evaluation of formal environmental strategy and review of secondary school curricula is on going; Environmental concerns have been integrated into six subjects in the ordinary certificate level education, and curriculum integration samples for Biology and English Language already developed. The review of the “O” level curriculum is yet to be carried out.
		Training-of-trainers has been provided to 139 national trainers and have been involved in the training of teachers, Centre Co-ordinating Tutors (CCTs) and Environmental Education (EE) Coordinators in the various districts;
		3,860 officials drawn from CCTs, Inspectors of Schools, Head Teachers, and School Environmental Education (EE) Coordinators have been trained in the 30 districts;
		Annual environment competitions have been carried out and are on-going in all the focal districts;
2	NGO/CBOs and Communities Sensitised, Trained and Implementing Environmental Programmes responsive to NEMA Guidelines	Compilation of the NGO directory, training of NGOs in environmental management, & establishment of NGO fora to enhance coordination of NGO activities and enable their representation in the DECs and LECs.
		Public awareness, education and mobilisation undertaken through a multi-media public awareness campaign i.e. public lectures, radio programmes, training videos, television and bill boards.
		Materials Development and Dissemination NEMA including <i>NEMA NEWS</i> newsletter, posters, brochures, calendars, charts, booklets, manuals, stickers, T-shirts, diaries, have been regularly produced on a quarterly basis for distribution.
		NEMA-Makerere University internship programme is being implemented.
		National and international environment days commemorated every year i.e. World Environment Day and other environment / natural resources based international days

(g) Integration of Environmental Concerns into Planning Processes at all Levels

Output		Activity
1	Replication of The DEAP Process in Districts	Training and Provision of Funds and Equipment undertaken.
		Environment Action Planning in districts has been instituted.
		Training in Ordinance / Bye-law Formulation and Enforcement has been carried out.
		Guidelines for district environmental reporting revised and DEOs, MEOs & Forestry Officers in all the 56 districts trained in their use. Districts facilitated with financial resources to undertake preparation of the DSOER.
3	Twenty Seven (27) District Development Plans (DDPs) to Contain DEAP Priorities by 2004	Environmental mainstreaming into the sub-county development plans (SDPs) and DDPs is operational. Activities mainstreamed in this respect include; among others, meetings and monitoring of the DEC and LECs, public awareness and training of LECs, schools and community groups, environment restoration activities such as tree planting, promotion of energy efficient cook-stoves, and environmental inspections and monitoring.
4	Priority Environmental Aspects in the DDP Implemented and Monitored in 27 Districts	Development and operationalisation of guidelines for disbursement of funds and hiring Grants Management Bodies (GMBs).
		Funding for initial restoration activities.
		Training-of-trainers in non-formal environmental education and community training;
		Establishment of district environmental information systems, including preparation of DSOER and establishment of resource centers.

(h) Building the Capacity of Lead Agencies to Integrate Environmental Considerations in their Policies, Programs and Activities

Outputs		Activities Carried Out
8	Enhancing Environment Management within Lead Agencies and Private Sector	Sensitization and awareness raising in lead agencies.
		Strengthening capacity in selected lead agencies through training to enable acquisition of key skills in environmental management.
		Developing Guidelines for Strategic Assessment and Sectoral EIAs.
		Building enforcement capacity within the Lead Agencies and assisting them to use economic instruments in environment management.
		Creating partnerships with Lead Agencies.
		Integrating Civil Society Organisations (NGOs and CBOs) into National Environment Management Programs.
		Reviewing Curricula and Educational Programs of Secondary Schools and Tertiary Institutions.
		Integrating Environmental Concerns in the policies, plans, programmes, projects and budgets of Lead Agencies.

10	Most Relevant Policies And Plans Within 21 Key Agencies Are Revised For Environmental Concerns And Adopted	Identify key plans and policies in relevant lead agencies, and carry out a strategic analysis of plans and policies.
		Assist lead agencies to review their policies and plans to assess adequacy of integration of environmental issues.
		Train lead agencies in environmental tools.
		Assist lead agencies to participate and integrate obligations under the international conventions and agreements.
		Monitoring and evaluation of lead agency activities.
11	Gazetting And Equipping Environmental Inspectors.	Sixty Three (63) Persons (3 X 21 Agencies) Gazetted And Equipped As Environmental Inspectors. They have also received induction training and have received identity cards.
12	Twenty One (21) Lead Agencies Report Annually On Their Sectoral Environmental Performance Beginning Second Year	Building the capacity of lead agencies in environmental monitoring and reporting through: Developing capacity in data/information management on indicators; Training in environmental monitoring and reporting; Developing guidelines for environmental reporting based on indicators and provision of equipment and facilities.
		All LAs were provided with equipment (computers, GPSs, Digital Cameras etc).
		Concept Paper on Guidelines for LA Environmental Reporting Developed.
		A number of EIN Products have been completed, some weather stations rehabilitated, & Geo-referencing of EIA sites on-going.

(i) **Coordinating Environmental Information Systems In Uganda**

Output		Activities
13	Framework For At Least 1 Strategic And 5 Sectoral (Agriculture, Mining, Industrial Development, Waste, Energy) Guidelines Developed.	Develop one framework /Guidelines for strategic Environment Assessment (SEA). Draft Guidelines have been developed.
		Develop five sectoral EIA guidelines. Sectoral guidelines for the Mining and the Energy Sector have been finalised.
		Training of staff in the relevant sectoral agencies.
		Developing capacity in scenario modelling with NEMA to support the EIA review process.
		Providing technical assistance.
14	Twelve (12) Remaining Guidelines And Regulations are Completed By 2003	Seven (7) out of the 12 remaining Regulations and guidelines have been finalised.
		Implementation and enforcement of Regulations developed. Awareness creation and enforcement of five (5) Regulations and guidelines have been implemented.
15	Twenty One (21) Of Most Polluting Regulated Industries have Environmental Management Programs Consistent With ISO 14001.	Development of Compliance Assistance tools.
		ISO 14001 Certification -12 Companies have received ISO 14001 certification.
		Conduct of Environment Audits and Inspections.

16	The SOER For 2002 And Beyond Contains Quantitative Indicators Covering At Least 4 Priority Areas	Data collection, compilation, analysis, documentation, publication and dissemination of SOER
17	42 Persons Gazetted And Equipped As Environmental Inspectors By 2004	Gazetting of environmental Inspectors: (300 Environmental Inspectors have been gazetted as per 2008 NEMA Annual Report)
		Training and equipping of the gazetted Environmental Inspectors.

(j) Coordinating the Preparation and Dissemination of National and District State of the Environment Reports and other similar outputs

District officials (DEOs, DFOs, Planners) in 56 districts have been trained on DSOER production to ensure proper monitoring and reporting of environment activities. The guidelines on the DSOER have also been revised and the training of the District Environment Officers on the use of the guidelines carried out. The districts have also been introduced to database design and trained

in the establishment and use of the EIA/ Inspections database in the districts and use of GIS. Internet connectivity in the districts is also progressively being rolled out.

(k) Managing the NEMA Library Information System Including District Resource Centres

Nineteen (19) out of the 27 planned District Resource Centres have been established and are now fully operational.

3

STATE OF ENVIRONMENT & MANAGEMENT IN UGANDA



Hon. Jeniffer Namuyangu Minister of State for Water, Planting a tree in front of Arua Administration Block during the World Environment Day 2008

3 State of the Environment and Management in Uganda

3.1 State of the Environment

Natural Resource Management Matrix

	Resource	Environment Management Status	Priority Environment Management Actions/Response Actions
1	Atmospheric Resources	Uganda's atmospheric resources of temperature, rainfall, sunshine and wind show trends which suggest the possible influence of climate change. In 2005, Uganda along with other countries in East Africa experienced a severe drought that led to a decline in the water levels of Lake Victoria. In 2007, Uganda experienced its heaviest rains since the el nino of 1997/98 which affected the poorest regions of the country in North Eastern Uganda: Karamoja, Teso and Lango regions	<ul style="list-style-type: none"> • Climate change mitigative & adaptation interventions
2	Terrestrial Resources	Uganda has 7.2 million hectares of arable land under crop agriculture which is less than 50 percent of the Arable land (16.8). It has been suggested that available Arable land for Agriculture will run out in most parts of Uganda by around 2022 or before, for example land in the Eastern region is expected to run out by 2010. This is attributed to the very high population growth rate, annual cropping practices that encourage high soil erosion, and increased Land reclamations associated with new crop enterprises such as rice growing also lead the decline in the quality and quantity of the available land and soil resources	<ul style="list-style-type: none"> • Control of land reclamation. • Management interventions to control soil erosion. • NEMA to offer guidance on sustainable utilization of existing soil resources in the country
3	Forests	<p>Uganda's forest cover declined from about 5 million hectares in 1990 to 3.7 million hectares in 2005 as a result of encroachment for agricultural production, deforestation to produce wood fuel, urbanisation, industrial growth, migration and problems of internally displaced people.</p> <p>The rapid increase in Uganda's population at 3.2% per annum has certainly increased pressure on forest ecosystems for timber, fuel wood, poles, and food, hence increasing the risk of encroachment and deforestation unless strict measures are applied</p> <p>The absence of a clear pricing policy of forest products promotes indiscriminate harvesting of forest products resulting into environmental degradation</p>	<ul style="list-style-type: none"> • Interventions to protect forests. • Interventions to encourage afforestation both by the public and private sectors. • Public awareness interventions by NEMA to educate the public on effects of deforestation today and in the future • NEMA to lobby Government to enact a law that attaches a realistic price to the forest products to minimise erratic harvesting

Resource	Environment Management Status	Priority Environment Management Actions/Response Actions
4	Wild Life There has not been significant change in wildlife resources and their management since the last National State of Environment Report apart from the encroachment on Queen Elizabeth National Park by the Basongora pastoralists. The invasion of Basongora has increased pressure on the available food resources for the animals in Queen Elizabeth National park and generated debate on pastoralists' activities vis-à-vis wildlife protected areas. Wild life attractions are the major factors responsible for the increasing number of tourists	<ul style="list-style-type: none"> • Interventions to control encroachment. • Need to collaborate management of conservation areas through devising of a benefit sharing approach
5	Tourism There have been increases in the number of tourists' arrivals since 1997 from 175,000 to 468,000 in 2005. The arrivals were mostly from Kenya, Tanzania and Rwanda. Europe contributed 10 percent mostly from United Kingdom and Germany and a good number from USA.	<ul style="list-style-type: none"> • Interventions to conserve flora and fauna
6	Aquatic Resources Uganda's wetland resources cover 13 per cent of the country's land surface. Increasingly these wetlands are under pressure from reclamation for agriculture especially rice production. While no estimates exist as yet, several districts have reported an increased use of wetlands for rice production as a result of the current government campaign (upland rice growing) in Uganda. Although upland rice can be grown far away from wetlands, communities have preferred growing it near or within wetlands	<ul style="list-style-type: none"> • Mitigative measures to reduce land reclamation. • Empowerment of Local Authorities & District and Local Environmental Committees to monitor reclamation efforts by the communities and put a stop to such. • Restoration of degraded wetlands. • Increased compliance assistance & enforcement • Conduct awareness interventions for the regulated community.
7	Water Resources Uganda's water resources cover about 16 percent of the country's total land area. The biggest pressure on the water resource is from the growing population and poor waste management practices of industries located near the water systems. Uganda is on track to meeting the Millennium Development Goals for access to improved water within the country of 100 percent by the year 2015	<ul style="list-style-type: none"> • Mitigative measures to control pollution of water resources • Crafting of guidelines about acceptable waste discharge standards within the country
8	Fisheries Fisheries activities provide an important source of livelihoods to many Ugandans and foreign exchange to the country. The major pressures on Uganda's fisheries resources come from the growth in international market demand for Nile perch and Tilapia. Deterioration of water quality due to excessive pollution, re-invasion of the lakes by the water hyacinth, poor fishing practices and prevalence of diseases especially HIV/AIDS in the fishing communities	<ul style="list-style-type: none"> • Measures to control depletion of fish resources. • Measures to rejuvenate fish stocks. • Enactment of laws to regulate fishing of only mature fish & lobby for harmonisation of such laws within the East African Region

Resource	Environment Management Status	Priority Environment Management Actions/Response Actions
9	<p>Biodiversity</p> <p>Given Uganda's location in a zone between the ecological communities that are characteristic of the drier East African Savannas and the more moist West African rain forests, combined with high altitude ranges, the country has a high level of biological diversity. Recent survey reports reveal the occurrence of 18,783 species</p> <p>The principle threats to biodiversity in Uganda persist, including habitat loss, modification and alteration along with unsustainable harvesting, pollution as well as introduction of alien species</p>	<ul style="list-style-type: none"> • Interventions to mitigate threats to biodiversity in Uganda persist, including habitat loss • Interventions to manage ecological balance • Interventions to control pollution of natural habitats • Control of entries of alien/exotic species into Uganda through fiscal & economic instruments
11	<p>Rural Water Supply</p> <p>Access to safe water supplies in rural areas has increased steadily from 57 per cent in 2004/2005 to 61 per cent in 2005/2006. Latrine coverage has also increased from 51 per cent in 2003/2004 to 58 per cent in 2005/6. This level of latrine coverage is still very low. The lowest coverage is in the Karamoja region ranging from 2 percent to 10 per cent. Latrine coverage declined, for example, in Busia and Kibale district by 2 per cent and 5 per cent respectively because the funding for sanitation programmes and enforcement of bi-laws were weak. Notably, 75 per cent of Uganda's disease burden is preventable since it is caused primarily by poor hygiene and inadequate sanitation facilities</p>	<ul style="list-style-type: none"> • Interventions to increase latrine coverage • Interventions to protect and safeguard water sources
12	<p>Energy</p> <p>Uganda has an abundant although unexpected variety of potential energy sources from solar, bio-mass, hydro, petroleum and geothermal. The energy sources that have been exploited so far include bio-mass, petroleum and hydro power. The National consumption of energy sources by type is 93 per cent, 6 per cent and 1 percent for bio-mass, petroleum and hydro power respectively. Only 5 per cent of Uganda's population has access to electricity, two-thirds of the power generated in Uganda is consumed in residences, 14 per cent in commercial buildings, and 10 per cent in industry and the rest in the transport sector</p>	<ul style="list-style-type: none"> • Interventions to encourage exploitation of renewable energy and sustainable use of exhaustible energy sources
13	<p>Cultural Heritage</p> <p>So far about 357 sites and monuments have been identified and documented as part of Uganda's cultural heritage. The areas included in the world heritage list are the Kasubi Tombs, Bwindi National Park and Rwenzori Mountain and National Park. However, Uganda has several other cultural heritage sites found in all regions of the country some of which have been documented</p>	<ul style="list-style-type: none"> • Interventions for preservation of heritage sites against degradation. • Gazettement of the cultural heritage/historical sites
14	<p>Poverty and the Environment Linkage</p> <p>Two of the greatest global challenges are elimination of poverty and the reversal of environmental degradation. Income derived from the environment a major constitute of the livelihood of the poor and this direct dependency on nature does not appear to be decreasing</p>	<ul style="list-style-type: none"> • Interventions for sustainable exploitation of the environment for livelihood by the poor. • Mainstreaming environment in poverty eradication programs/projects

3.2 Environment Management In Uganda

3.2.1 NEMA's Roles and Responsibilities

The core role is to monitor, coordinate, regulate and supervise activities of environmental players as explained in Chapter 1.0 above.

3.2.2 The Roles and Responsibilities of the Lead Agencies

The Lead Agencies are Government Ministries and the private sector which work in partnership with NEMA in environment management. They have environment management concerns integrated in their core responsibilities. In this respect, they are expected to contribute to environment management by planning and implementing their specialised environment management activities in coordination with NEMA. These activities among others include: Review of Environmental Impact Assessments (EIAs); carrying out Environmental Audits; and undertaking environmental inspections.

The lead agencies which NEMA currently works with in environmental management include the following:

1. National Forestry Authority – Ministry of Water, Lands and Environment
2. Department of Occupational Health – Ministry of Labour, Gender and Social Development
3. Environmental Health Division – Ministry of Health
4. National Agricultural Research Organization (NARO).
5. Uganda Investment Authority
6. Ministry of Education and Sports
7. Water Resources Management Department – Ministry of Water, Lands and Environment
8. Uganda Manufacturers Association
9. Planning Unit - Ministry of Agriculture, Animal Industry and Fisheries
10. Ministry of Local Government
11. First Parliamentary Council - Ministry of Justice

Resource	Environment Management Status	Priority Environment Management Actions/Response Actions
15 Land use and Poverty	A typical farm size in Uganda in 2005 ranged from 0.5 and 1 hectares of land. The reasons for the landlessness include: lack of proper land regulations and effective land management structures which encourages corruption, poor land planning and conflicts	<ul style="list-style-type: none"> • Interventions in the land sector to address security of land tenure
16 Environmental Health Problems	Malaria is the most prevalent illness in Uganda with 51 per cent of out patients cases reported between 2002 and 2005. In 2004, the estimated annual number of deaths from Malaria was 70-100,000 people. However, diarrhoea is the major killer of young children and is responsible for 19 per cent of all infant mortality rates in Uganda. On the other hand, cholera cases fatality rate declined from 6 per cent in 2000-2001 to 2.5 percent in 2004-2005 although the WHO recommends that cholera case fatality rate should be below 1 percent	<ul style="list-style-type: none"> • Interventions to assess environmental vulnerabilities and development of environmentally friendly capacities to address them. • Interventions to ensure clean & healthy environment

12. Uganda Police, Criminal Investigation Department (CID) Headquarters
13. Ministry of Finance, Planning and Economic Development
14. National Agricultural Advisory Services (NAADS) Secretariat
15. Plan for Modernisation of Agriculture (PMA) Secretariat
16. Department of Surveys and Mapping – Ministry of Water, Land and Environment
17. Department of Physical Planning – Ministry of Water, Lands and Environment
18. Department of Petroleum Supplies, Ministry of Energy and Mineral Development
19. Department of Energy Resources, Ministry of Energy and Mineral Development
20. Department of Geological Surveys and Mines, Ministry of Energy and Mineral Development
21. Directorate of Public Prosecutions

The expectations from NEMA by the lead agencies include among others, monitoring and reporting on sectoral environmental performances. However, the lead agencies have not fulfilled these expectations in full. Reasons for this shortcoming have been identified and NEMA plans to make necessary efforts to address them. These include:

- Advocating for review of their policies and plans to integrate environment management in their core activities.
- Development and dissemination of environment management and reporting guidelines for the lead agencies with focus on environment monitoring indicators and environmental impact assessment criteria.
- Supporting the strengthening of their structures and capacities through provision of capacity building and training to enable acquisition of key skills in environmental management and reporting.
- Provision of equipment and tools necessary for carrying out their responsibilities, and

training them in application of equipment and tools.

Where necessary, financial resources shall also be provided by NEMA, especially where activities involve constitution of joint teams with them; for example, carrying out Environment Impact Assessments in their sectors.

1.1.3 The Roles and Responsibilities of the Civil Society Organizations

Development of Civil Society organizations in the environment sub-sector have been guided by the general principles of CSOs. They have been established as voluntary organisations, self generating, self supporting (autonomous from the state), and bound by a legal order or set of shared values. They foster a certain power relationship between the state and society such that they regulate the state's capacity to pervade and control society, and a certain power on the part of members from society to insulate themselves from, and exert influence upon, the state. An inventory of Civil society Organizations that are major players in the environment sector include: Green Watch Uganda, Oil for Development, Round Table Forum (an online forum) etc. Civil Society organizations act as watchdogs for the public in as far as formulation and implementation of policies which have an impact on the welfare of the public is concerned.

CSOs play a critical role in providing information and guidance on the rights and obligations of the public as provided by the laws. Green Watch Uganda, one of the CSOs has availed the citizens of Uganda with access to environmental information since 1998. Under the Uganda environmental law, the public has a right to make its voice heard on any new development project/s. Projects that might affect the environment have to be approved by NEMA. The developer has to carry out an Environment Impact Assessment (EIA) which studies environmental impacts

and examines environmentally friendly alternatives. The law requires that the press announce that the assessment has been performed and the written results are made available to the public for comment. In the event that the results are controversial, then NEMA must hold a public hearing. The public can also challenge NEMA decisions in courts of law with the guidance and support of CSOs. Instances demonstrating the role of CSOs are documented in the Textbox below:

Green Watch challenged a hydro power purchase agreement between AES Nile power and Government where the former was trying to enter an agreement without carrying out an EIA and securing approval from NEMA.

Greenwatch has also successfully used the space provided for public participation at EIA public hearings to stop the spraying of herbicides on Lake Victoria. Most recently, the CSO obtained an interim order against Warid Telecom (U) Ltd., stopping the construction of telecommunication towers in residential areas.

Greenwatch has been closely associated with The Access Initiative coalition in Uganda and has blazed a trail championing citizen rights of access to information, public participation and access to justice (“access rights”) in environmental matters. It also works closely with the Government of Uganda to train public officers and judges in environmental law.

WWF (Oil for Development) has been mainly concerned with integration of environmental concerns and civil society engagement in Petroleum related Norwegian development cooperation and the development of Petroleum resources in development countries. Oil For Development is mainly concerned with the following key activities:

- *Knowledge established about the status of the petroleum sector, the environment and civil society engagement in selected countries and regions.*
- *Awareness raising and capacity building on petroleum and environmental related issues among local communities, environmental CSOs, and the wider civil society as well as among policy and decision makers and private sector in OFD countries.*
- *Increase engagement of Civil Society Organizations and local community representatives in policy and decision making process.*
- *Establish coordination mechanisms.*
- *Feed-back mechanisms are established for integrating experiences and lessons learnt in the ongoing work of*

WWF-OfD.

- *Implementation Phase designed and set in motion for continued WWF-OfD work on environmental issues.*
- The other CSO organization “Information online” is guided by the vision of the World Summit of the Information Society*

(WSIS) which stipulates that “we seek to build an information society that is inclusive, where all persons, without distinction of any kind, are empowered freely to create, receive, share and utilize information and knowledge, in any media and regardless of frontiers”. The key principles that guide the activities of this CSO include:

- *Information and communication infrastructure.*
- *Access to information and knowledge.*
- *The role of governments, the business sector and civil society in the promotion of ICTs for development*
- *Capacity building.*
- *Building confidence and security in the use of ICTs.*
- *Enabling environment.*
- *ICT Applications.*
- *Cultural identity and linguistic diversity, local content and media development.*
- *Ethical dimensions of the Information Society.*

Within this perspective, information on line endeavours to fulfil the above roles within Uganda and thus enhancing civic participation arising from information access.

Other Roles of CSOs

- **Civil Society is a reservoir of political, economic, cultural and moral resources to check the power of the state. Civil society can play a role in checking, monitoring and restraining the exercise of power by the state thus holding it accountable. This role can reduce corruption forcing Government to be more transparent, accountable and responsive to the public, which strengthens its legitimacy.**
- **The diversity of civil society also ensures that a few groups do not hold the state captive.**
- **Civil Society Organizations can encourage people to get involved in politics as voters. This enhances participation which strengthens legitimacy and institutionalization of democratic governance.**

- Civil society eventually stabilizes the state as citizens have a big stake in the social order.
- Civil society is a locus for recruiting new political leadership. Those who are involved in activities of such groups learn how to organize and motivate the people, publicize programs, reconcile conflicts and build alliances. This teaches people to deal efficiently with political challenges and can mould competent political leadership.
- Civil society guards against the potential for authoritarianism on the part of government.

NEMA's Institutional arrangements for working with CSOs

- Policy initiation, review and formulation shall be undertaken in consultation with CSOs as stakeholders.
- Public and community sensitization/ awareness activities shall be carried out either in partnership with CSOs and in some cases the CSOs shall be adopted as means for carrying out some of the activities on behalf of NEMA.

1.1.4 Enabling Factors (Critical Success Factors/Key Assumptions) for NEMA's Performance

These include:

- Availability of professional and competent staff continuously trained to match with emerging challenges of environment management;
- Continued support from private sector institutions and particularly the financial institutions to finance;
- Integration of environmental concerns in development policies of both central and local governments;
- Establishment of environment management units in lead agencies and Local Governments;
- Mainstreaming into environment management, global concerns due to declining environmental quality and associated problems including global warming;
- Increased recognition of corporate social responsibility as a competitive strategy in the market by the private sector;
- Increased capacity building for compliance monitoring and enforcement at national and local government levels; and
- Increased public awareness to elicit self-regulation.

3.3 Emerging Challenges and Strategic Issues

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
1	Environmental degradation costs are quite significant	<ul style="list-style-type: none"> • NEMA to scale up her IEC strategy to inform the public about how best to reduce environmental costs • NEMA to regularly update her Website and also host stakeholder workshops. • NEMA to value environmental resources to inform compensation process for those caught degrading the environment
2.	The discovery of oil in the Albertine Graben, which will have an impact on the energy mix on the Uganda economy	<ul style="list-style-type: none"> • NEMA to craft guidelines to ensure sustainable exploitation of this resource without degrading the human health & environment severely
3	High population growth rate in Uganda of 3.2% per annum has an effect of reducing available per capita arable land and increasing pressure on existing land	<ul style="list-style-type: none"> • NEMA to network with other institutions such as Ministry of Gender, Labour & Social Development to create awareness about the need to promote family planning
4	Poverty on one hand is a major cause & consequence of environmental degradation & resource depletion while affluence too contributes to environmental degradation as the rich reclaim fragile ecosystems for their development	<ul style="list-style-type: none"> • NEMA to lobby Government and Civil Society Organizations to support/fund farming communities in the rural areas • NEMA to network with other lead agencies in building capacities of the rural farming communities with respect to prudent environmental management practices • NEMA to lobby/advise Government to strike a balance between development & environmental conservation • NEMA to enforce compliance to environmental management legislation
5	Soil erosion accounts for 84% of the costs of environmental degradation in the country leaving the soils less productive thus aggravating food insecurity	<ul style="list-style-type: none"> • NEMA to network with Local Governments, Ministry of Agriculture, Animal Industry and Fisheries in building capacities of community stakeholders in minimizing soil erosion and in enlightening them about the effects of soil erosion

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
6.	Fish stocks in the Rivers and Lakes have significantly decreased affecting the livelihoods of those who are mainly fishermen. This is attributed to the sprouting of fish processing plants & poor fishing methods by local fishermen	<ul style="list-style-type: none"> • NEMA to lobby for the strengthening of legislation regarding fishing to deter offenders from flouting set guidelines • NEMA to network with Ministry of Agriculture, Animal Industries and Fisheries and CSOs in educating the public about nationally accepted standards in the fishing sector • NEMA to coordinate with other regulatory bodies in the fishing sector such as East African Communities Organization for the Management of Lake Victoria (ECOVIC), LVRAC, Lake Victoria Fisheries Organization (LVFO), Lake Victoria Basin commission, Nile Basin Initiative and Beach Management Units to guide formulation of harmonized legislation about fishing within the lake Victoria Basin • NEMA should lobby Government to facilitate Local Governments to effectively monitor and apprehend offenders
7	Land degradation due to over grazing, poor farming practices and extensive dependency on the land by the poor	<ul style="list-style-type: none"> • NEMA to enhance capacities of the communities through building capacities of LGs, Lead Agencies & CSOs about suitable farming practices that would reduce land degradation • NEMA to lobby Government to increase funding for agriculture through the Plan for Modernization of Agriculture (PMA) to minimize poor farming practices that degrade the soils
8	Land tenure system. Most land in Uganda is under customary care implying communal utilization. Under this tenure system, degradation is highest as everybody has a right to utilize	<ul style="list-style-type: none"> • NEMA to lobby Government for the amendment of the land tenure system to put in place a land tenure system that promotes land conservation and land development • NEMA to coordinate with the Uganda Land Commission through submission of concept papers for consideration

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
9	Uganda loses about 0.8% of its forestland annually. The annual cost of environmental deforestation in Uganda has been estimated at \$3.8-5.7 million annually yet the national Forest Authority is slow in its afforestation programs. The private sector too is also slow in its interventions	<ul style="list-style-type: none"> • The Legal department to influence the crafting of forestry laws that promote forest conservation. • The Monitoring and Compliance Department to enforce compliance to the enacted laws within the public. NEMA could introduce incentives for those communities that are consistently compliant while levying high penalties on those that are not compliant • NEMA should scale up the afforestation campaign to replace lost forests and maintain the ecosystem
10	Encroachment. This involves conversion of gazetted forestland into farmland mainly due to civil strife or a break down in law and order	<ul style="list-style-type: none"> • NEMA to empower the Local Authorities and Local Councils to deal with the encroachers stringently to deter other people from doing the same thing • NEMA to network with Ministry of Agriculture, Animal Industries and Fisheries in building capacities of the communities in espousing appropriate farming technology that does not degrade the environment & their own health • NEMA to guide government in enacting a comprehensive Forestry Management Act that encompasses both the private and public forests
11	Urbanization increases deforestation due to the increase in demand for charcoal, firewood & timber for construction & industrialization purposes	<ul style="list-style-type: none"> • NEMA to invoke the legislation governing deforestation through enhancing Monitoring & Compliance visits • NEMA to lobby government to strike a balance between Industrialization and environmental conservation • NEMA to lobby for the crafting of a comprehensive law to guide utilization of public and private forests
12	Absence of an appropriate toxic waste disposal facility accessible to Ugandans	<ul style="list-style-type: none"> • NEMA & Government of Uganda to establish an appropriate disposal facility for toxic wastes that should be used on a commercial basis

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
13	<p>Excavation in form of sand mining, rock mining, Mineral mining and extraction of clay for brick making leaves unfilled pits which accumulate stagnant water that has created habitats for disease carrying vectors such as mosquitoes and snails</p> <p>These unfilled holes/pits reduce land available for farming</p>	<ul style="list-style-type: none"> • NEMA to institute regulations requiring all brick makers to fill the pits dug and addition, every person making bricks should plant new trees since s/he will inevitably have to cut down some trees • There is need for NEMA to license commercialized brick makers • NEMA to empower the Local Authorities to supervise the above and offenders should be penalized • NEMA to scale up her education and awareness campaigns within the communities. A participatory approach needs to be used for sustainability purposes. In undertaking the education campaigns, NEMA should involve some of the Local leaders and the Local Environment Committees
14	<p>Dumping of solid waste (solid garbage) in these wetlands</p>	<ul style="list-style-type: none"> • The NEMA Compliance and Monitoring Department needs to intensify its surveillance mechanisms to ensure that the practice is reduced or does not occur at all. • NEMA to lobby for more funding from Government and donors to be availed to the Local Authorities and lead Agencies to manage solid waste effectively
15	<p>Rampant bush fires in swamps. This practice poses a threat to biodiversity in these areas some of which may not be fire resistant and also triggers succession changes leading to replacement of natural wetlands vegetation</p>	<ul style="list-style-type: none"> • NEMA to craft policies that totally ban burning of vegetation and should also enforce them • NEMA to educate the public about the dangers of burning vegetation and its impact on the environment and on the people who live in those localities
16	<p>Rampant reclamation of existing wetlands results into the reduction in the number of permanent streams, disappearance of permanent springs and low ground water in the wells</p>	<ul style="list-style-type: none"> • NEMA to scale up her IEC policy through drama, availing of literature that could be in newspapers, magazines, radio and television talk shows within the community • The Legal and Compliance unit needs to scale up its activities to ensure that the existing legislation is complied with

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
17	<p>Quality of surface & underground water has been deteriorating overtime during the last two decades due to domestic and Industrial discharge. Leading polluting industries are; breweries, food processing industries, dairy, oil, soap, flower firms and leather tanning, most of which are located around the lake shores</p> <p>This to some extent is responsible for inadequate access to quality water by all Ugandans</p>	<ul style="list-style-type: none"> • NEMA to enforce the set standards with respect to discharge into the water bodies. Any non-compliant individuals or organizations should be penalized • NEMA to continuously sensitize the community about set standards so that the public appreciates what constitutes pollution • NEMA to network with National Water and Sewerage Cooperation (NWSC) and lobby NWSC to extend safe water to areas that lack safe water
18	<p>Solid waste management is bad in most towns characterized by irresponsible pollution of the streets and resulting into bad odours and creating a favourable breeding site for flies and other vectors</p>	<ul style="list-style-type: none"> • NEMA to lobby Government and the private sector to recycle vegetable waste into manure to reduce on the burden of solid waste management. • NEMA should build the capacity of the communities by advocating for grading of waste at the household level to ease the recycling process. • NEMA to lobby Government, the donor community and Civil Society Organizations to fund solid waste management especially in the Urban Authorities
19	<p>There is increased discharge of liquid untreated wastes in the environment within urban places, which has resulted into severe health problems</p>	<ul style="list-style-type: none"> • NEMA to network with Ministry of Finance, Planning and Economic Development to ensure that Urban Authorities are well planned to minimize health hazards
20	<p>Inadequate access to sewerage facilities within urban places resulting into poor sanitation & pollution of water as the public in some cases disposes of faeces in polythene bags</p>	<ul style="list-style-type: none"> • NEMA to lobby NWSC to extend sewer lines to Urban Authorities to reduce on this problem. • NEMA to sensitize the public about how to maintain good sanitation. This could be done in collaboration with CSOs and NGOs that are operating in the Water and Sanitation sector
21	<p>Climate Change characterized by temperatures rising increasingly globally</p>	<ul style="list-style-type: none"> • NEMA to promote awareness amongst the public about the causes of Climatic change and influence the enactment of laws that minimize activities that facilitate climate change that will result into high temperatures
22	<p>Micro climate issues affecting specific areas, e.g absence of vegetation in Karamoja exacerbating drought</p>	<ul style="list-style-type: none"> • Need for NEMA to advocate for re-vegetation of such places

S/N	Emerging Challenge & Strategic Issue	Strategic Planning Implication for NEMA
23	The liberal importation/exportation policies in the country are responsible for importation of genetically modified goods that will have negative environmental implications	<ul style="list-style-type: none"> NEMA could lobby government to regulate the importation of such goods or completely ban such importation to avert a serious crisis in the future
24	Increase in atmospheric pollution arising out of oil and gas related environmental problems and inefficient cooking stoves, rudimentary kilns and stoves in industries, charcoal production and widespread bush burning	<ul style="list-style-type: none"> NEMA to lobby Government to improve on the country's transport sector by constructing/rehabilitating roads NEMA to lobby Government to levy high taxes on old inefficient cars NEMA to sensitize the Public about the usefulness of efficient cook stoves and the dangers that are associated with use of inefficient stoves
25	The emerging Electronics Industries such as MTN, WARID, UTL. The government does not have capacity to monitor the electronic ionising emissions of their installations	<ul style="list-style-type: none"> NEMA to lobby government to set up a technical unit that monitors chemical effects of the said installations to inform government about any disastrous effects NEMA needs to develop guidelines & regulations about location of such installations; specifically to limit their installation in residential areas Need for better coordination of Environment Impact Assessments' process to get inputs from specialized lead agencies
26	An influx of refugees in some parts of the country e.g Isingiro district is responsible for environmental degradation as they encroach on the environment	<ul style="list-style-type: none"> Mainstream sustainable resource utilization sensitization activities in refugee settlement & management programmes
27	Some wetlands have been invaded by water plants such as Sembabule district resulting into water bodies being eaten up	<ul style="list-style-type: none"> Undertake Ecosystem management studies to develop mechanisms for fostering echo system balance
28	Occurrence of events with Environment management effects on human health & physical environment e.g toxic chemicals poured in the environment	<ul style="list-style-type: none"> Need for NEMA to create Emergency Response Teams that respond to events with Environment Management effects on human health & physical environment
29	The discovery of Mineral reserves in gazetted areas calling for exploitation activities of these areas	<ul style="list-style-type: none"> NEMA to craft guidelines/regulations about how this should be done & should also put in place a framework that will regulate activities of the miners while safeguarding the environment

4

SITUATIONAL ANALYSIS



NEMA Board of Directors and Management on a field visit in West Nile Region 2008,
A private tree nursery bed in Moyo District.

4.1 Stakeholder Expectations and Aspirations Analysis

Stakeholder	Aspirations and Expectations	Required Strategic Actions
1	Maximum participation in preparation of Environmental policies, plans & strategies for the management of the environment	<ul style="list-style-type: none"> ▪ Coordinate with all stakeholders in the environment sector in Uganda & solicit their views to incorporate in the policy making/review process. ▪ NEMA to guide NGOs, districts & other stakeholders in planning for the environment
	NEMA to avail information on the State of the Environment to the Public.	<ul style="list-style-type: none"> • NEMA to produce brochures, magazines and also update her Website with State of the Environment information. • Have in place a Statement of the Environment dissemination strategy
	Equitable use of Environment & natural resources now & in the future	<ul style="list-style-type: none"> • NEMA to develop standards about prudent use of all environmental resources such as air, water soils, rivers, lakes, forests, mountains etc. and effectively monitor to ascertain that these standards are being complied with
	NEMA to demand Environmental Impact Assessments of all development projects, which may have significant adverse impact on the environment	<ul style="list-style-type: none"> • NEMA to step up surveillance & monitoring within the country to ensure that all development projects that might have any significant effect on the environment carry out Environmental Impact Assessments & submit such reports to NEMA • NEMA to recruit more Monitoring & Compliance officers to beef up the existing team. • NEMA to exercise integrity, objectivity & transparency in undertaking this role to ensure that set standards are not compromised

Stakeholder		Aspirations and Expectations	Required Strategic Actions
		Incorporating all environmental costs (in particular pollution cost) in accounting for the use of natural resources	<ul style="list-style-type: none"> • NEMA to ensure that staff with the requisite skills are contracted to oversee this function. • Expose staff to Regional & International conferences to appreciate best practices in environment resources valuation • NEMA to facilitate existing staff to train further in valuation of environmental resources
		Promoting Regional & International cooperation in the field of environment	<ul style="list-style-type: none"> • NEMA to subscribe to Regional & International bodies in field of environment & to share information & ensure participation in the respective conferences & Workshops
		Institutional efficiency in co-ordination, monitoring and supervision of all activities in the field of environment	<ul style="list-style-type: none"> • NEMA should craft a Strategic and Business Plan to guide her in her work from which Departmental plans should be derived • NEMA should regularly liaise with lead agencies, CSOs, districts and line Ministries at national level with the objective of consulting them to incorporate their views in policy and should also provide them with guidance and information to guide them in their day to day activities
		Take up emerging environment management issues & ensure advocacy for appropriate policy, legal framework and strategies for addressing them to improve environment management	<ul style="list-style-type: none"> • NEMA to intensify monitoring and surveillance to keep on top of issues • NEMA to enhance skills of the existing personnel to be able to discern any emerging issues and lobby for the reversal of any negative trends in the environment. • NEMA to consistently review environmental legislation to cater for any gaps as a result of new emerging issues

Stakeholder		Aspirations and Expectations	Required Strategic Actions
		Champion environment management consciousness and sustainable utilisation of natural resources on the part of the population	<ul style="list-style-type: none"> • NEMA to enhance Education and awareness campaign at national, Regional and community levels about prudent utilisation of natural resources by the population • NEMA to develop/review guidelines about acceptable standards in resource utilisation. And to ensure their effective utilisation • NEMA to lobby for the incorporation of Environmental Education in the education curriculum of the country to raise the population's consciousness • NEMA to champion/ facilitate the institutionalisation of structures to enable effective dissemination of this information
2	Management & Staff	Crafting of appropriate guiding policies to facilitate implementation of activities in Finance Management, Human Resources, Administration, Procurement & Monitoring & Evaluation of activities undertaken.	<ul style="list-style-type: none"> • NEMA to review the said guidelines at least annually to factor in changes & emerging issues from the environment within which they operate
		NEMA to avail a good working environment that guarantees Job security & provides Continuous Professional Development to her staff.	<ul style="list-style-type: none"> • NEMA to review HR policies & procedures to enhance the working environment & also to put in place a Staff Development plan
		Exposure to other countries with the objective of sharing experiences in Environmental Management & enhancing their own capacities.	<ul style="list-style-type: none"> • Put in place a Staff Development plan
		Competitive remuneration to elicit commitment to efficient and effective execution of NEMA's functions	<ul style="list-style-type: none"> • NEMA to review her salary structure at once every 2 years & lobby Government to pay a living wage to staff as a retention strategy.
		Adequate resources to enable them to implement the Authority's functions efficiently and effectively	<ul style="list-style-type: none"> • NEMA should equip her staff with adequate logistics such as transport, stationery, computers, telephone, email & internet connectivity to work effectively

Stakeholder		Aspirations and Expectations	Required Strategic Actions
3	The Public/ Investors	Need to have a balance struck between rapid rate of economic development & management/preservation of the environment	<ul style="list-style-type: none"> • NEMA to lobby Government, CSOs, the wider public to prudently utilize resources within the environment • NEMA to enhance awareness about how environmental resources should be utilized by highlighting set standards in the guidelines with respect to land, Wetlands, Fisheries, air, water, forestry etc • NEMA to intensify Monitoring & evaluation to ensure compliance to set standards
		NEMA to effectively and efficiently fulfil all activities which have an impact on the environment through coordination, monitoring and supervision	<ul style="list-style-type: none"> • NEMA to build capacities of districts, Urban Councils & Lead Agencies to implement environmental projects prudently • NEMA to beef up her own Monitoring & Evaluation team to closely follow up activities taking place in the environment
		NEMA to ensure that the Public access to & use of natural resources is not unduly jeopardized by restrictive policies, laws & other regulations	<ul style="list-style-type: none"> • NEMA to enforce compliance to set standards in utilization of environmental resources with integrity and transparency • NEMA to coordinate well with courts of law, the police, the community, lead agencies, districts, NGOs & CSOs to ensure that they complement her efforts in guiding the community in environment management & sustainable utilization of existing natural resources
		Learn from NEMA how the Public's development activities & consumption behaviour affects the environment	<ul style="list-style-type: none"> • NEMA to regularly update her Website with information about how the Public's activities & consumption behaviour affects the environment. NEMA could also implement an IEC strategy to achieve this
		NEMA to create awareness about good environmental practices within the Public	<ul style="list-style-type: none"> • NEMA to scale up her awareness promotion about what constitutes good environmental practices within the community
		NEMA to be an effective national environmental watch dog	<ul style="list-style-type: none"> • NEMA to invoke all existing environmental policies in the exercise of her duties. This needs to be done prudently

Stakeholder	Aspirations and Expectations	Required Strategic Actions	
4	NEMA to mainstream environmental issues in policies, laws, plans & programs, surveillance, monitoring, inspection, auditing & ensuring compliance to environmental policies & guidelines	<ul style="list-style-type: none"> NEMA to consult widely with all her stakeholders to inform the policy making process to ensure that environmental issues are mainstreamed into policies, laws that NEMA comes up with 	
	A responsive NEMA that responds to Public demands	<ul style="list-style-type: none"> NEMA to up-grade & empower the public relations office to implement IEC programmes to enhance NEMA's responsiveness to, engagement with and visibility in the eyes of the public NEMA should install a toll free line that the public can use to reach them in case any environmental issues crop up & the public needs guidance from NEMA 	
	Equity for all persons in enforcement of environment compliance	<ul style="list-style-type: none"> NEMA to execute her work with integrity for her to earn the respect of the public that she serves 	
	Compensation for loss of livelihood during restoration of fragile ecosystems	<ul style="list-style-type: none"> Rationalise policy and procedures for restoration of fragile ecosystems to make them public-friendly 	
	Investor-supportive environment monitoring and compliance procedures and processes.	Strategic alliances with investment promotion and other licensing agencies to mainstream environment management in their activities and processes	
5	Clients/ Environment Sector Players	NEMA to provide these players with relevant information & technical assistance in proper management of environmental impacts of their activities	<ul style="list-style-type: none"> NEMA to consistently review existing environmental guidelines to incorporate any emerging issues. This could be done annually. These guidelines should also be disseminated widely. NEMA should effectively supervise the activities of environmental sector players.
		NEMA to develop standard environmental management guidelines & disseminate them widely to relevant stakeholders	<ul style="list-style-type: none"> A provision for this activity needs to be incorporated in the work plan & budget
		NEMA to build their capacities in effectively managing their environment	<ul style="list-style-type: none"> NEMA to develop a capacity building programme for her stakeholders which should be communicated to them & implemented during the planned period,

Stakeholder		Aspirations and Expectations	Required Strategic Actions
		Coordination by NEMA with the environment sector players to ensure consistence and harmony of environment management interventions by various parties in the environment sub-sector	<ul style="list-style-type: none"> NEMA to host workshops, seminars and meetings in which NEMA provides guidance to other environmental sector players. NEMA could discuss her concept papers with sector players to seek ownership & ease of implementation
6	Local Collaborating Agencies/Lead Agencies (+Police Judiciary)	NEMA to develop guidelines to guide operations of her stakeholders.	<ul style="list-style-type: none"> A provision for this activity needs to be incorporated in the work plan & budget
		NEMA to mobilize resources for environmental management	<ul style="list-style-type: none"> NEMA needs to lobby government and donors to fund environmental activities in Uganda. This calls for networking nationally, regionally & internationally
		NEMA to build their capacities to enable them manage their environment & natural resources sustainably	<ul style="list-style-type: none"> NEMA to develop a capacity building programme for her stakeholders which should be communicated to them & implemented during the planned period, NEMA should supervise, monitor & evaluate Local collaborating agencies
		NEMA to facilitate mainstreaming of environmental issues in the Work plans of her collaborating agencies	<ul style="list-style-type: none"> NEMA to host workshops to guide Local collaborating agencies in how to mainstream environmental issues in their sector work plans
		NEMA to provide Financial facilitation to Lead Agencies in undertaking Environment Impact Assessments reviews	<ul style="list-style-type: none"> NEMA to budget for joint-task activities carried out together by NEMA & lead agencies i.e. EIAs
		NEMA to improve on coordination with other sector players	<ul style="list-style-type: none"> NEMA to work with lead agencies in planning for specialised environment activities under the lead agencies & budget for & mobilise resources needed for their implementation NEMA should host quarterly and half yearly meetings to take stock of progress registered in environment management & chart a way forward
		NEMA to monitor to ascertain mainstreaming of environmental issues in the Sector plans & budgets of lead agencies	<ul style="list-style-type: none"> NEMA to enhance her monitoring & support supervision activities of lead agencies

Stakeholder	Aspirations and Expectations	Required Strategic Actions
7	Regional & International Collaborating Agencies	<p>NEMA to guide her country in espousing international environmental management standards</p> <ul style="list-style-type: none"> NEMA to network with other environment management bodies/agencies both regionally & internationally & to subscribe to such bodies. NEMA too, should ensure participation in such Regional & International conferences on behalf of her country <p>NEMA to represent her country in International foras & use these foras to share experience in environmental management achievements & challenges in her country</p> <ul style="list-style-type: none"> NEMA should coordinate with Regional & International bodies regularly <p>Benchmarking by sharing of Ugandan environment management challenges and experiences</p> <ul style="list-style-type: none"> NEMA to facilitate her staff to participate in such fora to promote exchange of ideas & also to foster learning & adoption of best practices <p>Harmonisation of environment management regulations and practices</p> <ul style="list-style-type: none"> Review of environment regulations & procedures to match with international best practices <p>NEMA to formulate environmental policies that are internationally acceptable</p> <ul style="list-style-type: none"> NEMA to share knowledge & experience in environmental management with other international agencies & also learn from the international agencies standards that guide environmental management. <p>NEMA to monitor, coordinate & supervise activities of all agencies involved in environmental management issues</p> <ul style="list-style-type: none"> NEMA to include this activity in her work plan & earmark resources for it in the budget
8	Donors	<p>NEMA to build capacities of stakeholders both vertically & horizontally i.e NGOs, CSOs operating in the environment sector & districts</p> <ul style="list-style-type: none"> NEMA to cost-effectively utilize resources availed to build the capacity of the sub-sector. Hence it should be transparent & accountable in carrying out its mandate. NEMA to host capacity building workshops & seminars for CSOs, NGOs, districts and lead agencies <p>NEMA to coordinate well with all funding agencies in the environment sub-sector within Uganda</p> <ul style="list-style-type: none"> NEMA reports such as Environment Impact Assessment reports & State of the Environment Report should reflect contributions made by other agencies in the country
		<p>Effectiveness, Efficiency and Economy in utilisation of resources to carry out environment co-ordination, monitoring and supervision.</p> <ul style="list-style-type: none"> NEMA to institute proper systems & procedures & exercise transparency in the execution of her work and endeavour to get value for money in the procurement of any goods and services.

4.2 Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

4.2.1 Strengths

Strengths		Measures (Strategies) To Build on The Strengths
1	Well developed institutional structures, systems and procedures for environment management	<ul style="list-style-type: none"> ▪ Up-scaling to match with emerging challenges & stakeholder expectations ▪ Upholding the institutional core values. ▪ Increased contribution to national development goals. ▪ More delegation and decentralisation of operational issues to lower institutional levels (departments, lead agencies, local authorities) to enhance efficiency & redirect focus of top management to strategic issues
2	Statutory institutional autonomy and independence	<ul style="list-style-type: none"> ▪ Regular review of activities to relate to emerging environment management challenges ▪ Review strategies and develop programmes relevant to the emerging environment management challenges to mobilise resources to carry out the statutory responsibility ▪ Enhance mechanisms for accountability and value for money through timely annual reports preparation and dissemination & audit and publication of annual audited final accounts ▪ Review institutional structures regularly, for strengthening, to fully utilise institutional autonomy and independence accorded by the law ▪ Review systems, policies & procedures regularly, for strengthening, to enhance transparency & accountability, to protect the institutional autonomy and independence accorded by the law
3	Existence of enabling legal, policy and institutional framework (regulations, standards, guidelines) within related sectors i.e fisheries, Forestry, Environment, Water and Energy	<ul style="list-style-type: none"> ▪ Advocacy for revision of the laws and policies as necessary to facilitate and empower NEMA in carrying out its functions ▪ Review strategies, programmes, systems, policies & procedures to respond to emerging issues and challenges promptly ▪ Enhance MIS & IEC strategies for management & dissemination of information to policy and decision makers about NEMA's successes and challenges ▪ Develop dialogue and advocacy strategies for engaging NEMA and legislators, local politicians and opinion leaders on legal impediments with respect to environmental management for revision of the law ▪ Review regulations as necessary to operationalise policy and legal provisions to the maximum ▪ Need for NEMA to lobby for the harmonization of existing legal framework to foster her activities and minimize duplication of resources or unnecessary clashes ▪ NEMA to network with Regional & International Environment Management bodies to influence legislation affecting trans-boundary environmental resources through agreement on Regional linkage activities that NEMA has to undertake with sister environmental bodies

Strengths		Measures (Strategies) To Build on The Strengths
4	High calibre and team-orientation of human resources that is in place	<ul style="list-style-type: none"> ▪ Continuous short-term training of staff to acquire critical skills on service delivery in the context of emerging issues and challenges ▪ Develop and implement an orientation and mentoring training scheme for new staff ▪ Plan and implement professional exposure programmes for staff to local, national, regional and international experiences through attendance of workshops & attachments to centres of excellence, to match their capacity with international environment management trends/practices and emerging challenges in the economy ▪ Carry out regular team building and networking events for staff to sustain teamwork
5	Motivated staff	<ul style="list-style-type: none"> ▪ Review staff emoluments plan from time to time to make it incentive based and keep it competitive; ▪ Review and implement Human Resources Management Manual to promote transparency, accountability, integrity, professionalism, team work, career growth and equity
6	Modern and adequate facilities including tools and equipment i.e. mobile laboratory equipment	<ul style="list-style-type: none"> ▪ Develop and institute a facilities and equipment utilisation plan. ▪ Up-grade facilities and equipment from time to time to match with environment management requirements and international best practices. ▪ NEMA should mobilize tools & equipment & share them with lead agencies since Environmental management is not core business of lead agencies
7	Effective participation in national policy and planning frameworks	Develop a protocol for documentation of frameworks and follow up to realise value addition to NEMA's activities.
8	Existence of Documented Environment Management Programmes with Clear and tangible outputs, outcomes and impacts	<ul style="list-style-type: none"> ▪ Develop a 5-year integrated Strategic Plan to strengthen existing efforts, to guide and focus NEMA on priority actions to match emerging challenges ▪ Enhance the M&E framework and action programmes to generate timely reports on activities implemented. ▪ Plan and carry out impact evaluations to capture lessons learned, experiences & challenges to inform future strategy & action refinement ▪ Mainstream Institutional Performance Reporting into the MIS & IEC Strategies
9	Own home in strategic physical location	<ul style="list-style-type: none"> ▪ Expand the library ▪ Facelift NEMA house ▪ Increase parking space
10	Established strong information management system and documentation on environment management	<ul style="list-style-type: none"> • Modernise MIS including considering linkages with other databases both locally and internationally to enhance environment information sharing and interaction
11	Ecosystem restoration skills	<ul style="list-style-type: none"> • Continuous staff training to match with emerging challenges in the economy

Strengths		Measures (Strategies) To Build on The Strengths
12	Increasing existence of environment management institutional framework/ structures at local governments and national levels and at Lead Agency level	<ul style="list-style-type: none"> • Development of detailed guidelines on roles, responsibilities, procedures & reporting requirements/feedback for all players. • Development of programmes for support, communication and experience/information sharing, to enhance collective environment management effort using lead agency approach to foster sustainability of environment management
13	Established environment management network with civil society, private sector and inter state agencies at national, sub-regional and international/global levels	<ul style="list-style-type: none"> • Development of programmes for support, communication and experience/information sharing, to enhance collective environment management efforts using the networking & partnership approaches to foster sustainability of environment management
14	Public visibility and confidence in NEMA arising from effectiveness, efficiency and integrity in service delivery	<ul style="list-style-type: none"> • Develop & implement client chart to commit staff to quality service delivery & communicate to the public what to expect from NEMA. • Enhance IEC activities to elicit environment management self-policing and sustainable utilisation of natural resource among the public

4.2.2 Weaknesses

Weaknesses		How The Weakness can be addressed to strengthen NEMA to move to greater heights?
1. Financial management	Apathy of non-Financial Management staff of critical financial management & reporting procedures that impact on their operations	<ul style="list-style-type: none"> ▪ Dissemination of the financial management manual to all staff ▪ Extraction of provisions in the financial management manual critical to NEMA's operations and carrying out induction sessions to acquaint staff with the same ▪ Development & dissemination of communication protocols to staff, about funds availability & budgetary performance to guide access & utilization of financial resources
	Absence of an in-house Internal Audit function to expedite financial management actions	Seek authority for revision of the NEMA institutional structure to provide for the position of Internal Auditor
	Procurement delays that impede operations of user departments	<ul style="list-style-type: none"> ▪ Development & dissemination of procurement guidelines & procurement plans to user departments. Carrying out annual sessions to review procurement guidelines & discuss & adopt annual procurement plans after budget approval

Weaknesses		How The Weakness can be addressed to strengthen NEMA to move to greater heights?
2. Planning and coordination	Weak coordination in planning of activities to be executed, resulting in duplication of activities or non participation in some instances (Resources for Lead Agencies to carry out their mainstreamed Environmental Management activities as part of the Environment effort are often not provided for as part of the main budget)	<ul style="list-style-type: none"> Plan and implement integrated NEMA plans & execute departmental activities synergistically to optimize institutional objectives
		<ul style="list-style-type: none"> Constitute task teams to undertake joint activities where feasible
		<ul style="list-style-type: none"> Institute a system for having quarterly work plans developed, synchronised among departments & approved prior to implementation
		<ul style="list-style-type: none"> Hold quarterly interdepartmental work review meetings for previous quarter's activities implemented & agree on the strategies for the next quarter
		<ul style="list-style-type: none"> Need for joint operational planning with Lead Agencies to harmonize resource planning
	The apparent lack within NEMA of an Environment Hazard Capture Information system to address emergency & emerging environment management issues in the economy i.e. dangers of disposal of ICT equipment & waste	<ul style="list-style-type: none"> Development of an Environment Hazard Capture Information system, modalities & guidelines Sensitisation of relevant stakeholders in the economy about the information system & the response guidelines
3. Reporting	Performance Reporting, Review and Follow up systems are not up to date	<ul style="list-style-type: none"> MIS should include an M&E system for purposes of capturing performance of activities of the various departments through a repository protocol for which training should be provided to all departments
		<ul style="list-style-type: none"> Internal Activity reporting & communication protocols should be developed & included in the institutional IEC strategy to give guidance to departments on performance reporting including medium of communication & formats of various purpose reports
		<ul style="list-style-type: none"> Hold regular internal seminars to guide staff on reporting and follow up issues and share experiences
		<ul style="list-style-type: none"> Institute a mechanism that provides for harmonized reporting on trans-boundary environmental issues that concern shared environmental resources

Weaknesses		How The Weakness can be addressed to strengthen NEMA to move to greater heights?
4. Internal Information and Communication	Weak communication & poor coordination within departments and between other departments	Develop communication protocols for encouraging staff to read communications as part of the IEC strategy i.e. computer screen message alerts
		Develop reporting and communication protocols for official tasks for the record or information as part of the IEC Strategy
		Enhance the existing MIS/M&E system to capture key parameters of NEMA's activities carried out by departments & make this interactive & informative to staff on a need to know basis
		Institute arrangements for regular departmental & top management meetings to enhance information sharing & participatory joint review & follow up of synergistic activities.
	Limited access to facilities and materials for collection and analysis of information for official purposes gas sub sector and the increasing number of local governments	Develop, fund & implement an institution-wide information facilities & materials utilization plan i.e. access to telephone connections, newspapers, journals, information databases etc. including a work study to assess any staffing gap with view to recommending establishment of new positions and recruitment if necessary
		Review and implement a Staff Development Plan regularly to address staff capacity issues of quality
		Prepare staffing requirements and staff specifications and recruit appropriate staff for staff capacity issues of quantity that call for additional specialized staff
	Weak Human Resources Performance Management system	Institute work performance management system to ensure that staff work effort complies with their job-descriptions, responsibilities and pay
		Review the staff appraisal system, tools and timeliness to make it responsive to internationally accepted performance appraisal principles and practices
		Review the Human Resource compensation and incentive system to make it equitable, motivational and competitive
	Apathy of Human Resource management policies and procedures on the part of staff	Provide un-restricted access to the Human Resources Management Manual to enable staff know their rights and obligations

		Hold induction sessions to new staff to enable them appreciate the human resource policies and procedures in place
	Absence of occupational health, safety and welfare management system	Put in place human resources occupational health and safety policy including HIV/AIDS policy at the work place among others
		Incorporate provisions for uniforms, protective gear & other work-related facilities during the review of human resource policies and procedures
		Introduce facilities, amenities and benefits to reduce home related pressures that may impact on work performance i.e. membership to recreational/sports clubs
	Stakeholders' expectations are sometimes not met even when communicated to the top executives	Develop or conclude and implement the Client Charter.
		Develop a protocol for consultative/review meetings and communication/feedback
	Lack of tools and equipment for effective environmental compliance and enforcement; i.e. noise meters, air and water quality testing instruments, inspectors' protective wares/gears, instruments required in oil/gas sub sector	Carry out a needs assessment and re-tool and equip accordingly, to manage the emerging environmental issues; vehicles, and compliance and enforcement tools and equipment

4.2.3 Opportunities

Opportunities		Measures (Strategies) To Harness The Opportunities To Move NEMA To Greater Heights
1	Trained and qualified staff.	Full utilisation and commitment
2	Massive awareness (workshops, seminars, Public Relations (PR) etc)	Community participation in NEMA's activities needs to be continued and strengthened
3	Enabling environment (enacted laws, DEOs in district, awareness materials)	Exploit it to the maximum
4	Government support (prioritisation, funding, inclusion in the political administrative structures e.g. Local Councils (LCs)	Perfecting performance, striving to achieve the mandate
5	Integrated Environment education programme.	Providing technical assistance, capacity building and training.
6	International concerns on the environment, international conventions, etc.	Soliciting for funds to finance various projects relevant to the emerging environment issues and challenges
7	Availability of environment information	Making of environment decisions that are informed, carrying out research, new discoveries etc.
8	Willing partners and stakeholders (lead agencies, Govt departments. Civil society organizations, Legal fraternity and individuals)	Networking and sharing of information which leads to better environment management

Opportunities		Measures (Strategies) To Harness The Opportunities To Move NEMA To Greater Heights
9	An expanding communication sector (electronic media, news papers, telephone, websites, internet etc)	Communication, information dissemination, networking, research, etc
10	East African Community	Agree on strategy to address trans-boundary environment management issues
11	Good governance, teamwork and organisation culture in NEMA	Improved personal and organisational performance
12	Training and exposure in various skills and technologies	Use such opportunities to enhance performance

4.2.4 Threats/Challenges

Threats		Measures (Strategies) To Mitigate Threats And Keep NEMA On Course In Realizing Its Strategic Objectives
1	New laws and regulations which are not consistent with the Environment Act i.e. the proposed degazetting procedures	Lobby for the harmonisation of other laws and regulations with the Environment Act
2	Creation of new districts in Uganda posing challenges of planning and coordination of environment management	Development of actions and planning for necessary resources to develop institutional structures and building HR capacity in the new districts
3	Inadequate finance for managing the increasing demands for environment management from the increasing number of Local Governments, Central government/Lead Agencies, Civil Society and the Private Sector	<ul style="list-style-type: none"> • Development of actions and planning for mobilisation of necessary resources to manage the increasing environment management activities i.e. emerging environmental issues and increasing demands from the partners especially the increasing number of local governments & restoration of fragile ecosystems • Prepare justified comprehensive strategic plan & use to network with & lobby Government and donors for funding
4	Financial Management and Reporting Challenges arising from new developments in the banking systems and ICT i.e..EFT – funds transmitted	<ul style="list-style-type: none"> ▪ Revision of Financial Management Manual to provide guidance about treatment of new developments. ▪ Dissemination to staff, of changes in financial management and reporting that affect them and sensitization of the staff on the coping mechanisms
5	Formation of new bodies with similar mandates i.e. the re-establishment of the Directorate of Environmental Affairs	Develop working partnership arrangements and identify activities where the other party can be the lead agency with NEMA leading on the other activities
6	Unsustainable institutional funding arrangements for NEMA	Make NEMA planned activities modular to facilitate multiple-funding from various sources

Threats		Measures (Strategies) To Mitigate Threats And Keep NEMA On Course In Realizing Its Strategic Objectives
7	Urbanisation and population pressures translating into encroachment on wetlands and solid waste management problems	Develop pro-active environment monitoring and compliance interventions to manage encroachment in a preventative manner
		Building the capacity of Urban Authorities to manage solid wastes and sanitation; for example most Urban Authorities lack safe facilities and capacity to handle faecal and other wastes
8	Poverty escalation among the rural population leading them to resort to environment destruction as a means of livelihood	Develop and implement strategies to encourage sustainable utilisation and regeneration of non-renewable natural resources
9	Unsustainable energy alternatives to those that lead to environment degradation	Develop lobby/advocacy programme to influence policy incentives to encourage adoption of sustainable energy alternatives by the public
10	Challenges of dumping waste arising from introduction of technological advancements in the economy i.e. electronic waste from mobile phones	Develop and implement policy & strategies to guide the import of electronics and management of dumping of the resultant technological waste
11	Steady increase in the rich class degrading the environment for development through cutting down of forests, reclaiming of swamps and Lakes for construction/development	<ul style="list-style-type: none"> • NEMA to enhance Monitoring & supervision of such areas and enforce compliance to set standards. • NEMA to effectively step up awareness promotion about how the environment should be managed through her various education campaigns; preferably in local languages
12	Inconsistency in coordination and cooperation between NEMA and the law enforcement agencies in dealing with cases of regulation of non-compliance	<ul style="list-style-type: none"> • Streamlining of Memorandum Of Understanding and coordination guidelines. • Lobby for further empowerment of NEMA to enforce sanctions/actions for non-compliance, including possibility of review of legislation governing NEMA's activities
13	The absence of Environmental research with specific focus on Environmental contribution to the economy (quantitatively in National accounts). This impedes realistic justification for allocation of national financial resources to NEMA to carry out its mandate	<ul style="list-style-type: none"> • Formulate research proposals on key topical research issues and solicit funding to have the research carried out
14	Low response for technical support from some Lead Agencies/line ministry in undertaking Environment Impact Assessments with respect to aspects under their remit e.g. Occupational Health Environment issues overseen by MoGLSD	<ul style="list-style-type: none"> • Develop and disseminate EIA technical support guidelines and programmes and provide for financial resources within NEMA as necessary
15	Wrongly perceived rights and obligations of NEMA & lead agencies in implementing environment management i.e. funding	<ul style="list-style-type: none"> • NEMA's comprehensive IEC strategy should include a deliberate communication activities focusing on its coordination roles and responsibilities & how they relate to those of the lead agencies

Threats		Measures (Strategies) To Mitigate Threats And Keep NEMA On Course In Realizing Its Strategic Objectives
16	Absence of national policy and infrastructure for management of electronic & radioactive waste	<ul style="list-style-type: none"> • Lobby government to put in place a policy for management of electronic & radioactive waste • Advocate for Government & NEMA to develop infrastructure for electronic & radioactive waste management i.e. commercial incinerator
17	Absence of capacity for valuation of environment resources and resource planning to highlight the costs & benefits of environment management and mis-management	<ul style="list-style-type: none"> • Develop conceptual framework and proposals for development of capacity for valuation of environment resources and resource planning • Seek funding to put in place institutional arrangements and develop human resource capacity to implement the initiative
18	Local Government environment institutional arrangement (District Environment Officers) does not clearly fit either with the Ministry of Local Government or NEMA therefore there is lack of clarity on sources of financial resources for carrying out their activities	<ul style="list-style-type: none"> • Clear definition of NEMA's strategic activities carried out by DEOs with clear implementation and reporting modalities. • Provision for financial resources in NEMA budget to support the strategic district-based activities
19	Low awareness of Environment Health hazards to humans among the public	<ul style="list-style-type: none"> • The need to emphasize awareness of Environment Health hazards to humans needs to be emphasized in the new Strategic Plan

4.3 Situational Analysis Summary Findings and Conclusions

4.3.1 Enhancement of Environmental Compliance and Enforcement

1. NEMA to consistently publish the State of the Environment Reports for the benefit of Government and all Ugandans.
2. NEMA to ensure effective compliance and enforcement to the set standards through enhancement of awareness about set standards in effective & efficient utilization of resources within the environment and to monitoring, supervision and coordination of all programs and projects involved in environment management, including enforcement for non-compliance.
3. NEMA to take lead role in policy initiation, formulation, review and implementation, and coordinate with all stakeholders with respect to the environment management sub-sector.

4. Valuation of environment resources (and costs of degradation) for incorporation in the national accounts.
5. Institutional efficiency in co-ordination, monitoring and supervision of all activities in the field of environment.
6. NEMA to take up emerging environment management issues & ensure advocacy of appropriate policy, legal framework and strategies for addressing them to improve environment management.
7. Institute investor-supportive and conducive environment monitoring and compliance policies and procedures that acknowledge the public and the investors as partners in sustainable natural resource utilisation and self-regulatory compliance.
8. NEMA to create awareness about good environmental practices within the Public and advocate, sensitisation of the public and provision of assistance for self-regulation.
9. Environment management policies and

- procedures for compliance and enforcement applied equitably to all persons.
10. The need to have standard environmental management guidelines and disseminate them widely to affected stakeholders.
 11. NEMA to provide these players with relevant information & technical assistance in proper management of environmental impacts of their activities.
 12. Develop guidelines, build the capacities and mobilise resources as necessary for the lead agencies to implement their mainstreamed environment management activities.
 13. NEMA to improve coordination with other sector players/lead agencies both at all levels of planning, budgeting and implementation and reporting levels.
 14. Enhance effectiveness, Efficiency and Economy in utilisation of resources to carry out environment co-ordination, monitoring and supervision.
 15. NEMA to coordinate well with all funding agencies in the environment sub-sector within Uganda, document and publish its performance both in terms of service delivery (i.e. Environment Impact Assessment reports and State of the Environment) and financial accountability.
 16. NEMA to develop guidelines to ensure sustainable exploitation of the emergent oil resources in Western Uganda and mineral reserves country-wide, without degrading the human health and the natural environment.
 17. NEMA to lobby Government and Civil Society Organizations to support/fund farming communities in the rural areas and to network with other lead agencies in building capacities of the rural farming communities with respect to prudent environmental management practices.
 18. NEMA to network with Local Governments, Ministry of Agriculture, Animal Industry and Fisheries in building capacities of community stakeholders in minimizing soil erosion which accounts for 84% of the costs of environmental degradation in the country and in enlightening them about the effects of soil erosion.
 19. Undertake Ecosystem management studies to develop mechanisms for fostering ecosystem balance where some flora have taken up dominance in some eco systems for example water weeds in Sembabule and the water hyacinthine on lake Victoria.
 21. NEMA to carry out confirmative research on the health environment effects of electronic ionising emissions of telecommunication installations and develop guidelines and regulations about location of such installations to ensure that they do not impose health hazards on human settlements.
 22. Strengthen compliance and monitoring, compliance and enforcement mechanisms of set standards mechanisms with respect to discharge of industrial effluent into the water bodies.
 23. Strengthening monitoring, compliance and enforcement actions against human health environmental pollution exhibiting practices for example; vehicle fumes, inefficient cook stoves, rudimentary kilns and stoves in industries, charcoal production and widespread bush burning

4.3.2 Environmental Integration at National and Local Government Levels.

1. The need for NEMA to build capacities of stakeholders both vertically and horizontally i.e NGOs, CSOs operating in the environment sector and districts through human resource development and capacity building and provision of equipment and facilities.
2. Need to provide leadership and coordinate with lead agencies formulation, or review of policy and subsequent implementation with respect to restoration of diminishing natural resources under the management of the lead agencies for example dwindling fish stocks in the Rivers and Lakes due to over-

fishing and using of poor methods of fishing, land degradation due to over grazing, poor farming practices and deforestation/encroachment.

3. Need for NEMA to initiate policy on management of electronic waste arising from rapid development of ICT infrastructure, facilities and equipment to alleviate potential environmental hazards that could arise from poor disposal.
4. Develop stronger environment management partnership with local governments and empower and delegate them to handle remote aspects of environment management in the districts on behalf of NEMA i.e. issue of environment permits.
5. Need for NEMA to champion sustainable policy framework and strategies for urban solid waste management in the country in partnership with lead agencies and local governments.
6. Putting in place human health environment disaster emergency notification and action policy, systems and guidelines in coordination with all relevant lead agencies e.g. hazardous toxic chemicals pored in the environment.
7. Need for NEMA to initiate policy of addressing micro-climate issues affecting specific areas e.g absence of vegetation in Karamoja exacerbating drought which calls for re-vegetation of such places.

4.3.3 Increasing and Enhancement of Access to Environmental Information Education, Awareness and Public Participation

1. Champion environment management consciousness and sustainable utilisation of natural resources on the part of the population.

2. NEMA to scale up her IEC strategy to inform the public about how best to reduce environmental degradation costs.
3. NEMA to develop institutional arrangements for valuation of environmental resources to inform the restoration process for those caught degrading the environment.
4. Regular update and popularization of the NEMA website.
5. NEMA needs to scale up her education and awareness campaigns within the public and communities through implementation of an IEC strategy in partnership with various lead agencies and local governments to counter all adverse public and community livelihood practices that compromise the sustainable natural resource utilization and degrade the environment.
6. NEMA to develop working arrangements with Office of The Prime Minister to Mainstream sustainable resource utilization sensitization activities in refugee settlement and management programmes to counter environmental degradation arising from encroachment on the environment by refugees.
7. Development of a strategy for creating public awareness about climate change issues and mitigation actions to which national contributions are required of the public including planting of trees.

4.3.4 Strengthening the Institutional Capacity Of NEMA to Execute its Mandate

1. Review and strengthening of coordination arrangements with lead agencies, institutional structures, systems and procedures for environment management to match with increasing stakeholder expectation and challenges.

2. Identify gaps in policy and legal framework for enhancing institutional autonomy and independence and advocate of review. Review environmental regulations, institutional structures and guidelines to enhance service delivery.
3. Identify inconsistencies with legislation of related sectors and seek harmonisation to foster NEMA's activities and minimize duplication of resources or unnecessary clashes.
4. Instituting a human resource development and capacity building programme and retooling to enhance the human resource environment management capacity of NEMA in particular and the sub-sector (including lead agencies) in general.
5. Review of administration, human resource management, procurement and financial management systems, policies and procedures with view to make them efficient, cost-effective and understandable and user friendly to the user departments.
6. Weak planning and coordination arrangements and practices within NEMA and between NEMA and the Lead Agencies including absence of an Environment Hazard Capture Information system shared by all environment management agencies to address emergency and emerging environment management issues in the economy.
7. Poor monitoring and evaluation and IEC systems for both internal and external reporting, review and follow-up purposes.
8. Need to review the human resource management systems, policies and procedures to provide a good professional and conducive working environment for NEMA staff.

4.3.5 Creating and Enhancing National, Regional and International Partnerships; and Networking for Effective Environment Management and Sustainable Development

1. Promoting Regional and International cooperation in the field of environment through membership subscription, information sharing and participation in conferences.
2. NEMA to take a leading role in guiding the economy in espousing international environmental management standards and fostering networks with other environment management bodies/agencies both regionally and internationally and to subscribe to such bodies and participate in attendant Regional and International conferences.
3. Initiate, formulate and review environmental policies that are in line with international benchmarks and standards.
4. NEMA to coordinate with other regional and international regulatory bodies responsible for management of commonly shared natural resources i.e. East African Communities Organization for the Management of Lake Victoria (ECOVIC), LVRAC, Lake Victoria Fisheries Organization (LVFO), Lake Victoria Basin commission, Nile Basin Initiative and Beach Management Units to guide formulation of harmonized legislation about sustainable exploitation of the embedded natural resources.

4.4 NEMA's 5-Year Strategic Positioning

4.4.1 Key Strategic Priorities For the Next 5 Years

1. Strengthened Environmental Compliance And Enforcement

The key priority for the plan period shall be to enhance responsiveness and compliance of the regulated communities to environmental

requirements i.e. standards, regulations and policies is increased and ensure a clean and healthy environment. Specific goals in this respect shall be two-fold:

1. Achieve 100% internal compliance to environmental legal requirements.
2. Achieve 70% facility compliance in the next 5 years of Implementation of this program.

The key result areas in this respect shall include:

- (i) Improved environmental quality and public health;
- (ii) Reinforced credibility of environmental protection efforts; and
- (iii) Economic benefits to individuals and to society by reducing costs and liability of individuals and companies.

To realise the results outlined above, the following priority actions are to be pursued:

- (a) Initiate, formulate, review and implement policy, legal framework, regulations, institutional structures and guidelines, and coordinate with all stakeholders with respect to enhancement of service delivery in the environment management sub-sector.
- (b) Enhance data collection, processing and analysis for decision making.
- (c) Integrate ecosystem restoration and protection interventions into local economic development initiatives.
- (d) Ensure timely review and processing of EIAs, licences and permit applications.
- (e) Ensure effective compliance and enforcement of set environmental legal framework through capacity building and strengthening of institutional arrangements.
- (f) Strengthen and empower Lead Agencies and Local Governments to carry out monitoring, compliance

assistance and enforcement and institute a supportive conducive environment for regulated communities and investors.

- (g) Develop regulations, guidelines and standards and strengthen compliance, monitoring and enforcement.

2. Environmental Integration at National and Local Government Levels Strengthened

The key priority for the plan period shall be to enhance appreciation of roles and responsibilities and empower all stakeholders including lead agencies and local governments in environment management. NEMA shall strengthen its coordination and monitoring mechanisms in the sub-sector through ensuring that there are clear reporting processes and guidelines and these are understood by the stakeholders.

The following priority actions are to be pursued:

- (a) Review and strengthen coordination arrangements, institutional structures, systems and procedures for environmental integration and management at national and local government levels.
- (b) Develop stronger environment management partnership with local governments.
- (c) Implement valuation of environment resources (and costs of degradation) for incorporation in the national accounts as an emerging environment management initiative.

3. Access to Environmental Information Education, Awareness and Public Participation Increased and Enhanced

The key priorities for the plan period shall be to; (i) implement initiatives for packaging and communicating environment information to

elicit public awareness and positive attitude to sustainable natural resource utilisation and environment management; and, (ii) to develop environment information dissemination structures and infrastructure to increase accessibility to and sharing of environment management information with stakeholders at all levels and with the public.

The following priority actions are to be pursued:

- (a) Coordinate the preparation and publication of the Status of the Environment report to inform Government and all Ugandans.
- (b) Scale up education and awareness campaigns within the public and communities through implementation of an IEC strategy in partnership with various lead agencies and LGs on public and community livelihood best practices for sustainable natural resource utilization and degrade the environment
- (c) Enhance School Environment Education (SEE).

4. Institutional Capacity of NEMA to Execute its Mandate Strengthened

The key priority for the plan period shall be to strengthen institutional management and operational systems, policies and procedures and to enhance the capacity of the human resource to implement NEMA's mandated functions.

The following priority actions are to be pursued:

- (a) Enhance capacity of Specialized Units in NEMA, Lead Agencies and local governments in carrying the institutional functions under their responsibilities.
- (b) Upgrade the institutional facilities, equipment and tools.

- (c) Review of institutional systems, policies & procedures with a view to make them efficient, cost-effective and user friendly to provide a good professional & conducive working environment for staff.
- (d) Enhance effectiveness, Efficiency and Economy in utilisation of resources to carry out environment management co-ordination, monitoring and supervision.

5. National, Regional and International Partnerships and Networking; for Effective Environment Management and Sustainable Development Created and Enhanced

The key priority for the plan period shall be to benchmark the sub-sectors environment management standards and practices with those reigning internationally and to harmonise regional environment management policies especially those related to commonly-shared natural resources like lakes and rivers.

The following priority actions are to be pursued:

- (a) Guide the economy in espousing international environmental management standards and fostering networks with other environment management bodies & agencies both regionally and internationally
- (b) Coordinate with National, regional and international regulatory bodies responsible for management of the environment and commonly shared natural resources.
- (c) Strengthen collaboration and networking with Environment promotional NGOs.
- (d) Promote National cooperation in the field of environment through membership subscription.
- (e) Ensure that collaboration with LGs leads to better environment management.

5

STRATEGIC FRAMEWORK



NEMA staff march through Arua Town during World Environment Day 2008

5.1 Vision

“An Efficient Agency, With People in Uganda Living In A Clean, Healthy, Productive And Sustainable Environment”.

5.2 Mission

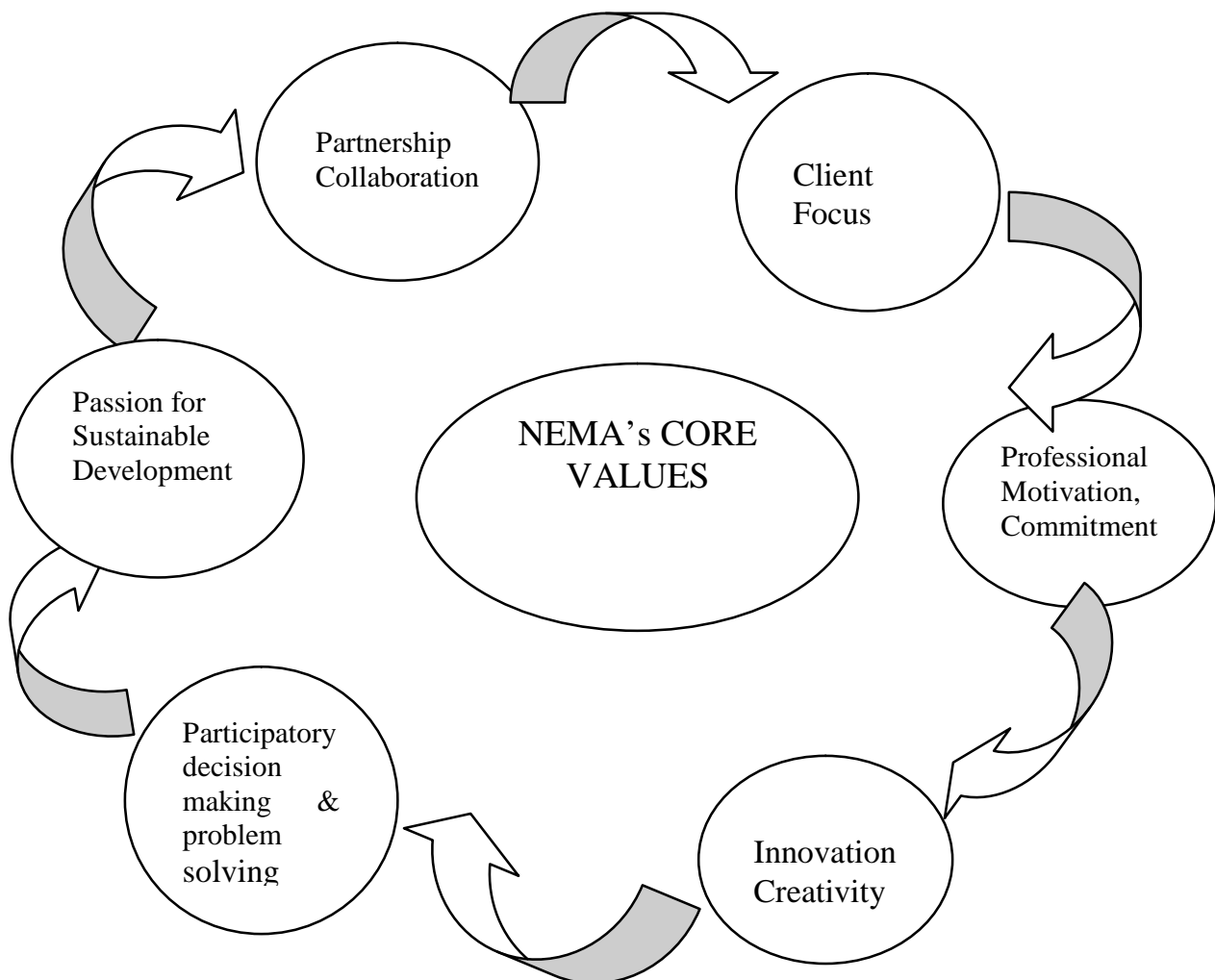
“To promote and ensure sound environmental management practices for sustainable development.”

5.3 Core Values

In the performance of its functions, the

NEMA shall keep sight of basically six core values that are:

- Client focus.
- Professional motivation and commitment.
- Innovation and creativity.
- Open, cross-functional and all participatory decision making and problem solving.
- Partnerships and collaboration.
- Passion for sustainable environment.



1.4 5-Year Strategic Objectives

1.4.1 Statutory Strategic Objectives

Four (4) Statutory Strategic Objectives are anticipated to focus NEMA on key result areas whose outcomes are expected to respond to the expectations of the stakeholders with respect to environment management. These are listed below.

1. *Strengthened Environmental Compliance And Enforcement.*
2. *Environmental Integration At National And Local Government Levels Strengthened..*
3. *Access To Environmental Information Education, Awareness And Public Participation Increased And Enhanced.*
4. *National, Regional And International Partnerships And Networking For Effective Environment Management And Sustainable Development Created And Enhanced.*

The priority actions to be implemented arising from these core strategic objectives are outlined in 5.4 above.

1.4.2 Institutional Strategic Objective

1. Institutional Capacity of NEMA To Execute Its Mandate Strengthened

This institutional objective shall focus on strengthening institutional arrangements necessary for successful implementation of the statutory strategic objectives. Institutional arrangements in this respect shall include the six (6) S's:

- Strategies;
- Structure (responsive to the implementation needs of NEMA's mandate and functions);
- Systems (+ policies and procedures in all functional areas);
- Style (i.e. participatory and team-oriented working philosophy);

- Staff (capacity in terms of both quality and numbers); and
- Shared values (Standards of good behavior which if followed ensure efficient execution of NEMA's mandate and afford a positive perception of NEMA by all stakeholders).

The Office of the Executive Director which includes the Units for Legal Counsel, Internal Monitoring and Evaluation, and Public Relations, and the Department of Finance and Administration which comprises the units of human resources, Logistics management and procurement will oversee the implementation of this strategic objective.

5.5 NEMA Strategic Framework Matrix

Strategic Objective 1: Environmental Compliance And Enforcement Strengthened

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
1. Initiate, formulate, review and implement policy, legal framework, regulations, institutional structures and guidelines and coordinate with all stakeholders with respect to enhancement of service delivery in the environment management sub-sector	Improved Environmental policy and legal and regulatory framework effectiveness and efficiency Efficient and effective institutional performance	1.1 Initiate an integrated Environment Management policy to address emerging issues like climate change, oil and gas, and urban wastes and emissions	- New policy formulated -Sector policies reviewed	<ul style="list-style-type: none"> Number of policies initiated and reviewed. Number of Emerging issues adequately covered by existing policy 	National Environment Management Policy (1994) is in place Other sector policies in place	2010/11-2011/12 Review all the existing policies and initiate new ones	PPI
		1.2 Identify inconsistencies with legislation of related sectors & seek harmonisation to foster NEMA's activities & minimize duplication of resources & effort	<ul style="list-style-type: none"> Inventory of inconsistencies with legislation of related sectors in place Harmonised environmental legislation within related sectors 	<ul style="list-style-type: none"> Rational utilization of environmental resources Improved coordination between NEMA & related sectors Harmonized legislation within environmental related sectors 	Legislations are developed in consultations with other partners	Harmonized and enhanced sector linkages by 2013/14	LC
		1.3 Institute human health environment disaster emergency notification and action policy, systems and guidelines in coordination with all relevant lead agencies e.g. hazardous toxic chemicals poured in the environment	-Human health environment disaster notification and action policy developed -Systems & Guidelines developed & disseminated	<ul style="list-style-type: none"> Human Health environment disaster notification policy documents & guidelines 	Emergency response system which is low need to be improved and strengthened and updated by the Ministry of health	2010/11 Medium	EMC

¹ The target refers to the time the activity output is expected (terminal time-output target); the commencement time for the operationalisation (through annual work plans) of this Strategic Plan is 2009/10

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
2. Enhance data collection, processing and analysis for decision making	Improved Environmental Management Information System and informed decision making Leading to improved performance	2.1 Promote development of environmental statistics and satellite environmental accounts	-Environmental statistics and satellite environmental accounts developed	<ul style="list-style-type: none"> Environmental statistics developed Satellite accounts in place 		2011/12	PPI
		2.2 Train various lead agencies and local governments with respect to capture & management of environmental information & data e.g. police & UBOS	Capacity building training of lead agencies and local governments carried out	-Capacity building reports on lead agencies		100 trained by 2013/2014	PPI
		2.3 Maintain & Update EIS & EI databases	-EIS & EI databases established and updated	<ul style="list-style-type: none"> Number of Institutions integrated and their EIS and EI database operational & accessible 	EIA Database present African Environmental Information Network (AEIN)	Environmental Information Management System established by 2012/13	PPI
		2.4 Training of Environmental officers (handled with AEIN)	Capacity of Environment Officers enhanced	<ul style="list-style-type: none"> -Number of Environment Officers trained -Training Report for Environmental officers in place 	100-120 trainable Environment Officers exist in Local Governments	120 trained by 2013/14	PPI

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
		2.5. Train Environmental Inspectors in use of GIS and technologies. Develop an integrated database that links permitted facilities with inspections, enforcement to log on GIS to improve the effectiveness and efficiency	Training of environmental inspectors in use of GIS carried out -Permitted facilities linked to the database	Number of Environmental inspectors trained	536 Gazetted Inspectors exist	300 trained by 2013/14	
3. Integrate ecosystem restoration and protection interventions into local economic development initiatives.	Integrated and sustainable ecosystem management within various Local Authorities	3.1 Provide support on handling (mitigation of the critical issues highlighted in the DSOER Provide support to Local Governments to integrate ecosystem restoration activities into Local Government Development Plans (LGDPs)	-Critical issues highlighted in the DSOER handled - Ecosystem restoration activities integrated into Local Govt. Development Plans	Number of local governments that have been supported in handling critical DSOER issues	All Local Governments have LDPs and Districts are required to produce DSOER annually	150 Local Governments by 2013/14	
		3.2 Undertake Ecosystem management studies to develop mechanisms for fostering ecosystem balance	-Ecosystem management studies undertaken -Ecosystem management report	Number of Ecosystem management Studies carried out	NEMA has 3 Natural Resources Management Specialists (NRMS)	3 studies by 2013/2014	EMC
		3.3 Network with LGs, Ministry of Agriculture, and Animal Industry & Fisheries in building capacities of community stakeholders in minimizing land degradation	available. Capacity of community stakeholders built in sustainable land use management	-Number of communities mentored in sustainable land management -Capacity building report available	NEMA has developed community based and ecosystem approach to restoration activities within the fragile ecosystems	5 Land use communities supported by 2013/14	

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
4. Ensure timely review & processing of EIAs, licences & permit applications Environment audit shouldn't be done without EIAs	Improved EIS/ certification and permit processing within NEMA, Lead Agencies and Local Governments	4.1 Review the certification, permitting process	Certification and permitting process reviewed	Enhanced Clients' satisfaction	NEMA has engaged consultants to expedite the current process	Improved processes by 2012/13	EMC
		4.2 Develop guidelines for decentralisation of permitting of regulated activities	Guidelines for decentralised permitting developed	Permitting system for selected regulated activities decentralized	Existence of trained Environment Officers/ Inspectors in Local Governments	Decentralized permitting system established by 2012/13	EMC
		4.3 Train environmental practitioners to produce quality work	Environmental Practitioners trained	-Number of Environmental Practitioners trained -Training report for environmental practitioners in place	71 Environmental Practitioners registered	150 trained by 2013/14	EMC
		4.4 Develop Sector specific EIA guidelines on Telecom, oil and gas	Sector specific EIA Guidelines developed	Number of sector specific guidelines developed	EIA for other sectors exist	2 sector guidelines for oil/gas and telecommunications by 2013/14	
		4.5 Training of lead agencies and environmental officers for reviewing EIA and audits	Lead Agencies and Environment Officers trained	-Number of Lead Agencies and Environment Officers trained in review of EISs and audits -Training report for lead agencies & environment officers available	21 Lead Agencies and trainable 100-120 Environment Officers exist	40 Lead Agencies and 100-120 Environment Officers trained by 2013/14	
		4.6 Carryout baseline data verification for EIA/ Audits	EIA/Audit baseline data verified	-Improved access to EIA/Audit data. -Number of EIA Audits verified	EIA Database exists.	Data verified by 2011/2012.	EMC
		4.7 Review the pollution licensing guidelines	Pollution guidelines reviewed	Number of Pollution licensing Guidelines reviewed	Pollution Licensing guidelines exist.	Guidelines reviewed by 2011/2012.	

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
5. Ensure effective compliance & enforcement of set environmental legal framework through capacity building & strengthening of institutional arrangements.	Quality assurance in environment management	5.1 Develop lead agency specific guidelines to guide them in carrying out their mandates	Sector specific guidelines developed	Number of Sector specific guidelines developed	Other sector guidelines like on EIA exist	4 guidelines by 2013/14	EMC
		5.2 Develop a comprehensive manual and tool kits and sector checklists for environmental compliance enforcement	Comprehensive manual and tool kits & sector checklists developed	Number of tool kits established and sector checklists developed	Sector checklists exist in local governments	Comprehensive and integrated tool kits and sector checklists established by 2013/14	EMC
		5.3 Produce community based environmental compliance and enforcement policing and guidelines through collaboration with Lead Agencies	-Community based environmental compliance & enforcement guidelines in place	Number of communities complying with environmental guidelines	Lead Agencies and Local Governments will enhance community policing	NEMA-Lead Agencies/Local Government-Community policing established by 2012/13	EMC
		5.4 Support facilities to establish internal compliance & reporting systems	-Integrated database linking permitted facilities to log on to GIS developed	Number of facilities that have established internal compliance & reporting systems	GIS professionalism and skills exist in NEMA, some Lead Agencies and Local Governments	GIS database for facilities established by 2012/13	
		5.5 Train inspectors on application of compliance tools	Inspectors trained in application of compliance tools	<ul style="list-style-type: none"> Compliance tools availed to facilities. Reporting formats availed to facilities 	536 gazetted and trained inspectors exist	400 Inspectors trained by 2012/13	EMC
		5.6 Provide environmental management capacity building training to private sector on self monitoring & compliance management	- Capacity building conducted for Private Sector in self monitoring & compliance management	Training report for Private sector on self monitoring & compliance management in place	The private sector (UMA) is one of the 21 Lead Agencies	Self monitoring and internal control system established in key private sector companies (manufacturers) by 2013/14	EMC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
6. Strengthen and empower Lead Agencies and Local Governments to carry out monitoring, compliance assistance and enforcement and institute a supportive conducive environment for regulated communities and investors.	Increased self auditing by facilities/ developers/ Investors.	6.1 Develop economic incentives to promote compliance within regulated community.	-Economic incentives for regulated community developed.	Regulated community voluntarily complies with environmental set standards.	Economic incentives already introduced to local governments.	Economic incentives in key natural resources like soils, forests and wetlands introduced by 2013/14.	PPI
		6.2 support facilities to establish internal compliance and reporting systems.	Facilities supported to establish internal compliance and reporting systems. Checklists on key parameters disseminated to facilities	Number of facilities supported.	Existence of compliant facilities	40 facilities supported by 2013/14	EMC
		6.3 Establish a tracking & follow up system for administrative & litigation actions to ensure the developers achieve compliance. E.g., improvement notices.	-A tracking & follow up system for administrative & litigation actions established.	• Number of developers whose projects have been tracked to ascertain compliance.	21 Lead Agencies and Local Government Officers.	Tracking and follow-up system established by 2013/14.	EMC
		6.4 Build the lead agencies through capacity building/training and provision of necessary facilities and equipment.	Capacity building for lead Agencies accomplished and necessary facilities & equipment distributed.	Capacity building reports for Lead agencies in place & necessary facilities & equipment available.	21 Lead Agencies especially the police.	Capacity of 40 Lead Agencies built by 2012/13.	EMC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected output	Performance Indicator	Baseline	Target ¹	
		6.5 Establish and train an environmental police to ensure timely response to reports & prosecution of environmental cases.	-Environmental police established and trained.	<ul style="list-style-type: none"> Environmental police established and enforcement improved. Training report for environmental police available. 	Police departments are part of the existing 21 Lead Agencies.	Environmental police established by 2011/12.	EMC
		6.6 Train prosecution agencies on environmental compliance & enforcement regulations & guidelines.	-Prosecution agencies trained about environment compliance & enforcement.	<ul style="list-style-type: none"> -Number of prosecution agencies trained. -Training report for prosecution agencies in place. 	DPP's office is part of the 21 Lead Agencies.	All prosecution agencies trained by 2012/13.	Legal Chambers (LC).
		6.7 Develop case documentation & prosecution process guidelines.	-Case documentation & prosecution process guidelines developed & in use.	-Inventory of cases to be prosecuted. In place	Certified Legal Chambers and Counsels.	Case inventory established annually.	LC
		6.8 Gazette Environmental Inspectors.	Environmental Inspectors Gazetted	-Number of Inspectors gazetted.	536 Inspectors.	800 Inspectors gazetted by 2013/14.	EMC
		6.9 Develop an internet based integrated compliance information system.	-Internet based integrated compliance information system developed & in use.	<ul style="list-style-type: none"> Integrated information. Compliance system in place. Improved communication and coordination between NEMA and her stakeholders. 			EMC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
		6.10 Develop an information feedback system with regulated communities.	-Communication strategy developed	• Effective IEC strategy in place.	IEC Strategy exists	The current IEC Strategy reviewed by 2010/11	DSCPE
		6.11 Conduct public awareness symposia for Central level CSOs, Community, private sector and academic institutions.	Public awareness symposia for Central level CSOs, Community, Private Sector and academic institutions undertaken.	Number of public education and awareness programs carried out.	NEMA has developed print, electronic and demonstration IEC materials both periodical and purposive	Periodic and purposive IEC materials developed annually	DSCPE
		6.12 Advocate for integration of environmental issues & concerns into sector policies & LG Development Plans & budgets (DDP).	- Environmental issues & concerns integrated into sector policies & LG Development Plans.	• Environmental compliance integrated in district development plans.	Sector policies, plans like NDP and local governments (80 districts) have integrated environmental issues	All sector and local governments' policies, plans and budgets By 2012/13	PPI
		6.13 Develop district level environment compliance indicators.	-District based environmental compliance indicators developed.	• District based environmental compliance indicators in place & in use in the districts.	DSOERs and DEAPs exist.	District based environmental compliance indicators established in 80-100 districts by 2012/13.	DSCPE
		6.14 Develop and implement public education programs on topical environment management issues across the country.	Public education programs on topical issues developed & implemented across the country.	-Public education report on topical issues within the country in place.	NEMA carries out public lectures in universities and radio/tv talk shows on topical issues	Monthly public lectures	DSCPE

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
		6.15 Sensitisation of judges in topical issues in natural resource management and expeditious handling of environmental cases.	Judges sensitized on topical issues in natural resource management & expeditious handling of environmental cases.	Report on sensitization of Judges about natural resource management & expeditious handling of environmental cases in place.	Judiciary already sensitized on the environmental law and other regulations.	All judges sensitized by 2012/13.	LC
		6.16 Integrate environmental law and regulations in the training programs of the Uganda Police Service.	Environmental law and regulations integrated into Uganda Police training curriculum.	-Number of Police officers trained in environmental law & regulations.	Environmental desk in police and police is one of the 21 lead agencies.	Environmental legal framework integrated into police training curriculum by 2013/14.	LC
		6.17 Sensitisation of magistrates in judicial activism in environmental case management.	Magistrates sensitized in judicial activism in environmental case management	-Number of magistrates sensitized in Judicial activism	LC has trained magistrates on environment management.	All magistrates trained by 2013/14.	LC
		6.18 Develop/ enhance technical capacity of local governments to make bye-laws and ordinances.	Capacity of local governments built in the formulation of ordinances and bye-laws.	Number of local governments supported to make ordinances and byelaws.	EMCBP/II supported 56 Districts	80 local governments supported by 2013/14.	LC
		6.19 Combined training of State Attorneys & Prosecutors, Police investigators & Environmental Inspectors in inspection, investigation & prosecution of environmental crime.	Combined personnel trained on environmental enforcement; inspections, investigations and prosecutions.	-Number of personnel trained. -Training report for the above cadres in place	536 gazetted inspectors from various lead agencies.	800 combined personnel trained by 2013/14.	LC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
		6.20 Sensitization of the private lawyers on the environmental law, regulations and standards.	Selected private lawyers trained on environmental law and regulations.	Number of private lawyers trained.		250 lawyers trained by 2013/14.	LC
		6.21 Training of bankers & Insurers on the role of financial sector in environment management and legal framework in Uganda.	Bankers and Insurers trained on environment management, financial services and legal framework.	Number of institutions trained.		40 institutions trained by 2013/14.	LC
		6.22 Sensitisation of Members of Parliament on environmental law/regulations and natural resource management.	MPs sensitized on environment/natural resources management and the law/regulations.	Number of MPs sensitized.	There exists a parliamentary committee on natural resources.	300 MPs sensitized by 2010/11	LC
		6.23 Sensitisation of journalists on environmental policy and the law, regulations and standards.	Journalists trained on environmental policy, the law and regulations.	- Number of Journalists trained. - Improved environmental reporting and publicity.	NEMA has partnered with Makerere University in Journalists' training (internships in districts)	100 journalists sensitized by 2012/13	Public relations (PR)

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
7. Develop regulations, guidelines and standards and strengthen compliance, monitoring and enforcement.	Improved efficiency and effectiveness in environmental compliance and enforcement.	7.1 Refine and disseminate guidelines with respect to discharge of industrial effluent into the water bodies.	-Guidelines about discharge of industrial effluent into water bodies refined & disseminated to stakeholders.	<ul style="list-style-type: none"> Improved appreciation amongst NEMA's stakeholders about acceptable standards of industrial effluent into water bodies & unacceptable standards. 	Regulations on industrial effluent and waste water exist.	Guidelines established and disseminated by 2011/12.	EMC
		7.2 Refine and disseminate guidelines with respect to human health environmental pollution exhibiting practices for example; vehicle fumes, inefficient cook stoves, rudimentary kilns and stoves in industries, charcoal production and widespread bush burning.	Human health environmental guidelines refined & disseminated.	Improved awareness amongst the public about human health environmental pollution practices.	Existence of other laws like the Public Health Act.	Guidelines refined and disseminated BY 2011/12.	EMC
		7.3 Carry out confirmative research on the environmental health effects of electronic ionising emissions of telecommunication installations and develop regulations and guidelines.	Research on electronic ionising emissions carried out. -Guidelines on electronic emissions developed.	Research findings used to develop guidelines on the electronic emissions.		Research carried and findings used to establish guidelines on electronic emissions by 2013/14.	EMC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Expected Output	Performance Indicator	Baseline	Target ¹	
		7.4 Develop guidelines to ensure sustainable exploitation of the emergent oil resources in Uganda and mineral reserves country-wide, without degrading the human health and the natural environment.	-Guidelines on sustainable exploitation of emergent oil resources and mineral reserves developed.	Number of guidelines established.	Institutional framework at national level for oil/gas management already established.	Institutions established at all levels and 3 guidelines for oil/gas management developed by 2011/2012.	EMC
		7.5 Disseminate standard environmental management guidelines widely to affected stakeholders.	-Standard environmental management guidelines developed & disseminated to stakeholders.	Number of stakeholders that have received environment management guidelines.	Sector checklists exist.	Standard guidelines disseminated to all key stakeholders by 2011/12.	DSCPE
		7.6 Provide implementing stakeholders with relevant information on regulations & guidelines and provide appropriate technical assistance in proper management of environmental impacts of their activities.	Regulations & guidelines accessed to relevant stakeholders & technical assistance rendered to them about how to use them.	Number of implementing stakeholders that have received regulations & guidelines as well as Technical Support.	21 Lead Agencies and Local Governments.	Technical assistance accessible to all Lead Agencies and Local Governments by 2013/14.	
		7.7 Training of NEMA technical staff on environmental compliance and enforcement of the legal framework. i.e. case management – procedure and evidence collection.	NEMA Staff trained on environmental compliance and enforcement.	-Number of NEMA Staff trained about compliance & enforcement of the legal framework. -Training report of NEMA staff in place	Existence of Legal Chambers.	40 Staff trained by 2011/2012.	LC

Strategic Objective 2: Environmental Integration At National And Local Government Levels Strengthened

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
1. Review & strengthen coordination arrangements, institutional structures, systems & procedures for environmental integration and management at national and local government levels.	Integrated and harmonized environment management in all the key sectors at national and local Government level.	1.1 Mainstream environment & sustainable development issues in sectoral plans and budgets.	• Environment & sustainable development issues mainstreamed into sectoral plans & budgets.	• Number of sectors that have integrated environmental issues.	The Draft Development plan (NDP) has mainstreamed environment and natural resource management as a pillar and cross-cutting issue.	Environment and natural resource management issues mainstreamed into all the key sectoral plans and budgets by 2011/12.	PPI
		1.2 Create awareness on environmental integration in all sectors and local governments.	IEC materials produced to enhance environmental integration at national and local government levels.	Number of IEC materials produced and awareness programs carried out on environmental integration.	NEMA has trained 56 districts on environmental integration and coordinates national assessment on environment and natural resource management in 80 districts.	National awareness programs and target production of IEC materials. Environment mainstreamed in all LGDPs.	DSCPE
		1.3 Integrate environment action planning in education curriculum.	Environment action planning integrated in the education curriculum.	100% integration of environment action planning in education curriculum in schools and institutions.	100% for Primary education, 20% in secondary education and environment management programs in universities.	100% integration of environment and sustainable development in education sector by 2012/13	DSCPE

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
		1.4 Monitor impact of mainstreaming environment in all sectors and local governments.	Monitoring indicators developed and impact assessed/monitored at both national and local government levels.	Number of sectors and local governments monitored in a year.	NEMA has District Support Coordination Dpt which has been supervising and monitoring local governments.	All sector and local government plans and budget performances monitored annually.	PPI
2. Develop stronger environment management partnership with local governments.	Improved networking and environment integrated into Local Government Development Plans and budgets.	2.1 Review & harmonize guidelines for environmental mainstreaming at district level.	Guidelines for environmental mainstreaming reviewed & harmonized at district level.	Number of guidelines reviewed and harmonized at district level.	Environment mainstreaming guidelines established and issued by NEMA and MOLG.	Reviewed guidelines issued to all sectors and local governments by 2012/13	DSCPE
		2.2 Establish linkages and network with local governments to enhance decentralized environment management.	Local governments networked and empowered to handle complex environmental issues like permits for regulated activities.	Number of local governments empowered within the network.	NEA and Local Government Act empower local governments to enhance decentralized environment management.	All local governments networked by 2013/14.	DSCPE
		2.3 Promote participatory action research as a model for main streaming environment & sustainable development issues in all sectors and local governments.	Participatory Action Research undertaken & promoted.	Number of participatory action studies undertaken in all sectors and Local governments.	Environment and sustainable development already introduced in University programs and tertiary institutions.	The principle and approach of environment and sustainable development promoted in all sectors and local governments by 2013/14	DSCPE

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
		2.4 Train Local Government in environment mainstreaming.	-Local Governments trained in environmental mainstreaming.	Number of local governments trained. -Training report for Local Governments about environmental mainstreaming in place.	NEMA has trained 56-70 districts on environmental mainstreaming.	100 districts trained by 2013/14.	DSCPE
		2.5 Train local governments in project proposal writing with focus on environmental sustainability.	Local governments trained in project proposal writing with focus on environmental sustainability.	-Number of local governments with enhanced capacity in project initiations and fundraising for environment management projects. -Project Proposals for Environment sustainability received from Local Governments	NEMA recruits highly qualified and competent professional staff	80 local governments trained by 2013/14.	ED's Office
		2.6 Integrate ecosystem restoration & protection interventions into local economic development initiatives.	• Ecosystem restoration & protection interventions integrated into Local Development initiatives.	• Number of Ecosystem restoration & protection interventions integrated into Local Development initiatives.	14 ecosystem sites have been established	24 fragile ecosystems restored by 2013/14	EMC

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
		2.7 Train NEMA Staff and Lead Agencies in environment sub-sector action planning.	NEMA Staff and Lead Agencies trained in environment sub-sector action planning.	- Number of NEMA Staff and Lead Agencies trained. -Training report for NEMA staff and Lead agencies available	21 Lead Agencies and professional /trainable NEMA Staff in existence.	20 NEMA Staff and 40 Lead Agencies trained by 2011/12.	PPI
3. Implement valuation of environment resources (and costs of degradation) for incorporation in the national accounts as an emerging environment management initiative.	Environmental Accounting in GDP established.	3.1 Develop institutional arrangements and capacity building for valuation of environmental resources to inform the national budgeting processes.	Institutional arrangements and capacity of sectors built for valuation of environmental resources to inform the restoration process developed.	Valuation process for environmental resources well known by stakeholders and number of sectors with built capacity on valuation techniques.	Local Governments and Lead Agencies have been introduced to the concepts of economic instruments as valuation tools	Environment and natural resource valuation mainstreamed in all sectors with focus on budgeting by 2013/14.	PPI
		3.2 Create awareness on the roles of the private sector and Civil Society in environment.	Awareness programs designed and Implemented about the role of CSOs in environment sector.	Number of private sector and Civil Society Agencies sensitized.	21 Lead Agencies and 38 Civil Society Organizations established.	A network of 40 Lead Agencies and 80 Civil Society Organizations established by 2012/13.	DSCPE

Strategic Objective 3: Access to Environmental Information, Education/Awareness And Public Participation Increased And Enhanced

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
1. Coordinate the preparation and publication of the Status of the Environment reports (SOERs) to inform Government and all Ugandans.	Improved/ Increased accessibility to environmental information and informed policy decision making.	1.1 Produce, submit and disseminate SOE Report.	NSOERs produced, submitted and disseminated to all stakeholders.	Consistency in the production of the NSOERs.	6 NSOERs.	2 NSOERs by 2013/14.	PPI
		1.2 Provide Technical & Financial support to districts to compile the DSOER.	DSOERs prepared & submitted by districts.	Number of District State of Environment Reports in place & submitted in time.	56	400 DSOERs by 2013/14.	PPI
2. Scaling up education & awareness campaigns within the public and communities through implementation of an IEC strategy in partnership with various lead agencies and LGs on public and community livelihood best practices for sustainable natural	Environmentally informed society and improved public participation in environment management.	2.1 Develop, publish & implement Communication strategy for IEC.	IEC strategies developed & operational.	-The current communication strategies reviewed. -Improved feedback from all stakeholders	Three strategies exist.	1. Harmonise and modern the existing to ease information flow through regional IT centres by 2013/14.	
		2.2 Modernize & support NEMA's IT capability and establish WAN connectivity with some Lead Agencies and local governments for environmental information sharing.	NEMA's IT capability modernized and WAN connectivity established.	Number of Lead Agencies and Local Governments on the network.	IT section, 21 Lead Agencies and all Districts have computers and websites.	WAN network established by 2013/14	PPI

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
resource utilization and degrade the environment.		2.3 Re-design & enrich website to make it more interactive & informative to stakeholders through timely posting of information on it.	Website redesigned & enriched & up to date.	Updated/ Upgraded, enriched and easily accessible Website.	IT section and NEMA Website in place.	NEMA Website effectively accessed and utilized by all Lead Agencies and Local Governments through the established WAN by 2013/14	PPI
		2.4 Provide environmental management information to the 4 regional IT centres.	Environment Information Management System (EIMS) established and information provided in the IT centres through WAN. To the 4 regional centres.	EIMS and information networked through WAN.	Districts have computers and websites.	100 districts and 200 schools/institutions networked by 2013/14.	
		2.5 Build the capacity of districts, Lead Agencies, institutions, NGOs, CSOs, and schools on EIMS.	Lead Agencies, Local Governments, institutions and CSOs trained on EIMS.	-Number of partners trained. -Training report for NEMA partners on EMIS available	These partners are already established (21 Lead Agencies, 38 NGOs, 80 Districts and schools/ Institutions.	40 Lead Agencies, 40 NGOs, 100 districts and 200 schools/institutions trained by 2013/14.	PPI
		2.6 Establish more district & municipal resource centres and equip them for adoption of EIMS.	More districts and Municipal resource centres established & equipped with EMIS.	Number of district & Municipal resource centres established & equipped with EMIS.	27 Resource Centres established.	100 Local Governments 2013/14.	PPI

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
		2.7 Produce multi-media materials (print & electronic) and translate materials into local languages.	Multi media materials produced & translated into local languages (electronic & Print).	Volume (quantity) of Multi-media materials produced (print & electronic) & translated into local languages.	Several multi media IEC materials have been produced and disseminated.	IEC networked in all Lead Agencies, local governments and institutions by 2012/13.	DSCPE
		2.8 Develop & implement public education programs on topical issues.	Public education programs on topical issues developed & implemented.	Number of Public education programs on topical issues developed & implemented.	NEMA holds monthly press conferences on salient environmental issues.	12 public lectures by year.	DSCPE
		2.9 Expand the vertical Environment Information Network.	-Vertical environment information network expanded.	Percentage increment in Vertical Environment information network within NEMA.	AEIN exists.	Vertical environmental information network established by 2012/13	PPI
3. Enhance School Environment Education (SEE).	Increased participation of schools in environmental education as a conduit for improved environment management and sustainable development.	3.1 Train Teachers on SEEP (TOTs).	TOTs organized for teachers and undertaken.	Number of teachers trained and number of TOTs organized.	970 teachers trained.	2000 teachers trained by 2013/14.	DSCPE
		3.2 Organize school environment education competitions.	Annual regional school competitions organized.	Number of school competitions organized.	30 school competitions carried out in 28 Districts	16 School competitions organized by 2013/14.	DSCPE
		3.3 Establish environment management model projects/demonstrations in schools.	Demonstration projects established; in schools e.g tree planting, school gardens, energy saving stoves...	-Number of demonstration projects established.	NEMA has established woodlots and energy saving stoves in some schools.	16 demonstration projects established by 2013/14.	DSCPE

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Targets	
4. Promote NEMA's corporate image to build public confidence and trust.	Improved public participation in environment management initiatives.	4.1 Publicize NEMA's activities.	Quarterly and annual publicity of NEMA's activities.	Frequency publicity reports on NEMA's carried available	Documentaries on NEMA's initiatives and activities exist.	16 quarterly and 4 annual publicities carried out by 2012/13.	ED's Office (PR)
		4.2 Organize Corporate and Social Responsibility (CSR) activities.	CSR activities carried out on salient and emerging environmental issues like oil/gas, climate change, and wastes management.	-Number of CSR activities carried out.	NEMA has carried out CSR activities in partnership with other agencies like URA.	A network of CSR with other agencies established by 2012/13.	ED's Office (PR)
		4.3 Organize press conferences.	Monthly press conferences organized on topical/salient/emerging environmental issues Feedback on issues of public concerns received.	-Number of press conferences organized in a year.	NEMA holds monthly press conferences.	48 press conferences organized by 2013/14.	ED's Office (PR)

Strategic Objective 4: Institutional Capacity Of NEMA To Perform Its Mandate Strengthened

Strategic Actions	Outcome	Activities	Performance measurement			Lead Department	
			Output	Performance Indicator	Baseline		Target
1. Enhance capacity of Specialized Units in NEMA, Lead Agencies and local governments in carrying the institutional functions under their responsibilities.	Efficient and effective service delivery (competent and highly motivated staff).	1.1 Training of NEMA Staff on professional development (Specialized training programs).	NEMA staff trained in specialised areas under the Staff development programs.	-Number of Staff trained and effectiveness of NEMA in handling its duties.	NEMA recruits highly qualified professionals.	All NEMA Specialists and core personnel trained to handle emerging environmental issues like oil/gas and climate change by 2012/13.	ED's office
		1.2 Develop mentoring & supervision program for the districts.	Mentoring & supervision program for districts developed.	Number of mentoring & supervision programs for districts implemented	NEMA carries out quarterly mentoring/monitoring and supervision in local governments.	Quarterly mentoring and supervision visits carried out	DSCPE
2. Upgrade the institutional facilities, equipment and tools.	Improved service delivery.	2.1 Re-tool & equip NEMA house and staff and increase support to local governments and lead agencies.	NEMA, Local Governments and Lead Agencies adequately tooled and equipped.	Number of tools/equipment/logistics provided against the needs.	NEMA is permanently housed with the basic tools and equipment.	NEMA House and Staff, 50 Local Governments and 40 Lead Agencies tooled and equipped by 2013/14.	F&A

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Target	
3. Review of institutional systems, policies & procedures with view to make them efficient, cost-effective & user friendly to provide a good professional & conducive working environment for staff.	Functional systems for efficiency and effectiveness in performances.	3.1 Review of human resource management, procurement & financial management systems, policies & procedures.	Human Resource Management, Procurement & Financial management systems, policies & procedures reviewed.	Responsive human resource management, procurement & Financial management systems, policies & procedures in place.	NEMA has Human Resource Management Policy.	Human Resource Management Policy reviewed by 2011/12.	F&A
		3.2 Review & strengthen M&E system for both internal & external reporting, review & follow-up purposes.	M & E system for both internal & external reporting in place.	<ul style="list-style-type: none"> M & E system reviewed & strengthened. Improved internal & external communications. 	NEMA has the basic M&E system for planning and reporting purposes.	Computerized M&E System established by 2009/10.	ED's Office
		3.3 Develop planning, coordination & information system & guidelines between NEMA & lead agencies for prompt notification & sharing of information i.e. national disasters (Hazard Capture Information system).	Guidelines for NEMA & Lead agencies for prompt notification & sharing of information about national disasters in place.	<ul style="list-style-type: none"> Enhanced awareness on potential/real disasters within the country arising out of environmental mismanagement amongst environmental sector players, Lead Agencies & NEMA. Mitigation strategy in place to combat the said disasters across the country. 	Coordination systems established by 2010/11.	Executive Director's Office (ED's Office)	

Strategic Actions	Outcome	Activities	Performance measurement				Lead Department
			Output	Performance Indicator	Baseline	Target	
4. Enhance effectiveness, Efficiency and Economy in utilisation of resources to carry out environment management co-ordination, monitoring and supervision.	Improved institutional functionality and corporate image and public confidence/trust.	4.1 Prompt annual audit and publication of Financial Reports.	Annual audited Financial reports in place.	<ul style="list-style-type: none"> Number of NEMA's stakeholders that have access to her audited financial reports timely. 	NEMA prepares final accounts annually and audited by the Auditor General Office.	Timely and accurate preparation of financial reports.	Finance and Administration (F&A)
		4.2 Timely activity planning and implementation.	Timely production of work plans.	<ul style="list-style-type: none"> Timely implementation of planned activities 	Quarterly, annual and midterm reports available	Timely production of quarterly, annual midterm reports	ED
		4.3 Prompt preparation and publication of Corporate Annual Report.	Corporate Annual report prepared & published in a timely manner.	-Corporate sector knowledgeable about NEMA's performance.	NEMA prepares annual report	Corporate Annual report prepared & published.	ED
		4.4 Carry out performance review.	Regular and scheduled performance reviews carried out.	Number and quality of performance review reports.	Medium term review, quarterly and annual reports available.	Quarterly, annual and medium term review.	ED

Strategic Objective 5:

National, Regional And International Networking And Partnerships For Effective Environment Management And Sustainable Development_Created And Enhanced

Priority Actions	Outcome	Activities	Output	Performance Indicator	Baseline	Targets	Lead Department
1. Guide the economy in espousing international environmental management standards and fostering networks with other environment management bodies & agencies both regionally and internationally.	Environment management policies & practices consistent with international norms.	1.1 Effective participation in conferences and study tours by Institutional Management and staff to adopt international best practices.	No. Of environment protocols and conventions Uganda has subscribed to.	<ul style="list-style-type: none"> No. Of people and institutions subscribing to International standards. No. Of people involved and holding offices on such bureaus. 	Existing protocols.	Participate in all existing ones.	ED
		1.2 Subscribe for access to international databases for sharing of information on international best practices & conventions.	NEMA accessed to international databases for sharing information on best practices & conventions.	<ul style="list-style-type: none"> No. Of international data bases accessed by NEMA. No. Of institutions sharing information with NEMA. 	Currently accessed databases.	Identify 3 key environment data bases by 2011/12 and participate in information sharing.	PPI
		1.3 Subscribe for membership to international & regional organisations for networking & sharing of information on best practices & conventions.	Up to-date membership Subscription to international & regional organisations.	Membership Subscriptions.	Current membership subscriptions to regional & international organisations.	<ul style="list-style-type: none"> Ensure up to date subscription for existing members hip. 	ED
		1.4 Carry out consultancy & research to review and up-date current environment management standards.	Report of recommendations about revisions in environment management standards available.	<ul style="list-style-type: none"> No. Of Consultancy & Research reports available about environment management standards. 	Existing consultancies and research but not well recognized and distributed.	<ul style="list-style-type: none"> Disseminate existing research & consultancy reports. Undertake 1 consultancy or research per year. 	PPI

Priority Actions	Outcome	Activities	Output	Performance Indicator	Baseline	Targets	Lead Department
		1.5. Coordinating with other relevant institutions and private sector to adopt and implement international standards.	Institutions and individuals adhering to internationally accepted environment management standards.	New provisions of environment management standards introduced.		Revision of environment management guidelines every 2 years.	EMC
		1.6. Coordinate and implement projects that promote the international conventions on environment quality and sustainable development.	Projects that promote International conventions on environment quality and sustainable development implemented.	<ul style="list-style-type: none"> No. Of projects implemented and coordinated on environmental quality and sustainable development. 	Existing projects e.g. UNEP, UNDP.	<ul style="list-style-type: none"> - Use existing projects to promote international cooperation. - New projects to target international cooperation. 	ED
2. Co ordinate with National, regional and international regulatory bodies responsible for management of the environment and commonly shared natural resources.	Harmonised policies & practices for sustainable exploitation of share natural resources.	2.1 Network to guide formulation of harmonized legislation about sustainable exploitation of the embedded natural resources.	Common policy agenda developed.	<ul style="list-style-type: none"> No. of common policy agendas adopted. 	Existing projects like Rio- MEAs	1 policy agenda and legislation adopted by for international cooperation in environment and sustainable development by 2012/13	ED
		2.2 Identify & establish linkages, put in place MOUs with potential partners and establish protocols for the process.	Linkages with potential partners established and MOUs in place.	<ul style="list-style-type: none"> No. Of linkages established. Number of MOUs in place. 	Existing partnerships and MOUs for sharing and management of natural resources.	MOUs/protocols signed by 2012/13	ED

Priority Actions	Outcome	Activities	Output	Performance Indicator	Baseline	Targets	Lead Department
		2.3. Develop management plans for the shared natural resources.	Management plans produced.	<ul style="list-style-type: none"> No. Of management plans produced. 	plans for Lake Victoria, Kyoga, Nile basin and Mt. Elgon.	Produce management plans for all key shared natural resources BY 2013/14	ED
		2.4 Review existing MOUs and agreements for relevant to the times.	MOUs reviewed and made more relevant.	<ul style="list-style-type: none"> No. Of MOUs reviewed in place. 	MOUs in place.	All MOUs reviewed by 2013/14	ED
		2.5 Strengthening organizational information sharing, exchange visits & consultations.	Improved information sharing within the organization.	<ul style="list-style-type: none"> No. Of exchange visits undertaken & consultations made with NEMA stakeholders. 	Existing information e.g. NSOER, DSOER, News letters and bulletins.	All lead agencies effectively networked BY 2013/14	PPI
3. Strengthen collaboration and networking with Environment promotional NGOs.	Established agenda & institutional arrangements for NGO/CSO corroboration.	3.1 Review & produce updated NGO/CSO directory and develop working guidelines & implement collaborations with them.	An inventory of CSOs/NGOs inventories established and coordination with NEMA in force.	<ul style="list-style-type: none"> Updated NGO/CSO directory in place. Working guidelines in place and improved collaboration with NGOs/CSOs. Number of CSOs/NGOs collaborating with NEMA. 	NGOs and CSOs already collaborating with NEMA.	All NGOs/CSOs involved in environmental activities.	ED
		3.2 Coordinate Regional Education Programmes.	Regional education programs coordinated.	No. Of regional Education programs coordinated.	Existing regional coordination projects e.g. ECOVIC, LVEMP.	All regional NGOs coordinated in environment management activities-by 2013/13.	ED

Priority Actions	Outcome	Activities	Output	Performance Indicator	Baseline	Targets	Lead Department
		3.3 Develop policy for environmental NGOs.	Policies for Environmental NGOs developed.	Number of Policies for NGOs developed.	NGO policy and NGO Forum.	NGO policy developed by 2012/13	ED
		3.4 Strengthen collaboration with the Environment NGO forum.	Collaboration programs with Environment NGOs developed & implemented.	<ul style="list-style-type: none"> No. Of collaborative programs. implemented Amount of support to NGOs (technical and financial). 	National and District NGO forums exist	National and District NGO forums strengthened by 2013/14	ED
4. Promote National cooperation in the field of environment through membership subscription.	Sustainable partnerships & network in place.	4.1 Establish & enhance National partnerships & networks for environment management & sustainable development.	Partnerships & Networks established for environment management for sustainable development.	Number of partnerships & networks in place.	Existing NGOs and government agencies in the field of environment.	Public-Private sector-CSO network established by 2012/13	ED
		4.2 Develop a strategy for networking with environmental focused NGOS nationally.	Networking strategy for NGOs in place.	<ul style="list-style-type: none"> No. Of networking strategies for environment focussed NGOs in place nationally. No. Of networks established. 	National and District NGO forums.	Have NGO forum fully functional at National and district level by 2013/14	ED
5. Ensure that collaboration with LGs leads to better environment management.	Sustainable LG environment management collaboration arrangements in place.	5.1 Establish result oriented environmental management at LG level.	Best practices guidelines in environment management in LGs in place.	Guidelines disseminated & in use by LGs.		activities per district for the five years.	ED
		5.2 Provision of targeted support to LGs.	-Targeted support extended to Local Governments	Level of support given (financial and technical) extended to LGs.	Micro projects supported by NEMA though not successfully executed	At least 2 activities per district for the five years.	ED

6

LEADERSHIP, COORDINATION & MANAGEMENT ARRANGEMENTS



District Environment Officers plant trees on Nabyewanga Hill in Masaka during their 2007 Annual meeting organised by NEMA

6.1 Objectives

Management of the implementation of the Strategic Plan will require clear allocation of responsibilities for implementing all planned activities, with reporting lines running hierarchically (bottom-up) through the organization. Lateral information sharing and cross-functional teams shall also be necessary in the implementation of cross-cutting activities involving public relations, working with lead agencies and local governments.

The objectives of the management and implementation arrangements include the following:

- Definition of the various priority actions underlying the Strategic Plan implementation and the responsible parties for implementation of them;
- Outlining of key strategic activities, their expected outputs and how their implementation will be measured and reported on;
- Determination of necessary resource requirements (facilities, equipment, goods and services) for implementation; and
- Ascertainment of what systems, policy and procedures should be in place to ensure that the implementation process is properly guided.

6.2 Implementation Roles and Responsibilities

The implementation roles and responsibilities at the various levels shall be as follows:

1. The Board of Directors shall approve the implementation of this Strategic Plan.

2. The Executive Directors shall be accountable for the implementation of the Strategic Plan.

3. Heads of Departments shall extract the priority actions and activities earmarked for their leadership in implementation from the Strategic Plan and develop detailed departmental action programmes for their implementation.

4. Activities whose implementation requires goods and services which have to be outsourced, the outsourcing shall be procured by the Contracts Committee or its delegated authority and the coordination of the utilisation of the goods or services done by the user departments.

4. Task teams may be formed to address one-off activities of a strategic nature, which call for participatory action, as and when deemed necessary.

6.3 Enabling Institutional Systems, Policies and Procedures

Systems, policies and procedures in all key implementation areas must be in place as a pre-requisite for implementation. Review of the systems, policies and procedures will however need to be carried out from time to time, to match with implementation needs of the times.

6.4 Monitoring, Evaluation and Control Action Framework

The monitoring, evaluation and control action framework for NEMA is anticipated to achieve the following:

- Track the implementation of scheduled activities;

- Ascertain whether resources earmarked for the implementation of the scheduled activities suffice and are delivering what they were planned to deliver;
- Assess whether the envisaged outcomes from the key result areas are being realized from the implementation process;
- Establish whether there are any unanticipated challenges that might have cropped up and seek ways of how best to address them;
- Evaluate whether envisaged outputs from the activities (at the operational level) are actually being provided to provide the assurance that the outcomes on the key result areas shall be borne out;
- Ascertain whether the institutional capacity in terms of facilities, logistics, human resources and financial resources are adequate to enable it realize its vision and goals; and

- Control action within this framework refers to what action should be undertaken in the event of something going wrong (*Suitable activities should be identified to address this*).

Where the above might be inadequate, the Authority may consider updating them to enable it realize its targets.

The routine monitoring and evaluation tools to be used shall entail the following:

- Regular Management Meetings (monthly);
- Regular Board Meetings (at least once a quarter);
- Annual Joint Retreats of NEMA Board, Management and staff;
- Annual Audits; and
- Periodic External Reviews and Evaluations.

Performance indicators for assessment of monitoring and evaluation of NEMA's performance with respect to all the planned activities have been defined and the performance targets given as part of the Strategic Plan Implementation Matrix provided in 6.6

6.5 Coordination and Information Sharing With LGs and Lead Agencies

Lead Agency		Lead Agency's Roles	NEMA's Roles
1	National Forestry Authority - Ministry of Water, Lands and Environment.	Sustainable management of central forest reserves in Uganda	Coordination of compliance and enforcement to ensure sustainable management and utilization of forest resources in Uganda
2	Department of Occupational Health – Ministry of Labour, Gender and Social Development.	Safe occupational and health conditions for workers and other people through institutional set-up and legal regimes	Support to set-up institutional and formulation of legislation to ensure occupational health safety in the country
3	Environmental Health Division – Ministry of Health.	Provision of institutional, financial and legal frameworks to ensure safe and sustainable sanitation in Uganda	Support to establish institutions and legislation, and to ensure compliance in sanitation/primary health standards in the country
4	National Agricultural Research Organization (NARO)	Research and extension services to farmers	Support to research and establishment of guidelines in agriculture and sustainable management and utilization of soils and other natural resources that are related to agricultural productivity

Lead Agency		Lead Agency's Roles	NEMA's Roles
5	Uganda Investment Authority	Adherence to the Investment Code in regard to environment and natural resources in relation to the principle of sustainable development	Support to ensure that all investments are compliant to the existing institutional set-up and legal regimes to enhance environmental sustainability
6	Ministry of Education and Sports	Integration of environment and sustainable development in education sector (school curricula, university/ tertiary programs and sector departments)	Coordination of the integration of education for sustainable development in the sector
7	Water Resources Management Department – Ministry of Water, Lands and Environment	Sustainable management of water resources in Uganda	Support to establish institutional and legal frameworks for sustainable management of water resources in Uganda
8	Uganda Manufacturers Association	Compliance to environmental law and establishment of self/internal control systems within the manufacturing sector to ensure environmental compliance and sustainability	Establishment of regulations, standards and guidelines for the manufacturing sector
9	Planning Unit - Ministry of Agriculture, Animal Industry and Fisheries	Integration of environment and natural resource management (soil and water conservation) in MAAIF	Establishment of guidelines for sustainable agriculture, e.g. E.I.A Guidelines for Agriculture and Fisheries
10	Ministry of Local Government	Mainstreaming ENR issues into Local Governments Development Plans and Budgets	Monitoring, mentoring, supervision and establishment of guidelines for environmental mainstreaming and planning in Local Governments
11	First Parliamentary Council - Ministry of Justice	Review draft laws/regulations for approval by Parliament or the Minister	Draft environmental legislation; laws and regulations on environment
12	Uganda Police, Criminal Investigation Department (CID) Headquarters	Enforcement, community policing and investigations of environmental crimes	Capacity building on environment management and environmental law and regulations and provision of guidance on investigations of environmental crimes
13	Directorate of Public Prosecutions	Prosecution of environmental crime suspects and provision of guidance in handling environmental cases in court of law	Capacity building on environment management and environmental law and regulations and provision of guidance in handling environmental cases
14	Ministry of Finance, Planning and Economic Development	Planning and budgeting for ENR and integration of ENR into GDP (Environmental Accounting) Coordination of donor-aided projects for ENR	Provision of guideless for environmental mainstreaming into sector plans and budgets and framework/instruments for Environmental Accounting
15	National Agricultural Advisory Services (NAADS) Secretariat	Ensuring integration of ENR and sustainable development principle in improving on agricultural productivity and marketing extension services	Provision of guidelines for ENR integration
16	Plan for Modernisation of Agriculture (PMA) Secretariat	Ensuring improved agricultural productivity and sustainable management of ENR	Provision of guidelines for ENR integration

Lead Agency		Lead Agency's Roles	NEMA's Roles
17	Department of Surveys and Mapping-MEMD	Integration of ENR in surveys and mapping	Provision of guidelines for the integration
18	Department of Physical Planning – MLHUD	Integration of ENR in physical planning	Provision of guidelines for the integration, e.g. E.I.A Guidelines on Urban and Infrastructural Development
19	Department of Petroleum Supplies, Ministry of Energy and Mineral Development	Integration of ENR in petroleum production and supplies	Provision of guidelines for the integration e.g. establishment of E.I.A/Strategic E.I.A for oil/gas sector and the Environmental Sensitivity Atlas for the Albertine Graben
20	Department of Energy Resources, Ministry of Energy and Mineral Development	Integration of ENR in Energy Resources Management	Provision of guidelines for the integration, e.g. E.I.A Guidelines for Energy sector
21	Department of Geological Surveys and Mines, Ministry of Energy and Mineral Development	Integration of ENR in Geological Surveys and Mines	Provision of guidelines for the integration, e.g. E.I.A Guidelines for the Mining sector

6.6 KEY RESULTS MATRIX AND MONITORING FRAMEWORK

Goal outcome	Goal outcome indicators	Use of Goal outcome information	M&E/Review timeframe and methodological process	Responsibility Centre
Sound environment management and prudent use of resources promoted in Uganda	Improved environmental conditions and sustainable management of natural resources in Uganda	To assess environmental conditions and use of natural resources in Uganda	5 th year/ Terminal Review of the Strategic Plan (Long Term)	Top Policy Committee/ The Board
Development Objective outcome	Development Objective outcome indicators	Use of Development Objective outcome indicators	M&E/Review timeframe	
Efficient mechanism for sustainable environmental and natural resources management created/ established and maintained at national, district and community levels	Efficiency and effectiveness in environment management mechanisms at national, district and community levels	To assess efficiency and effectiveness of the mechanisms established for environment management at national, district and community levels	3 rd Year/ Medium Term Review (MTR)	The Board/Top Management
Key Performance Area (KPA) outcome	KPA indicators	Use of KPA outcome indicators	M&E/Review timeframe	
Environmental compliance and enforcement of the law, regulations and standards enhanced	Increased level of compliance and enforcement of the law, regulations and standards	To assess the effectiveness of the law, regulations and standards as mechanisms for ensuring clean, healthy and productive environment	Annual/ Short Term Review (STR)	Top Management/ Heads of Departments

Environmental issues integrated into policies, plans and programs/projects at national and local government levels	Number and % of policies, plans and programs/ Projects that have integrated environmental issues	To ensure environmental sustainability during the formulation and implementation of policies, plans and programs/projects	Annual/ Short Term Review (STR)	Top Management/ Heads of Departments
Access to environmental information, education/ awareness and public participation enhanced	Efficiency and effectiveness in accessibility to environmental information, number and % of IEC materials and level of public participation	To assess the impacts of environmental information and public education/awareness	Annual/ Short Term Review (STR)	Top Management/ Heads of Departments
Institutional capacity of NEMA strengthened to perform its mandate	Improved service delivery within NEMA and to clients/partners	To assess effectiveness and efficiency in NEMA and its partners	Annual/ Short Term Review (STR)	Top Management/ Heads of Departments
National , regional and international partnerships and network for effective environment management enhanced	Effective national, regional and international partnerships and network	To assess effectiveness of networking and partnerships on sustainable development, and adherence to/ implementation of international conventions on environment	Annual/ Short Term Review (STR)	Top Management/ Heads of Departments
KPA/R and Activity output	Activity output indicators	Use of Activity output indicators	M&E/Review timeframe	
1. Environmental compliance and enforcement of the law, regulations and standards enhanced			Annual/ Quarterly Review (AQR)	Director EMC
1.1 Ecosystem management enhanced in 20 sites	Number of protected ecosystems in Uganda	To assess ecological sustainability	AQR	NRMS
Ecosystem restoration integrated into local economic initiatives within 20 regulated communities	No. of economic activities that have integrated ecosystem restoration	To assess the co-existence of ecosystems and human activities	AQR	NRMS
Ecosystem services valued in 20 sites	No. of ecosystem services valued	To plan for Payments for Economic System Services (PEES)	AQR	NRMS
Restoration interventions decentralized in 20 sites	Number of restoration interventions decentralized	To demonstrate community commitment and involvement in the decentralized management of the ecosystems	AQR	NRMS

Permits for regulated fragile ecosystems activities decentralized in 20 sites	Number of permits decentralized	To assess the effectiveness of a decentralized permit system on ecosystem management	AQR	NRMS
Ecosystem approach strengthened in 20 sites	Number of ecosystem sites established and restored	To assess community participation in ecosystem management	AQR	NRMS
1.2 Environmental Impact Assessment enforced	Increased number of compliant investments	To assess the effectiveness of E.I.A in ensuring environmental sustainability	AQR	EIAO
6 Sector specific Guidelines developed/ reviewed	Number of Guidelines developed	To examine how guidelines enhance environmental compliance and enforcement	AQR	EIAO
Internet and GIS infrastructures for online review of E.I.Ss established	Number of Internet-GIS nodes established for speedy online EIA review	To assess the impact of Internet-GIS in the enhancement of E.I.A review processes	AQR	EIAO/EISS
100 E.I.A practitioners and reviewers trained on E.I.A processes and tools	Number of E.I.A practitioners trained	For quality improvement in E.I.A processing	AQR	EIAO
1.3 Environmental compliance monitored	Status of compliance (%)	To assess compliance level	AQR	SEI
Information feedback system established for data transfer, analysis and sharing.	Effective information feedback mechanism in place	To assess how effective the information relay system is working	AQR	SEI
Comprehensive manual produced for environmental monitoring, enforcement and reporting.	Effective and efficient environmental monitoring, enforcement and reporting	To assess the effectiveness of a guided environmental monitoring, enforcement and reporting	AQR	SEI
Integrated database and GIS that link permitted facilities with inspections, enforcement actions	Facilities linked to GIS-based database for effective and efficient inspections and enforcement	To assess the effectiveness and efficiency of an improved IT on compliance monitoring system	AQR	SEI/EISS
Facilities provided to establish internal compliance and reporting systems	Number of facilities provided with internal compliance and reporting systems	To assess the impacts of internal systems on compliance and reporting	AQR	SEI

Sectoral inspection checklists developed	Number of sectoral checklists developed	To assess the effectiveness of checklists on inspections	AQR	SEI
400 Environmental inspectors trained on the use of compliance monitoring tools	Number of inspectors trained	To assess the impacts of increased number of inspectors on compliance and enforcement	Medium term	SEI
1.4 Compliance Assistance provided	Number of facilities assisted	To assess the impacts of compliance assistance	Annual	D/EMC
The private sector trained on self monitoring and internal control for compliance management	Number of private sector organizations trained on self monitoring and internal control for compliance management	To assess the effectiveness of self monitoring and internal control systems on compliance	AQR	SEI
Information on compliance posted on NEMA's website	Improved accessibility to environmental compliance information	Examining the effectiveness of access to information on environmental compliance	Annual	SEI
IEC materials on compliance developed	Number and type of IEC produced	Demonstration of IEC on compliance	Annual	SEI/IECO/EEMPO
On site assistance or facility audits provided to help the owner or operator to manage compliance	Number of sites visited and audits carried out	To assess the effectiveness of site assistance and audits on compliance	Annual	SEI
Economic incentives developed to promote compliance within regulated communities	Number of economic instruments developed	Assessment of economic instruments on environmental resource users' decision-making and behavioural change	Annual	SEI
Self monitoring tools for facilities developed	Number of self monitoring tools developed	Assessment of impacts of self monitoring tools on compliance	Annual	SEI
1.5 Environmental compliance enforced	Status of environmental compliance (%)	Assessing the impacts/ effectiveness of enforcement on compliance	Annual	D/EMC
Case documents for prosecution process developed	Number of case documents developed	Assessing the impacts/ effectiveness of case books on prosecution and judgement of environmental cases	Annual	SEI/SLC

Tracking and follow-up systems for administrative and litigation actions developed to ensure that the developer achieves compliance	Tracking and follow-up system developed	To assess the effectiveness of tracking and follow-up system on compliance	AQR	SEI
Environmental police established for timely response to reports and prosecution of environmental crimes	Number of environmental police established	Assessment of the impacts of environmental police on compliance and enforcement	AQR	SEI
Prosecution and case management agencies trained on the law and environmental crime management (Police, DPP's office and Judiciary)	Number of prosecution and case management agencies trained	Assessment of impacts/ effectiveness of the trained agencies on prosecution and environmental case management	AQR	SEI/SLC
400 Environmental Inspectors gazetted and trained	Number of inspectors gazetted	Assessing the impacts of gazetted inspectors on environmental compliance and enforcement	AQR	SEI
1.6 Compliance Information Management System established	Effective Compliance Information Management System (CIMS)	Assessing the impacts/ effectiveness of improved CIMS on compliance	Annual	D/EMC
WAN of computers established and linked to a central server at NEMA	Number of WAN computers established	Assessing the impacts of WAN on environmental compliance	Annual	SEI/EISS
An integrated internet based compliance management system developed	Internet based compliance management system in place	Assessing the impacts of internet based compliance management system on environmental compliance	AQR	SEI/EISS
IT equipment and software procured for the compliance information management system (CIMS)	Improved IT and up-to-date software for CIMS in place	Assessing the impacts of improved IT and software on environmental compliance	Annual	SEI/EISS
Reporting formats/ model developed for data capture; monitoring, inspections and audits	Appropriate reporting formats/models for data storage, monitoring, inspections and audits available	To assess the effectiveness of the formats/models on environmental monitoring, inspections, audits and reporting	Annual	SEI/EISS

Information feedback system with regulated community developed	Effective feedback mechanism with regulated community developed	Assessing the impacts of an effective feedback on community compliance	Annual	SEI/EISS
Existing databases converted into a single integrated database	More effective and efficient database developed	Assessing the impacts of proper data storage, analysis and accessibility on environmental compliance and enforcement	Annual	SEI/EISS
400 Inspectors trained on data management; capture, processing, analysis and reporting	Number of inspectors trained	Assessing the effectiveness of trained inspectors on environmental information gathering, storage, analysis and dissemination on compliance and enforcement	Annual	SEI/EISS
2. Environmental issues integrated into policies, plans and programs/projects at national and local government levels			Annual/ Quarterly Review (AQR)	D/PPI/ D/DSCPE
2.1 Integration at National level enhanced	Environment integrated in all sector policies plans and budgets	Assessment of level of integration for sustainable development	Annual	D/PPI
Environment mainstreamed into the NDP and sector policies, plans, programs/projects and budgets (BFPs)	Environment mainstreamed into NDP, sector and local government policies, plans and budgets (No. of policies, plans and budgets that have mainstreamed environment)	To assess level of integration in sectors and local governments	Annual	EE
Capacity of 40 Lead Agencies built in environmental integration	Number of Lead Agencies trained and empowered	Assessing the impacts of the increased number of Lead Agencies on integration/mainstreaming of environmental issues	Annual	EE
Environmental economics integrated in the computation of the GDP and the National Budgets	Environmental Accounting introduced in GDP	Assessing the effectiveness of environmental accounting on environmental sustainability/sustainable development in Uganda	Annual	EE

2.2 Environment integrated at Local Government level (facilitate environment mainstreaming in local government development planning and budgeting processes)	No. of local governments that have integrated environment into their development plans and annual budgets	To ensure that environment integrated in all local government policies plans and budgets	Annual	D/PPI
Districts facilitated to develop environment and natural resources management policies	No. of districts with environment/natural resource management policies	Assessing the level and effectiveness of decentralized environment management	Annual	D/PPI
2.3 Environment integrated in 40 Lead Agencies	Number of Lead Agencies that have integrated environment into their policies	Assessing the performance of Lead Agencies in environment management	Annual	D/PPI
2.4 Environment integrated in school curricula and university/ tertiary institutional programs	No of schools/ universities/ Tertiary institutions that have incorporated environment into curricula/programs	To assess the level of education for sustainable development	Annual	DSCPE
2.5 Environment integrated at community and project levels	No. of community environmental action plans and projects that have incorporated environment	Assess the level of community participation in environmental planning and environmental restoration projects	Annual	DSCPE
3. Access to environmental information, education/ awareness and public participation enhanced			Annual/ Quarterly Review (AQR)	D/PPI and D/DSCPE
3.1 EMIS established	Effective EMIS in place	Assessing accessibility to environmental information	Annual	D/PPI
Develop and popularize environmental indicators for monitoring trends and quality	Number of indicators developed	Demonstration of environmental conditions and quality	Annual	EISS, D//EMC
Establish environmental statistics and satellite accounts	Environmental statistics and satellite accounts established	For environmental change/trends analysis	Annual	EISS
Update NEMA's website and the library	Website design and hosting upgraded and the library up dated	To enhance free flow of environmental information	Annual	D/PPI

Carry out need-based research and disseminate the findings	Number of studies carried out	Research findings for improvement in environment management and public education	Annual	D/PPI
3.2 SOER prepared and submitted	SOER prepared, submitted and disseminated	To show the pressure, stress state of the environment and policy strategies	2 yearly	D/PPI
Prepare and disseminate the Uganda Atlas for environmental change	The Atlas for environmental change prepared and disseminated	For environmental trends analysis	Long term	D/PPI
Facilitate Districts to prepare DSOERs	No. of districts with DSOERs	For environmental trends analysis in the respective districts	Annual	D/PP1, D/DSCPE
3.3 IEC strategy developed	IEC Strategy in place	For guidance to ensure effective environmental education and awareness	Annual	DSCPE
3.3 Public education and awareness programs carried out	No. of public education programs carried out	To assess the level and effectiveness of public education programs	Annual	DSCPE
Produce IEC materials	No. type and level of IEC materials produced for environmental education	To ensure that the IEC materials cover formal, non formal and informal education	AQR	DSCPE
Publish NEMA News Letters	Quarterly production of NEMA's News Letter	Ensure that a range of issues (country-wide) is covered in the News Letter	Quarterly	DSCPE
3.4 NEMA's Corporate Strategy developed	NEMA 's corporate image promoted	Good corporate image to enhance public participation in environment management	AQR	ED/PR
Carry out 4 Corporate and Social Responsibility (CSR) activities	Number of CSR activities carried out	Assessing the impacts of participatory CSR activities on environment management	AQR	PR
Publicise NEMA's activities	No. of documentaries produced	To ensure that the documentaries focus on salient environmental issues and challenges	AQR	PR
3.4 Environmental education in schools enhanced	Number of schools participating in School Environment Education Program (SEEP)	To ensure education for sustainable development	AQR	DSCPE

Carry out school environment education programs (SEEP)/ Environmental education (EE)	Number of SEEP/EE activities in schools	To assess the effectiveness of participatory SEEP/ EE on environmental awareness	AQR	EEC
Carry out TOT for teachers in environment education (EE)	Number of teachers trained in EE	To assess the level of EE facilitation in schools	AQR	EEC
Carry out 20 EE competitions in schools	Number of school competitions carried	To assess the participation of children in EE in schools	AQR	EEC
4. Institutional capacity of NEMA strengthened to perform its mandate			Annual/ Quarterly Review (AQR)	ED, Director F&A and other Heads of Departments
4.1 Human Resource developed and motivated	Motivated, effective and efficient Human Resource	To ensure HR productivity		Human Resource Manager (HRM)
Staff recruited to fill the existing vacancies	Number of staff recruited	To ensure that all the vacant posts are filled	Annual	HRM
Staff trained to improve on performances	Number of staff trained	To assess efficiency and effectiveness of staff performances	Annual	HRM
Staff salaries, wages and allowances paid regularly and timely	Timely payments of salaries and allowances	To assess the effectiveness of timely payments of salaries and allowances on staff performances	AQR	HRM
4.2 NEMA tooled and equipped for effective and efficient service delivery	Sufficient, logistics tools and equipment for effective and efficient service	To assess the effectiveness of sufficient tooling and equipping on staff performances	AQR	D/F&A
4.3 The Legal and Chambers (LC) and the Legal Counsels certified and equipped with Legal materials	Certified and equipped LC and the Staff	To ensure that the LC and Staff are certified, equipped and functional	Annual	ED/SLC
4.4 Partners mentored, supervised and monitored to perform NEMA's mandate	Number of partners mentored/capacity built to perform NEMA's mandate	To assess the impacts of partners' performances on NEMA's mandate	AQR	ED
Facilitate Local Governments to develop environment and natural resources management ordinances and bye laws	Number of local governments facilitated to develop ENR Ordinances and bye laws	To assess the impacts/ effectiveness of Ordinances and Byelaws on ENR management in districts	AQR	SLC

Parliamentarians trained on the law and environmental crime management	No. of Parliamentarians trained	To assess the impacts/ effectiveness of MPs' roles on ENR management	Annual	SLC
4.5 Project support (funding/logistics/ facilities) to partners provided	No. of partners supported	To assess the roles of projects in completing the performance of NEMA's mandate	AQR	ED/DSC
4.6 The Strategic Plan reviewed regularly	Annual, medium term and terminal review done	To assess the performance of the Strategic Plan	Annual, medium and long terms	ED
4.7 Work plans and Performance reports produced regularly	Annual and quarterly work plans and reports produced regularly and timely	To assess the planning and reporting functions of NEMA	AQR	ED
4.8 Financial Management System enhanced	Effective financial management system developed	To assess efficiency in financial management system	AQR	D/F&A
Produce Final Accounts	Audited Final Accounts in place	To check the level of efficiency and compliance in financial management	Annual	Chief Accountant
Produce financial performance reports	Monthly and quarterly financial performances reports produced regularly and timely	To assess compliance and ensure that management is informed on financial management matters	Monthly and Quarterly	Chief Accountant
Produce Audit reports	Quarterly and annual reports produced regularly and timely	To assess the level of compliance, transparency and accountability in resource management	AQR	Chief Accountant
4.9 Management Technical and Committee meetings organized and held regularly and timely	All meetings organized and held regularly as prescribed by the law, regulations and guidelines	To assess the level of performances of all departments and structures in NEMA	AQR	ED

5. National , regional and international partnerships and network for effective environment management enhanced				The Executive Director (ED)
5.1 National Network established	Effective national networking among partners	To ensure that all partners play their roles in environment management and sustainable development	AQR	ED
5.2 Regional and international Networks established	Number of networks and partnerships developed	To assess the impacts/ effectiveness of national networking on environment management	AQR	ED
Participate in regional and international fora , meetings, workshops and conferences on environment and sustainable development	No. of international fora , meetings, workshops etc	To assess the impacts/ effectiveness of international participations on environment management	AQR	
5.3 Projects that promote international conventions initiated, coordinated and implemented	Number of international/bilateral projects initiated and implemented	Assessing the impacts of international projects on the domestication of the international conventions on environment and sustainable development	AQR	ED

7

FINANCIAL RESOURCE MANAGEMENT



School Children display Environmental message Placards during World Environment Day 2008

7 Financial Resource Arrangement

The financial resource requirements for implementing the Strategic Plan have been determined. Section 7.3 provides a summary of the financial resource requirements both annual and as totals for the 5 year plan period. The detailed costings are provided as Annex 2 to this report.

7.1 Proposed Guiding Principles Financial Resource Requirement Estimation

The financial resource requirements have been determined, focusing on 2 key resource requirements;

- (a) The resource requirements for funding core (programme) activities of NEMA, to be implemented under the first 4 strategic objectives. A programme financial resources budget has been developed in this respect;
- (b) The resource requirements for providing support services necessary during the implementation of the statutory (programme) activities, to be implemented under the 5th strategic objective of *Institutional Capacity of NEMA To Execute Its Mandate Strengthened*. Specific investment interventions under this strategic objective have been provided as part of (a) above. The operational financial resources budget shall be developed to take account of the

recurrent expenditures like payroll and provision of consumable goods and services;

7.2 Finance Resource Estimation Assumptions Adopted

1. Programme activities have been derived from the Strategic Framework Matrix. The method of implementation of the activities has been determined as the basis for identification of the resource requirements for their implementation.
2. For activities whose implementation entails only human resources, payroll costs provided under the operational budget shall constitute their financial resource requirements. No further resource costs have been determined in respect of these.
3. For activities whose implementation entails other resource inputs, in addition to the human factor, the costs for these have been estimated and compiled into a programme budget.
4. The operational budget shall be developed by NEMA based on previous years cost estimates adjusted for changes in common variables like inflation, revised unit costs/rates etc.

1.3 Summary of Core Programmes Financial Resource Indicative Budget

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
1.0	Environmental Compliance and Enforcement Strengthened	1,381,080	677,830	645,330	662,080	645,330	4,006,350
1.1	Initiate, Formulate, Review and Implement, And Coordinate Policy With All Stakeholders	10,800	0	10,800	0	10,800	32,400
	With Respect to The Environment Management Sub-sector						
1.1.1	Initiate an integrated environment management policy to address emerging issues like climate change, Oil, Gas and urban waste	6,300		6,300		6,300	18,900
1.1.2	Identify inconsistencies with legislation of related sectors & seek harmonisation to foster NEMA's	0					0
1.1.3	Activities and minimise duplication of effort Institute human health environment disaster emergency notification & action policy, systems guidelines In coordination with relevant lead agencies e.g. hazardous toxic chemicals poured in the environment	4,500		4,500		4,500	13,500
1.2	Enhance data collection, processing and Analysis for decision making	556,550	105,800	105,800	133,350	105,800	1,007,300
1.2.1	Promote Development of Environmental Statistics and Satellite Environmental Accounts	27,550			27,550		55,100
1.2.2	Build capacity in various lead agencies with respect to capture & management of environment information and data	396,000	66,000	66,000	66,000	66,000	660,000
1.2.3	Maintain & populate EIS & EI databases						0
1.2.4	Training of Environmental officers	93,200					93,200
1.2.5	Train Environmental Inspectors in use of GIS technologies. Develop an integrated database To Link permitted facilities with inspections, enforcement to log on GIS.	39,800	39,800	39,800	39,800	39,800	199,000
1.3	Integrate ecosystem restoration & protection interventions into local economic development Initiatives	41,450	41,450	41,450	41,450	41,450	207,250
1.3.1	Provide support on handling mitigation of the critical issues highlighted in DSOER.	7,950	7,950	7,950	7,950	7,950	39,750
1.3.2	Undertake Ecosystem management studies to develop mechanisms for fostering echo System Balance	30,000	30,000	30,000	30,000	30,000	150,000
1.3.3	Network with LGs, Ministry of Agriculture, and Animal Industry & Fisheries in building	3,500	3,500	3,500	3,500	3,500	17,500
1.4	Ensure Timely Review and Processing of EIAs, Licences & Permit Applications	83,750	73,150	73,150	73,150	73,150	371,050
1.4.1	Review the certification, permitting process						
1.4.2	Develop guidelines for decentralisation of permitting of regulated activities.	5,300					
1.4.3	Train of environmental practitioners to produce quality work.	15,450	15,450	15,450	15,450	15,450	77,250
1.4.4	Develop Sector specific EIA guidelines on Telecom, oil and gas.	35,300	35,300	35,300	35,300	35,300	176,500
1.4.5	Training of lead agencies and environmental officers for reviewing EIA and audits.	19,700	19,700	19,700	19,700	19,700	98,500
1.4.6	Carryout baseline data verification for EIA/Audits.	2,700	2,700	2,700	2,700	2,700	13,500
1.4.7	Review the pollution licensing guidelines.	5,300					5,300
1.5	Ensure Effective Compliance & Enforcement of set environment legal framework through capacity building	46,650	38,850	38,850	38,850	38,850	202,050

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
1.5.1	Develop lead agency specific guidelines to guide them in carrying out their mandates.						0
1.5.2	Develop a comprehensive manual and tool kits and sector checklists for environmental Compliance and enforcement.						0
1.5.3	Produce community based environmental compliance and enforcement policing and guidelines Through collaboration with Lead Agencies	7,800					7,800
1.5.4	Support facilities to establish internal compliance & reporting systems.	7,950	7,950	7,950	7,950	7,950	39,750
1.5.5	Train inspectors on application of compliance tools.	15,450	15,450	15,450	15,450	15,450	77,250
1.5.6	Provide environmental management capacity building training to private sector on self monitoring and compliance Management	15,450	15,450	15,450	15,450	15,450	77,250
1.6	Strengthen and Empower Lead Agencies and LGs to carry out monitoring, compliance Assistance And Enforcement	539,500	313,000	313,000	313,000	313,000	1,791,500
1.6.1	Develop economic incentives to promote compliance within regulated community						0
1.6.2	Support Facilities to Establish Internal Compliance and Reporting System For Administrative and Litigation Actions To Ensure the Developer Achieves Compliance	8,700	8,700	8,700	8,700	8,700	43,500
1.6.3	Establish a Tracking and Follow Up System For Administrative and Litigation Actions To Ensure the						0
1.6.4	Develop Achieves Compliance						0
1.6.4	Building the Lead Agencies Through capacity building Training and Provision of Necessary Facilities and Equipment.	78,800	78,800	78,800	78,800	78,800	394,000
1.6.5	Establish and Train An Environmental Police To Ensure Timely Response To Reports and Prosecution of environmental cases	38,000					38,000
1.6.6	Train prosecution agencies on environmental compliance & enforcement regulations & Guidelines	12,750	12,750	12,750	12,750	12,750	63,750
1.6.7	Develop case documentation & prosecution process guidelines.						0
1.6.8	Gazette Environmental Inspectors.	4,000	4,000	4,000	4,000	4,000	20,000
1.6.9	Develop an internet based integrated compliance information system. Hire a consultant to carry out a needs and specifications assessment :	82,300	8,000	8,000	8,000	8,000	114,300
1.6.10	Develop an information feedback system with regulated communities.	40,000	40,000	40,000	40,000	40,000	200,000
1.6.11	Conduct public awareness symposia for Central level CSOs, Community, private sector and Academic Institutions.	23,400	23,400	23,400	23,400	23,400	117,000
1.6.12	Advocate for integration of environmental issues & concerns into sector policies & LG Development Plans & budgets (DDP).						0
1.6.13	Develop district level environment compliance indicators.						0
1.6.14	Develop and implement public education programs on topical environment management Issues across the country	16,000	16,000	16,000	16,000	16,000	80,000
1.6.15	Sensitisation of judges in topical issues in natural resource management and expeditious handling of						0
1.6.15	handling of environmental cases	23,450	23,450	23,450	23,450	23,450	117,250
1.6.16	Integrate environmental law and regulations in the training programs of the Judicial Service						0

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
	Commission	18,000					18,000
1.6.17	Sensitisation of magistrates in judicial activism in environmental case management.	23,450	23,450	23,450	23,450	23,450	117,250
1.6.18	Develop/ enhance technical capacity of local governments to make bye-laws and ordinances	96,200					96,200
1.6.19	Combined training of State Attorneys & Prosecutors, Police investigators & Environmental Inspectors in inspection, investigation & prosecution of environmental crime.	12,750	12,750	12,750	12,750	12,750	63,750
1.6.20	Sensitization of the private lawyers on the environmental law, regulations and standards	12,750	12,750	12,750	12,750	12,750	63,750
1.6.21	Training of bankers & Insurers on the role of financial sector in environment management and Legal Framework in Uganda	12,750	12,750	12,750	12,750	12,750	63,750
1.6.22	Sensitisation of Members of Parliament on environmental law/regulations and natural resource management	23,450	23,450	23,450	23,450	23,450	117,250
1.6.23	Sensitisation of journalists on environmental policy and the law, regulations and standards.	12,750	12,750	12,750	12,750	12,750	63,750
1.7	Develop Regulations, Guidelines & Standards & Strengthen Compliance, Monitoring and Enforcement	102,380	105,580	62,280	62,280	62,280	394,800
1.7.1	Refine and disseminate guidelines with respect to discharge of industrial effluent into the water bodies	31,100					31,100
1.7.2	Refine and disseminate guidelines with respect to human health environmental pollution exhibiting practices for example; vehicle fumes, inefficient cook stoves, rudimentary kilns and stoves in industries,						0
1.7.3	Charcoal Production and widespread bush burning	22,600	22,600	22,600	22,600	22,600	113,000
	Carry out confirmative research on the environmental health effects of electronic ionising emissions of telecommunication installations and develop regulations and guidelines.		43,300				43,300
1.7.4	Develop guidelines to ensure sustainable exploitation of the emergent oil resources in Uganda and mineral reserves country-wide, without degrading the human health and the natural environment.	9,000					9,000
1.7.5	Disseminate standard environmental management guidelines widely to affected stakeholders						0
1.7.6	Provide implementing stakeholders with relevant information on regulations & guidelines and provide appropriate technical assistance in proper management of environmental impacts of their activities.	22,600	22,600	22,600	22,600	22,600	113,000
1.7.7	Training of NEMA technical staff on environmental compliance and enforcement of the legal framework	17,080	17,080	17,080	17,080	17,080	85,400
2.0	Environmental Integration At National And Local Government Levels Strengthened; Review & strengthen coordination arrangements, institutional structures, systems & procedures	144,770	122,420	192,220	131,720	192,220	783,350
2.1	for environmental integration and management at national and local government levels.	32,350	32,350	56,350	41,650	56,350	219,050
2.1.1	Mainstream environment & sustainable development issues in sectoral plans and budgets	9,750	9,750	9,750	9,750	9,750	48,750
2.1.2	Create awareness on environmental integration in all sectors and local governments.	22,600	22,600	22,600	22,600	22,600	113,000
2.1.3	Integrate environment action planning in education curriculum.				9,300		9,300
2.1.4	Monitor impact of mainstreaming environment in all sectors and local governments.			24,000		24,000	48,000
2.2	Develop stronger environment management partnership with local governments.	69,250	23,450	69,250	23,450	69,250	254,650

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
2.2.1	Review & harmonize guidelines for environmental mainstreaming at district level.						0
2.2.2	Establish linkages and network with local governments to enhance decentralized environment Management						0
2.2.3	Promote participatory action research as a model for main streaming environment and sustainable development issues in all sectors and local governments.	45,800		45,800		45,800	137,400
2.2.4	Train Local Governments in environment mainstreaming.						0
2.2.5	Train local governments in project proposal writing with focus on environmental sustainability.						0
2.2.6	Integrate ecosystem restoration & protection interventions into local economic development Initiatives						0
2.2.7	Train NEMA Staff and Lead Agencies in environment sub-sector action planning.	23,450	23,450	23,450	23,450	23,450	117,250
2.3	Implement valuation of environment resources (and costs of degradation) for incorporation in the national accounts as an emerging environment management initiative	43,170	66,620	66,620	66,620	66,620	309,650
2.3.1	Develop institutional arrangements and capacity building for valuation of environmental Resources to inform the national budgeting processes.	30,870	54,320	54,320	54,320	54,320	248,150
2.3.2	Create awareness on the roles of the private sector and Civil Society in environment.	12,300	12,300	12,300	12,300	12,300	61,500
3.0	Access To Environmental Information, Education/Awareness And Public Participation Increased	578,700	495,200	367,900	495,200	367,900	2,304,900
3.1	And Enhanced Coordinate the preparation and publication of the Status of the Environment reports (SOERs) to inform Government and all Ugandans	0	127,300	0	127,300	0	254,600
3.1.1	Produce, submit and disseminate of SOE Report.		7,300		7,300		14,600
3.1.2	Provide Technical & Financial support to districts to compile the DSOER.		120,000		120,000		240,000
3.2	Scale up education & awareness campaigns within the public and communities through Implementation of an IEC strategy in partnership with various lead agencies and LGs,	375,800	165,000	165,000	165,000	165,000	1,035,800
3.2.1	Develop, publish and implement Communication strategy for IEC.	80,000	80,000	80,000	80,000	80,000	400,000
3.2.2	Modernize & support NEMA's IT capability and establish WAN connectivity with some Lead Agencies and local governments for environmental information sharing.	256,300	50,000	50,000	50,000	50,000	456,300
3.2.3	Re-design & enrich website to make it more interactive & informative to stakeholders through timely posting of information on it.	4,500					4,500
3.2.4	Provide environmental management information to the 4 regional IT centres						0
3.2.5	Build the capacity of districts, Lead Agencies, institutions, NGOs, CSOs, and schools on EIMS.						0
3.2.6	Establish more district and municipal resource centres and equip them for adoption of EIMS.	20,000	20,000	20,000	20,000	20,000	100,000
3.2.7	Produce multi-media materials (print & electronic) and translate materials into local languages	15,000	15,000	15,000	15,000	15,000	75,000
3.2.8	Develop & implement public education programs on topical issues.						0
3.2.9	Expand the vertical Environment Information Network.						0
3.3	Enhance School Environment Education (SEE).	118,900	118,900	118,900	118,900	118,900	594,500
3.3.1	Train Teachers on SEEP (TOTs).	104,000	104,000	104,000	104,000	104,000	520,000

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
3.3.2	Organize school environment education competitions.	11,300	11,300	11,300	11,300	11,300	56,500
3.3.3	Establish environment management model projects/demonstrations in schools.	3,600	3,600	3,600	3,600	3,600	18,000
3.4	Improve on NEMA's corporate image to build public confidence and trust	84,000	84,000	84,000	84,000	84,000	420,000
3.4.1	Publicize NEMA's activities.	55,000	55,000	55,000	55,000	55,000	275,000
3.4.2	Organize Corporate and Social Responsibility (CSR) activities.	25,000	25,000	25,000	25,000	25,000	125,000
3.4.3	Organize press conferences.	4,000	4,000	4,000	4,000	4,000	20,000
4.0	Institutional Capacity Of NEMA To Perform Its Mandate Strengthened	508,330	198,330	528,330	198,330	508,330	1,941,650
4.1	Enhance capacity of Specialized Units in NEMA, Lead Agencies and local governments in Carrying the Institutional functions under their responsibilities.	137,030	137,030	137,030	137,030	137,030	685,150
4.1.1	Training of NEMA Staff on professional development (Specialized training programs).	37,030	37,030	37,030	37,030	37,030	185,150
4.1.2	Develop and implement mentoring and supervision program for the districts.						0
4.1.3	Develop the capacity of Lead Agencies to handle emerging environmental issues.	100,000	100,000	100,000	100,000	100,000	500,000
4.2	Upgrade the institutional facilities, equipment and tools.	250,000	0	250,000	0	250,000	750,000
4.2.1	Re-tool and equip NEMA house and staff and increase support to local governments and Lead Agencies	250,000		250,000		250,000	750,000
4.3	Review of institutional systems, policies & procedures with view to make them efficient Cost-effective & user friendly to provide a conducive working environment	60,000	0	80,000	0	60,000	200,000
4.3.1	Review of human resource management, procurement & financial management systems, Policies & procedures.	60,000		60,000		60,000	180,000
4.3.2	Review and strengthen M&E system for both internal and external reporting, review And Follow-up purposes.			20,000			20,000
4.3.3	Develop planning, coordination and information system and guidelines between NEMA lead agencies for prompt notification and sharing of information i.e. national disasters						0
4.4	Enhance effectiveness, Efficiency and Economy in utilization of resources to carry out Environment management co-ordination, monitoring and supervision.	61,300	61,300	61,300	61,300	61,300	306,500
4.4.1	Prompt annual audit and publication of Financial Reports.	20,000	20,000	20,000	20,000	20,000	100,000
4.4.2	Timely activity planning and implementation.						0
4.4.3	Prompt preparation and publication of Corporate Annual Report.	9,500	9,500	9,500	9,500	9,500	47,500
4.4.4	Carry out performance review.	31,800	31,800	31,800	31,800	31,800	159,000
5.0	National, Regional And International Networking And Partnerships For Effective Environment Management and sustainable development created and enhanced	147,750	157,390	141,390	141,390	141,390	729,310
5.1	Guide the economy in espousing international environmental management standards and fostering networks with other environment management bodies/agencies	88,440	88,440	88,440	88,440	88,440	442,200
5.1.1	Effective participation in conferences and study tours by Institutional Management and staff to adopt international best practices.	35,280	35,280	35,280	35,280	35,280	176,400
5.1.2	Subscribe for access to international databases for sharing of information on international best practices and conventions.	5,000	5,000	5,000	5,000	5,000	25,000

Strategic Plan Priority Actions and Activities		FY 2009/10 USD	FY 2010/11 USD	FY 2011/12 USD	FY 2012/13 USD	FY 2013/14 USD	Total USD
5.1.3	Subscribe for membership to international & regional organisations for networking & sharing of information on best practices & conventions.	5,000	5,000	5,000	5,000	5,000	0
5.1.4	Carry out consultancy & research to review and up-date current environment management standards.	30,000	30,000	30,000	30,000	30,000	25,000
5.1.5	Coordinating with other relevant institutions and private sector to adopt and implement International standards	13,160	13,160	13,160	13,160	13,160	0
5.1.6	Coordinate and implement projects that promote the international convections on environment Quality and sustainable development.						65,800
5.2	Coordinate with National, regional and international regulatory bodies responsible for Management of the environment and commonly shared natural resources.	25,500	25,500	25,500	25,500	25,500	127,500
5.2.1	Network to guide formulation of harmonized legislation about sustainable exploitation of the embedded natural resources	4,580	4,580	4,580	4,580	4,580	22,900
5.2.2	Identify and establish linkages, put in place MOUs with potential partners and establish Protocols for the process.	4,580	4,580	4,580	4,580	4,580	0
5.2.3	Develop management plans for the shared natural resources.	3,180	3,180	3,180	3,180	3,180	22,900
5.2.4	Review existing MOUs and agreements for relevant to the times.	6,580	6,580	6,580	6,580	6,580	15,900
5.2.5	Strengthening organizational information sharing, exchange visits and consultations.	6,580	6,580	6,580	6,580	6,580	32,900
5.3	Strengthen collaboration and networking with Environment promotional NGOs.	13,460	23,100	7,100	7,100	7,100	57,860
5.3.1	Review and produce updated NGO/CSO directory and develop working guidelines and Implement collaborations with them.		16,000				16,000
5.3.2	Coordinate Regional Education Programmes.	6,360					6,360
5.3.3	Develop policy for environmental NGOs.	7,100	7,100	7,100	7,100	7,100	35,500
5.3.4	Strengthen collaboration with the Environment NGO forum.						0
5.4	Promote National cooperation in the field of environment through membership subscription.	16,750	16,750	16,750	16,750	16,750	83,750
5.4.1	Establish and enhance National partnerships and networks foe environment management and Sustainable development	16,750	16,750	16,750	16,750	16,750	83,750
5.4.2	Develop a strategy for networking with environmental focused NGOS nationally						0
5.5	Ensure that collaboration with LGs leads to better environment management.	3,600	3,600	3,600	3,600	3,600	18,000
5.5.1	Establish result oriented environmental management at LG level.						0
5.5.2	Provision of targeted support to LGs.	3,600	3,600	3,600	3,600	3,600	18,000
Total		2,760,630	1,651,170	1,875,170	1,628,720	1,855,170	9,765,560
		28%	17%	19%	17%	19%	100%

NEMA ORGANOGRAM

