



THE REPUBLIC OF UGANDA

**NATIONAL ENVIRONMENT  
MANAGEMENT AUTHORITY (NEMA)**

# **ANNUAL PERFORMANCE REPORT**

## **July 2009 - June 2010**





**NEMA House,**

Located at Plot 17/19/21 Jinja Road

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**LIST OF ACRONYMS**

BOD	-	Board of Directors
CBD	-	Convention on Biological Diversity
CBO	-	Community Based organisation
CDM	-	Clean Development Mechanisms
CES	-	Compliance and Enforcement System
CES	-	Compliance and Enforcement Strategy
CFCs	-	Chlorofluorocarbons
CTC	-	Carbon Tetrachloride
CSO	-	Civil Society Organisation
DEO	-	District Environment Officer
DSOERs	-	District State of Environment Reports
DWRM	-	Directorate of Water Resources Management
EAC	-	East African Community
EE/ESD	-	Environmental Education/Education for Sustainable Development
IEC	-	Information Education Communication
EFP	-	Environment Protection Force
EIA	-	Environment Impact Assessment
EIO	-	Expression of Interest
EISs	-	Environment Impact Statements
ELUs	-	Environmental Liaison Units
EMCBP11-AF	-	Environment Management Capacity building Project – Additional Funding
ENR	-	Environment and Natural Resources
EPS	-	Early Production Scheme
FAO	-	Food and Agriculture Organisation
FD	-	Fisheries Department
FY	-	Financial Year
GEF	-	Global Environment Facility
GDP	-	Gross Domestic Product
GoU	-	Government of Uganda
HEP	-	Hydro Electric Power
HPMP	-	Hydrochlorofluorocarbon Phase-out Plan
ICT	-	Information Communication Technology
IEC	-	Information Education Communication
IWRM	-	Integrated Water Resources Management
IYB	-	International Year of Biodiversity
KPAs	-	Key Performance Areas
KRAs	-	Key Result Areas
LA	-	Lead Agencies
LG	-	Local Governments
LVEMP	-	Lake Victoria Environment management Programme
MDGs	-	Millennium Development Goals

MEAs	-	Multi Environmental Agreements
MPs	-	Members of Parliament
MSW	-	Municipal Solid Waste Composting
MoU	-	Memorandum of Understanding
MWE	-	Ministry of Water and Environment
NAADS	-	National agricultural Advisory Services
NBI	-	Nile Basin Initiative
NEA	-	National Environment Act, Cap. 153
NEF	-	National environment Fund
NEMA	-	National Environment Management Authority
NDP	-	National Development Plan
NFA	-	National Forestry Authority
NGO	-	Non Governmental Organisation
NSOER	-	National State of Environment Report
NUFFIC	-	Netherlands Organization International Cooperation in Higher Education
NUSAF	-	Northern Uganda Social Action Fund
ODS	-	Ozone Depleting Substances
PFA	-	Prosperity for All
PCE	-	Policy Committee on Environment
PEAP	-	Poverty Eradication action Plan
PEPD	-	Petroleum Exploration and Production Department
PES	-	Payment for Ecosystem Services
PFA	-	Prosperity for All
PMA	-	Plan for Modernisation of Agriculture
POPS	-	Persistent Organic Pollutants
PRDP	-	Peace, Recovery and Development Plan for Northern Uganda
PSC	-	Project Steering Committee
RCE	-	Regional centres of Excellence/expertise
RDC	-	Resident District Commissioner
Rio-MEAs	-	Multi-Environmental Agreements
SAICM	-	Strategic Approach to International Chemicals Management Review
SNA	-	System of National Accounting
TORs	-	Terms of Reference
TOTs	-	Training of Trainers
UBOS	-	Uganda Bureau of Statistics
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNEP	-	United Nations Environment Programme
UNESCO	-	United Nations Educational, Scientific, and Cultural Organisation
UTODA	-	Uganda Taxi Operators and Drivers Association
UWA	-	Uganda Wildlife Authority
WB	-	World Bank
WED	-	World Environment Day

## FOREWORD

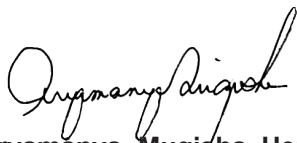
NEMA's activities focus on providing support to Government's development goal of ensuring poverty reduction in a sustainable manner, within the framework of economic stability and increased environment and natural resources productivity for improved livelihoods, environmental sustainability and socio-economic development in Uganda.

NEMA has continued to contribute to policy planning and implementation processes at both National and Local Government levels so as to ensure sustainable development in the country. Notably, NEMA has contributed to the realization of the Millennium Development Goals (MDGs), the formulation of the National Development Plan (NDP), Prosperity For All (PFA) Program, sector policies and plans to ensure that Environment and Natural Resources Management is integrated at all levels.

NEMA made considerable achievements, as demonstrated by the 2009/10 report. These achievements have been possible because of the support from the Government of Uganda, Development Partners, Lead Agencies and Local Governments. Besides, the commitments and professionalism NEMA staff and guidance from the Policy Committee on Environment (PCE) and NEMA Board of Directors (BOD) contributed immensely to the achievements.

Notably, funding gaps and limited number of personnel are the key challenges that are limiting the capacity of NEMA, Lead Agencies and Local Governments in addressing the current and emerging environmental issues. Therefore, there is need to build the capacity of NEMA and its partners (funding, training and tooling) to address environmental problems in the country. Notably, NEMA is currently undergoing institutional review in order to manage the emerging environmental challenges related to oil and gas, climate change and weather variability and electronic wastes.

It is my conviction that this report will inform our partners on the achievements made by NEMA in 2009/10 and act as a tool for public accountability, transparency and corporate image building.



**Aryamanya- Mugisha, Henry (PhD)**

**Executive Director**

# CHAPTER ONE

## 1.0 THE STATE OF ENVIRONMENT IN UGANDA

### 1.1 The current situations and future scenarios

The year 1972 was seen as the watershed for modern environmentalism. The first international conference on the environment – United Nations Conference on the Human Environment – was convened in Stockholm (Sweden). The conference brought together 113 nations, including Uganda, and other stakeholders to discuss issues of common concern (UNEP, 2002). In 2002, the 30 year-mark was an opportunity to assess the progress made in the past, present and the future perspectives. Decisions made since Stockholm 1972 now influence governance, business and economic activity at different levels. They define international environmental law and its application in different countries, determine international and bilateral relations among different countries and regions, and influence individual and society lifestyle choices. However, some things have not progressed, for example, the environment is still at the periphery of socio-economic development, and poverty and excessive consumption continue to put enormous pressure on the environment. As a result, sustainable development remains largely theoretical for the majority of the people in the world today. The level of awareness and action has not been commensurate with the state of the global environment today; it continues to deteriorate (UNEP 2002).

Uganda's environment has been undergoing rapid change as documented since the publication of the first state of the environment report in 1994. By 2005, the rate of deforestation had increased from 1.76 per cent per annum, in 2000, to an unprecedented rate of 2.13 per cent, a 21.2 per cent increase (FAO 2007, UNEP 2006). Land degradation is also severe. For instance, according to Yaron and Moyini (2003), the country loses about 11 per cent of its Gross National Income per annum as a result of excessive soil erosion alone. Pollution of lakes and river systems continues unabated. Recent estimates indicate that more than 7 per cent of the original wetland area in Uganda has been converted to other land uses (UBOS 1999). This has resulted in loss of biodiversity, especially for species that thrive or breed in wetlands.

A number of factors “drivers” influence the severity and direction of environmental change, and the impacts of such change on ecosystem functioning, and health, and well-being of people. The factors that have considerable impacts on the environment are demographic changes, economic growth, social changes and governance issues, and science and technology with particular focus on e-technology. Although each driver is considered separately, there are links between the different drivers which act individually or in combination - often maximising negative impacts but sometimes producing positive change (UNEP 2006). The drivers also operate at different spatial scales, local, national or international and interact with varying political, policy, economic and social conditions, which have implications on the final environmental outcomes.

Uganda faces the challenge of ensuring adequate supply of arable land, freshwater, food security, housing and livelihood opportunities for almost twice as many people by 2025. Each of these contributes towards the achievement of sustainable development and poverty reduction efforts. The relationship between poverty and the environment is well documented and will continue to dominate the development agenda. For instance, land is a highly volatile and political issue and its control continues to be a critical factor in the

country's development. Land availability has implications on food security, it can be expected that this issue will assume growing importance in Uganda's politics. The continued growth of the country will require a coherent and pragmatic approach to land use planning and management.

To improve on the effectiveness of its policy processes, Uganda will need to make a number of key investments such as supporting the implementation of the new National Development Plan including human and financial resources; implementing a programme of research that can provide answers to emerging issues or existing problems and the establishment of an environment management information system. This will support planning, early warning, mitigation and the management of vulnerabilities within the country. It will also enhance the inter-linkages between different environmental and social issues and avoid conflicts between policies. A strengthened NEMA that can facilitate effective and efficient responses for Uganda within this fast globalising world is also essential.

## 1.2 Possible policy options and responses

- (a) Policy review, legislations and institutional capacity enhancement to address the emerging development challenges and the associated environmental problems. Such challenges include oil/gas, electronic wastes and climate change with the related environmental issues
- (b) Integrated and effective implementation of the National Development Plan while taking into account the existing sector policies and plans to ensure sustainable utilization and management of environment and natural resources:
  - Prioritization of the environment and natural resources sector;
  - Implementation of education for sustainable development strategy and formulation better public education strategy;
  - Integration of science and technology for eco-efficiency through pollution control mechanisms like cleaner production;
  - Disaster risk forecast and management capacity enhancement;
  - Integrated Water Resources Management Strategies/policies;
  - Policies and strategies for managing the fragile ecosystems; wetlands, riverbanks/lakeshores, hilly and mountainous areas;
  - Inventorization and economic valuation of natural resources to enhance integration of ENR cost and benefit values into the Gross Domestic Product (GDP) and System of National Accounting (SNA)
  - Afforestation/ re-afforestation and forest resources/biomass management policies and strategies;
  - Land use, housing and urban development Policies and plans;
  - Trade and Industrialization policies and plans;
  - Energy policies and plans;

## CHAPTER TWO

### 2.0 OVERVIEW OF NEMA'S STRATEGIC POSITION

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 responsibility of coordinating, monitoring, regulating and supervising environmental management in the country. NEMA spearheads the development of environmental policies, laws, regulations, standards and guidelines; and guides Government on sound environmental management in Uganda.

NEMA's activities are focused on providing support to Government's main goal of ensuring sustainable development through the National Development Plan (NDP); in accordance with the policy framework of the Government of Uganda and the Millennium Development Goals (MDGs).

#### 2.1 Mandate, Vision, Mission, and Goal

The National Environment Act (NEA), Cap. 153, stipulates the mandate of NEMA as the principal agency in Uganda responsible for the management of the environment by coordinating, monitoring, coordinating, supervising and regulating all activities in the field of environment. The Mandate is strengthened by the Vision, **"An Efficient Agency, With People in Uganda Living In A Clean, Healthy, Productive And Sustainable Environment"**. The Mission is **"To promote and ensure sound environmental management practices for sustainable development"**; while the Goal is **"To promote sound environmental management and prudent use of environment and natural resources in Uganda"**.

#### 2.2 The Development Objective

NEMA's development objective is to create, establish and maintain an efficient mechanism for sustainable environmental and natural resources management at the national, district and community levels.

#### 2.3 The Core Values

Over the years NEMA has established a culture that pursues: client focus; integrity and transparency; professional motivation and commitment; innovation and creativity; open, cross-functional and all participatory decision making and problem solving; partnerships and collaboration; and, passion for sustainable environment.

#### 2.4 Statutory Functions

As a regulatory Agency, NEMA draws authority which is embedded in the National Environment Act Cap. 153, to:

- (a) coordinate the implementation of Government policies and the decision of the Policy Committee on Environment;
- (b) ensure the integration of environmental concerns in overall national planning through coordination with the relevant ministries, departments and agencies of government;
- (c) liaise with the private sector, inter-governmental organisations, non-governmental and governmental agencies of other states on issues relating to the environment;

- (d) propose environmental policies and strategies to the Policy Committee;
- (e) initiate legislative proposals, standards and guidelines on the environment in accordance with the law;
- (f) review and approve environmental impact assessments and environmental impact statements submitted in accordance with the National Environment Act;
- (g) promote public awareness through formal and non-formal education about environmental issues;
- (h) undertake studies and submit such reports and recommendations with respect to the environment as the Government or the Policy Committee may consider necessary;
- (i) 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 schedule II of the National Environment Act;
- (j) undertake research, and disseminate information about the environment;
- (k) prepare and disseminate the national state of the environment report (NSOER) once in every two years;
- (l) mobilise, expedite and monitor resources for environmental management; and
- (m) perform such other functions as the government may assign to the Authority;

## 2.5 Institutional Set-up

### 2.5.1 NEMA Structure

At the apex of NEMA's institutional set-up is the Policy Committee on Environment (PCE), chaired by the Prime Minister. The PCE consists of the Ministers responsible for the following: Environment and natural resources; Agriculture, Animal Industry and Fisheries; Finance, and Economic Planning; Education and Sports; Trade, Tourism and Industry; Health; Gender, Labour and Social Development; Local Government; Works and Transport, and Energy and Mineral development. The Board Chairman and the Executive Director are ex-officials. The role of the PCE is to: provide policy guidance, formulate and coordinate environmental policies; liaise with the Cabinet on issues affecting the environment; identify obstacles to the implementation of those policies and programs; and, perform any other functions that may be assigned by the Government.

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

NEMA is governed by Statutory Committees and Board of Directors, with a well established Secretariat carrying out the daily functions. The governance of the Authority is vested in the Board of Directors (BOD) appointed by the Minister responsible for Environment. The role of the BOD, among others, 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, and provide guidance to the Executive Director. The recently inaugurated BOD is the fifth since the inception of NEMA.

There are two Committees of the Board in-charge of Personnel/Administration, and Finance, respectively. The Board also has five Statutory Technical Committees handling matters pertaining to: (i) Soil Conservation; (ii) Licensing of Pollution; (iii) Biodiversity Conservation; (iv) Environment Impact Assessment; and, (v) the Adhoc Committee on the Development of Environmental Standards.

The NEMA Secretariat (internal structure of NEMA) is composed of the: Office of the Executive Director (including the Deputy Executive Director, and the Monitoring and Evaluation, the Legal and Public Relations Sections); Department of Finance and Administration; Department of District Support Coordination and Public Education; Department of Policy, Planning and Information; and, Department of Environment Monitoring and Compliance. The Office of the Executive Director oversees the daily operations of NEMA, and it is also responsible for providing legal advice and taking care of public relations matters.

### **2.5.2 Linkages with Line-Ministries and Districts**

The line-ministries constitute the horizontal linkage with NEMA. While NEMA is responsible for monitoring, planning and coordination of environmental matters, implementation role is the responsibility of the relevant line-ministries. The Environment Liaison Units focal-points exist in each line-ministry and are charged with the responsibility of integrating environmental concerns into the respective line-ministry sectoral plans, and implementing environmental activities within their mandate, for example, reviewing Environment Impact Statements (EISs).

### **2.5.3 Linkages with the Districts**

The districts form the vertical linkage with NEMA. The development of strong links between the resource users and the Authority is very crucial for effective implementation of the National Environment Action Plan. NEMA therefore, has focused programmes aimed at: building local government environmental planning capacity supported by an information and knowledge base, to enable them to sustainably manage the environment and natural resources within their jurisdiction

In this respect, NEMA has been over the years assisting local government to develop their respective environmental action plans, policies and bye-laws, recruitment of district environment officers, project support, tooling/equipping, among others. Hence, NEMA has focused its programme activities on building local government environment management capacity to enable them advocate and take initiatives to manage their own environment and natural resources in a sustainable manner; (the capacity building initiatives by NEMA are aimed at enhancing decentralized environment management in local governments).

## **2.6 Stakeholder Collaboration**

NEMA ensures that environmental concerns are integrated into the planning processes at national, local governments, and community levels. Since environment management is a cross-cutting matter, it calls for networking and partnership with different stakeholders, to ensure sustainable socio-economic development. The stakeholders that NEMA collaborates within environment management include: donors/development partners; lead agencies; local governments; communities; NGOs/CBOs; media; academia; the public; individuals and the private sector.

## CHAPTER THREE

### 3.0 CONTRIBUTION OF NEMA TO NATIONAL DEVELOPMENT, REGIONAL AND INTERNATIONAL COOPERATION

#### 3.1 Contribution to National Development and regional/ international partnerships

Uganda's economy heavily relies on the environment and natural resource base. Agriculture continues to determine Uganda's success in terms of economic growth and poverty reduction. The sector's share of GDP remains high at 21 per cent having only recently reduced from 47.7% in the late 1990s and 41.6% in the early 2000s. The sector also continues to absorb the largest share of the labour force, for which more than 73 per cent of the population is engaged in agricultural production – in mostly the primary agricultural sub-sector. Primary sector products in particular, feature prominently in Uganda's development plans – in the previous PEAP and now in the National Development Plan.

NEMA has played a leading role in the formulation and development of policies, plans, laws, regulations, guidelines, and standards; training and skills development; integration of environmental concerns in planning processes; and, environmental information and education and review of various sector policies.

The laws and regulations focus on aspects such as pollution and management of different natural resources.

Training and skills development includes training and equipping of different stakeholders.

Environmental information and education has led to development of environmental education curricula for primary to tertiary levels, as well as non-formal and informal sectors and integration of ENR management into university and tertiary institutional programs

NEMA has participated fully in the formulation of national development programs/projects like plan for the National Development Plan (NDP), the Plan for the Modernization of Agriculture (PMA), National Agricultural Advisory Services (NAADS), Northern Uganda Social Action Fund (NUSAF), Peace, Recovery and Development Plan for Northern Uganda (PRDP) and Prosperity for All (PFA) Strategy and implementation of the MDGs.

NEMA participates in regional and international projects, fora and organizations to enhance sound environment management and sustainable development with particular focus on the international conventions (ratification and domestication) and cross border environmental resources. Such fora or organizations include Lake Victoria Environment Management Program (LVEMP), Nile Basin Initiative (NBI), East African Community (EAC), Multi Environmental Agreements (MEAs), UNDP, UNEP and other regional/international partners.

Currently NEMA is coordinating/ implementing/ participating in some international projects related to the following:

- Clean Development Mechanism (CDM) Municipal Solid Waste Composting Project
- Strategic Approach to International Chemicals Management (SAICM)
- Persistent Organic Pollutants (POPs)
- Ozone Depleting Substances
- Rio-MEAs (Multi-Environmental Agreements)

## CHAPTER FOUR

### 4.0 NEMA'S PERFORMANCE 2008/9 FY

One of the key outputs of NEMA is an annual report, and this has been done since its inception in 1996. The 2009/10 Report, however, has been enriched in scope, targeting a wider readership at all levels of governance in Uganda, as well as other partners and stakeholders.

NEMA's annual report is important because it serves the purpose of legal requirements by Government of Uganda, NEMA Financial and Accounting Regulations and requirements by programmes/projects. The annual report is also essential for public accountability for resources utilized and corporate image building.

One of the core functions of NEMA is to ensure compliance with the environmental laws and regulations among different regulated communities, to ensure a clean and healthy environment. The Compliance and Enforcement Strategy (CES) of NEMA aims at achieving 100% internal organizational performance and 70% facility (developments – e.g., projects) compliance to environment-related legal requirements by the year 2014. The key expected outcomes of successful implementation of this strategy include: increased self monitoring and auditing; reduced public complaints; reduced water, air and land pollution; increased EIA and permit applications; increased regulated community participation in compliance monitoring; reinforced credibility of environmental protection efforts; and, reduced ecosystem loss and increased ecosystem restoration and ecosystem services.

The long term impact of the CES will be improved environmental quality, public health and increased economic benefits to individuals, to society, and Uganda's economy, by reducing costs and liabilities both at the level of an individual entity and implementation of development initiatives, respectively. The Strategy has the following key result areas achieve the desired goal, namely: enhance compliance monitoring, enforcement and reporting; strengthen compliance assistance for increased impact; ensure timely review and processing of EIA and permit applications; enhance data collection, processing and analysis for decision making; enhance provision of ecosystem services; environment integration into policies, plans and programmes/projects at national and local government levels strengthened.

### 4.1 NEMA'S KEY RESULT AREAS/ STRATEGIC OBJECTIVES

The performance pillars that are in NEMA's five-year Strategic Plan emphasize continuous performance improvement to meet the emerging environmental issues and development challenges like oil and gas, urban waste management and climate. The performance pillars are:

- a) Environmental compliance and enforcement of environmental law, regulations and standards enhanced;
- b) Environment integration into policies, plans and programs/projects at national and local government levels strengthened;
- c) Access to environmental information, education/awareness, and public participation enhanced;
- d) NEMA's institutional capacity to perform its mandate strengthened; and
- e) National, regional and international partnerships and network for effective environment management and sustainable development enhanced.

NEMA's strategic objectives and key performance areas feed into the ENR Platinum Indicators and sector outcomes that focus on sustainable and productive natural resources base and healthy environment for improved livelihoods (poverty reduction, economic growth and environmental health)

### (a) Resources accessed and utilized

Table 1 below shows the budget performance for FY 2009/10

**Table 1: The budget performance for FY 2009\_10**

GOU	Wage	Non Wage	Development	Total
<b>Approved</b>	2,313,000,000	2,497,000,000	1,050,000,000	<b>5,860,000,000</b>
<b>Released</b>	2,243,000,000	2,204,000,000	735,000,000	<b>5,182,800,000 (88%)</b>
<b>Spent</b>	2,243,000,000	2,188,680,000	732,380,038	<b>5,164,060,310 (99.6%)</b>
<b>EMCBP II-AF</b>				
<b>Approved</b>	10,500,000,000	-	-	<b>10,500,000,000</b>
<b>Released</b>	1,500,000,000	-	-	<b>1,500,000,000 (14%)</b>
<b>Spent</b>	1,500,000,000	-	-	<b>1,500,000,000 (100%)</b>

#### Explanatory note to the above table:

- There was a budget short fall of Ugx 680,000,000 (12% of the approved GOU budget); this affected the annual workplan as such some of the planned activities were not implemented;
- EMCBP II-Additional Finance (World Bank funded project) became effective in September, 2009 (in the course of the financial year) while 10,500,000,000 was provided in the MTEF during the BFP process and approved by Parliament. However, the project released only Ugx 1.5 billion in the whole financial year; NEMA committed and utilized all the released fund; this affected the activities that should have been supported by the project

**(b) Outputs and results against plans**

Table 2 shows the highlights of the actual/achieved outputs/results against the annual workplan:

**Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan**

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS	
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED		PERFORMANCE RATING
① ENVIRONMENTAL COMPLIANCE AND ENFORCEMENT OF THE LAW, STRENGTHENED	<i>Environmental Compliance Inspections</i>					
	Carry out inspections and audits (country-wide facility and land use inspections and audits Governments.	Number of Inspections	600 inspections and audits (country-wide facility and land use inspections and audits	721 <sup>1</sup>	120.2% (Compared to 115% in FY 2008 / 2009)	The increase is due to: (a) increased facility/industry inspections in Kampala, Jinja, Mukono, Wakiso, Iganga, Mbale, Tororo, Busia, Lira, Gulu, Arua, Nebbi, Moyo, Koboko, Adjumani, Masaka, and Mbarara; (b) increased incidences of noise pollution; (c) establishment of NEMA Field Office for oil and gas inspections; (d) multi-sectoral surveillance / inspections.
	Monitoring of Afforestation of Bare Hills in Ruhaama, Ntungamo	2 Monitoring visits	2 Monitoring visits	2 Visits undertaken	100% achieved	The Communities have requested for more support for tree-planting.

<sup>1</sup> It is worth noting that some industries and noise pollution sources were inspected more than once, for follow up purposes, in line with the required compliance measures. This partly explains the increase in the number of inspections undertaken. There are over 2,500 projects with EIA approval. Accordingly the Inspections and Audits Section has stepped up and prioritized facility compliance inspections. The compliance behavior indicates that with consistent follow up, facilities tend to comply with most of the environmental requirements. Most of the facilities are implementing required corrective actions following the compliance/audit inspections undertaken by NEMA, in collaboration with the respective Lead Agencies and local Governments. The majority of manufacturing industries discharging effluent were, however, found not having effluent treatment plants (ETPs) and/or by-passing the ETPs (those that have). Those without ETPs have initiated the process of constructing the plants and those found by-passing their treatment systems are under surveillance. There are over 2,500 projects with EIA approval. Accordingly the Inspections and Audits Section has stepped up and prioritized facility compliance inspections. The compliance behavior indicates that with consistent follow up, facilities tend to comply with most of the environmental requirements. Most of the facilities are implementing required corrective actions following the compliance/audit inspections undertaken by NEMA, in collaboration with the respective Lead Agencies and local Governments. The majority of manufacturing industries discharging effluent were, however, found not having effluent treatment plants (ETPs) and/or by-passing the ETPs (those that have). Those without ETPs have initiated the process of constructing the plants and those found by-passing their treatment systems are under surveillance.

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 10)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS	
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED		PERFORMANCE RATING
	Receive and review Environmental Audits	No. of Environmental Audits received and reviewed	NA	279 Audits received (compared to 120 during in FY 2008/9)	Out of the 279 audits received, a total 97 (35%) reviewed and compliance agreements signed with developers / facility owners.	About 152 reports, however, were received towards the end of the last two quarters and could not be cleared within the financial year; and, late or no submission of review comments from lead agencies; delayed response to draft compliance agreements by developers / facility owners.
	Review and approval of EIA Reports	No. of EIAs received, reviewed and approved	NA	395 EIAs approved (compared to 519 projects approved in FY2008/09)	98% of the received EIAs were reviewed	Approval of some projects is delayed due partly to gaps or anomalies in EIA reports submitted and delayed submissions of review reports from some Lead Agencies

<sup>2</sup> Due to increased compliance-inspections a number of facilities that were found non-compliant were required, among other corrective measures, to carry out environmental audits. This explains increased exponential increase in number of audits undertaken and submitted for review. The most notable submissions came from telecommunication companies, fuel stations, and manufacturing industries. For fuel stations in particular, was a formal notice from the Ministry of Energy and Mineral Development requiring conduct of environmental audits as part of relicensing process. Overall, this has improved compliance among the regulated entities. Due to increased compliance-inspections a number of facilities that were found non-compliant were required, among other corrective measures, to carry out environmental audits. This explains increased exponential increase in number of audits undertaken and submitted for review. The most notable submissions came from telecommunication companies, fuel stations, and manufacturing industries. For fuel stations in particular, was a formal notice from the Ministry of Energy and Mineral Development requiring conduct of environmental audits as part of relicensing process. Overall, this has improved compliance among the regulated entities.

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 11)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Special inspections on polyethylene materials	No. of Inspections, quantities seized.	25 inspections	20 inspections carried out (500 cartons of polyethylene materials seized and stored at URA	80% achievement	The delayed implementation on the total ban on the polyethylene materials affected the effectiveness of the ban
	Support to Kampala Metropolitan Police (training, tooling funding, tooling and equipping)	Environment Desk in Uganda Police Force supported	Operational support to Environment Desk at Uganda Police HQs	Environment Desk at Police HQs supported in compliance/enforcement activities	50%	Inadequate funding and limited number of Police personnel affected required support from the police.  Possibly the Environment Protection Force will support NEMA and other Lead Agencies and complement the efforts from the Police
	Public disclosure of facilities compliance	No. of facilities disclosed	Assessment and publication/ disclosure of facility compliance levels	List of key environmental polluters and degraders publicized in newspapers	45%	The disclosure procedures and guidelines have not been produced due to inadequate funding
	Purchase of legal materials for the legal chambers to enhance compliance and enforcement	No. of copies of the Compendium of the laws of Uganda	Purchase and disseminate legal documents to key Lead Agencies	Nil		Not implemented due to inadequate funding
	Training of Environmental Inspectors (include police)	No. of workshops conducted; number of inspectors trained	2 Training Workshops; 140 Inspectors Trained	1 Workshop; 80 Inspectors trained	One training for 80 Inspectors – 57% achieved	The second training was delayed and rolled over to the next quarter due to readjustment and re-prioritization of activities under EMCBP-II funding.

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 12)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Printing of 3 regulations on air quality, vibrations and waste management.	No. of copies printed	3 Regulations	Nil	NA	The regulations have not been produced due to inadequate funding in FY2009/10
	<b>Restoration of fragile degraded ecosystems</b>					
	Support to 20 micro-projects to restore the degraded fragile ecosystems within Lake Victoria and the upper Nile catchment areas (Tree planting)	No. of micro-projects supported; number of trees planted and acreage covered	20 micro projects	31 restoration micro projects supported in the districts of Rakai, Isingiro, Masaka, Mpigi, Mukono, Wakiso, Kayunga, Jinja, Mayuge, Bugiri and Kamuli	155%	The high performance rate has been due to funding from NEF and the increasing demand for tree seedlings from institutions/schools and churches
	Demarcation and restoration of 6 degraded fragile ecosystems (wetlands and riverbanks/lakeshores)	No. of degraded fragile ecosystems restored	Demarcation and restoration of Chotsa Bay (Kisoro), Kyetinda (Kampala), Garuga-Nkumba wetlands (Wakiso) and Bujaga wetlands (Mbarara)	Community mobilized for the restoration of the wetlands. All the 6 wetlands have been demarcated	70%	Restoration of the wetlands has been slow or ineffective because they are still human degrading human activities like cultivation and settlements with the wetlands; evictions have been difficult due to resistance and lack of support and commitments from other partners/Lead Agencies. This has affected most of the wetlands particularly urban ecosystems like Kyetinda and Kinawataka
	Protection of Green Belts in Urban areas in Mbale, Kampala and Bushenyi towns	No. of greenbelts protected	Protection of 3 greenbelts in Mbale, Kampala and Bushenyi Urban Authorities	The 3 Urban Authorities have been consulted. Ground leveling and landscaping commenced in Bushenyi-Ishaka Town	40%	This activity has been affected by inadequate funding

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 13)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	<b>Support EIA and Audit processes within NEMA and Lead Agencies</b>					
	Meetings of Environmental Practitioners Committee	Number of meetings held.	8 meetings	4 meetings held	50% achieved	The average performance is attributed to the factor of lack of quorum and delays due to changed in composition of membership.
	Training of Environmental Practitioners	Number of Practitioners trained	81 Practitioners	Nil	NA	Activities not implemented due to the non-availability of funds from the initial tagged NEF source
	Organize Quarterly meetings for the Statutory Committees	Number of quarterly meetings	4 meetings (Biodiversity; EIA; Pollution Licensing; Soils)	2 meetings held – Biodiversity and Pollution Licensing	50% achieved	EIA and Soils committees not yet been re-constituted.
	Support implementation of NBSAP/ABS	Number of Support activities carried out	1 Meeting	1 Capacity-building Workshop – on training law enforcement officer on environmental laws for the protection of shea-nut tree species in northern (Lira) Uganda.	100% achievement	More coverage needed. Support for community-based tree-planting for restoration of degraded shea-butter tree areas. Follow-up enforcement is needed.
	Facilitate formulation of ordinances/byelaws in 4 L.Gs (Nakaseke, Budaka, Isingiro and Bukedea)	Number of districts facilitated to formulate bye-laws and ordinances	4 districts – Budaka, Bukedea, Nakaseke and Isingiro	Two districts facilitated – Budaka and Bukedea	50% - partly due to budget cuts in GoU MTEF.	Isingiro and Nakaseke will be facilitated in FY 2010/11.
	Organize training for police and Judiciary on environmental crimes and case management	Number of training workshops and Police Officers trained	2 regional workshops	1 regional workshop held and over 70 Police Officers trained	50%	Limited funding affected the second planned training in Karamoja region.

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 14)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Organize training on compliance/enforcement for MPs	Number of MPs sensitized	NA	NA	NA	Not funded due to budget cuts.
	Construction of a commercial incinerator (public-private partnership)	TOR developed, the private sector company identified and land acquired	TOR development, public-private partnership establishment and land acquisition	TOR for the consultancy developed	30%	Not finalized due to inadequate funding
<b>Municipal Solid Waste (MSW) Composting</b>						
	Preparatory activities	Awareness meeting with the 8 additional urban councils;	1 meeting per new site	Held between Feb- Apr 2010	100%	MOUs between the Urban Authorities and NEMA prepared
		Preparation and Signing of MoUs	MoUs to be signed by June 2010	MoUs finalized and signed	100%	The MOUs provide for responsibilities and obligations of entities (NEMA and Urban Authorities) in the project
		Procurement of equipment (old and new sites) and consultant (design and supervision –new sites)	Preparation of bid documents for wheel loaders – old sites; EIO for consultant design and supervision; Issue RFP for design and supervision.	Bids awaiting evaluation EIO evaluated and the RFP sent out to short-listed firms	90%	Incorporation of issues raised during the awareness workshops; Delays in bidding documentation for the wheel loaders; Procurement plan to be followed keenly; Preparation for the supervising mission with the World Bank

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 15)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS	
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED		PERFORMANCE RATING
<b>MSW composting</b>						
	Completion of Kabale MSW Composting site	Kabale MSW Composting site completed	Competition of Kabale site by June, 2010	Kabale site completed	90%	The site awaits administrative hand over to Kabale Municipal Council
	Additional equipment for the first 9 sites (9 skip loaders and 90 skips)	Number of skip loaders and skips supplied	Procurement and delivery of 9 skip loaders and 90 skips	Bids awaiting evaluation	30	Delay in the bidding documentation clearances affected the procurement process
	MSWC training for Municipalities	Number of municipalities trained	Train 9 municipalities	Composting personnel trained in 9 project municipalities	100%	This was hands-on technical training conducted for 3 months by a team of the World Bank contracted consultants from India
	Capacity building for Uganda Police in environmental mainstreaming and enforcement	Number of training workshops and Police Officers trained	At least 2 regional workshops	1 regional workshop held and over 70 Police Officers trained	50%	The training for Karamoja region was affected by the budget cuts due to inadequate funding
	Promote the use of economic instruments to enhance environmental compliance	No of training workshops carried out	Conduct 3 training workshops for key Lead Agencies	2 training workshops conducted for MFPED, MAAIF, MOLG, NPA and Local Govts	66.6%	Not all the training workshops could be carried out because limited funding
<b>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>						
	Initiate, finalize or amend legislation to cater for emerging issues.	Regulations drafted	Integration of the ban of polyethylene materials into the Waste Management Regulations	Drafted regulations on the ban of polyethylene materials is ready for gazetting	95%	The activities require a lot of money because they involve a lot of consulting and engaging many stakeholders. Some aspects of these activities have been incorporated in the workplan in EMCBP/II-AF e.g.,

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 16)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
		Regulations drafted	Draft e-waste management legislation	In process	40%	(a) Review and finalization of Oil spillers regulations;
		Regulations drafted	Review and finalization of Oil spillers regulations	In process		(b) Review and finalization of Air Quality Regulations
		Regulations drafted	Review and finalization of Air Quality Regulations	In process		
<b>Ensure Effective Compliance and Enforcement Of Set Environmental Legal Framework Through Capacity Building and Strengthening Of Institutional Arrangements</b>						
	Training in Bye law formulation and enforcement for local governments	No of trainings carried out. No. of districts	4 districts ( Budaka, Bukedea, Nakaseke and Isingiro)  200 political leaders and technical district staff	Training done in two districts of Budaka and Bukedea	50%	There is need for follow up and training activities done to assess the effectiveness of the training. Funds should be allocated for this activity.  Very few districts have developed by-laws on environmental management.  They do not have the funds and lack the technical skills to develop bylaws.
<b>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.</b>						
	Train prosecution agencies on environmental compliance & enforcement regulations & guidelines. Develop case documentation & prosecution process guidelines.	No. of prosecution agencies trained	Train 50 officers from the key prosecution agencies	Not implemented		Affected by inadequate funding

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 17)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	
	Sensitization of magistrates in environmental law	No. of magistrates sensitized	Sensitize 60 magistrates	Not Implemented	
	Sensitization of Members of Parliament in environmental law concepts	No. of MPs of sensitized	Sensitize 60 MPs	Not Implemented due to inadequate funding	
<b>Review of the National Environment Management Policy</b>					
② ENVIRONMENTAL INTEGRATION AT NATIONAL AND LOCAL GOVERNMENT LEVELS STRENGTHENED	Commence the review of the National Environment Management Policy	Review process commenced	Initial processes commenced including TORs, Stakeholder review of TORs	Terms of Reference developed	50%
	<b>Integration of ENR at National and Local Government levels</b>				
	Integrate ENR concerns into the NDP and PFA	ENR integrated into the NDP and PFA	ENR sector working papers to inform the NDP developed	ENR integrated as supporting sector in the NDP	95%
Support environmental mainstreaming in 80 local governments	No. of local governments covered	District BFPs reviewed, key district personnel in at least 3 districts trained	3 districts i.e. Butaleja, Masindi and Nakasongola supported to review their BFPs, and Officials from Jinja, Mayuge, Kamuli, Kaliro, Iganga, Namutumba and Bugiri trained in environmental mainstreaming and Budgeting	100%	Process to be replicated in other districts

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 18)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
<b>③ ACCESS TO ENVIRONMENTAL INFORMATION, AWARENESS/ EDUCATION AND PUBLIC PARTICIPATION ENHANCED</b>	Economic valuation of the contribution of the forest sector to the economy	Valuation of the contribution of the forest sector to the economy	Valuation process commenced	TORs developed, Consultants identified and steering committee put in place	70%	Limited funding slowed the process
	Annual forum on sustainable development policy initiatives with developers/private sector and lead agencies	Forum organized	Topics/themes on Sustainable development discussed	Stakeholders including; Ministers, MPs, Govt officials, Development partners, Academia, CSOs, the Private sector came together to discuss various topics on Sustainable Development discussed	90%	Selection committee put in place identified the members of the Think Tank but follow-up meetings did not take place due limited funds
	Initiate the process of NSOER for 2010	Preparation process for 2010 NSOER started	Initial processes completed	NSOER Content and TORs developed and Consultant identified. Some of the thematic reports developed	90%	NSOER to be completed and launched in FY 2010/11
	Support to 40 districts to produce District State of Environment Reports (DSOERs)	Number of districts supported	40 districts supported to develop DSOERs	45 districts supported to develop DSOERs	113%	More districts need support to prepare and produce DSOERs
Support NEMA Library	NEMA Library upgraded	Expand reading space in the library and equip with up to date print and electronic information/materials	More space created (more users) and more reading materials availed	92%	Photocopier and internet connectivity required for users	
Upgrade NEMA website hosting and design	Improved access to updated website	Better designed and updated website	Easy access, more and updated information	94%	Some components are still remaining such as the content management system	

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 19)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Publish Quarterly NEMA Newsletter	4 issues of the Newsletter produced and distributed	Produce Quarterly Newsletter	Quarterly Newsletter produced	100%	The key issues that the Quarterly Newsletter covered are climate change, waste management, wetland degradation and biodiversity loss.
	Organise 2 TOTs on EE/ESD for teachers and staff of schools and tertiary institutions	TOTs of schools and tertiary institutions conducted	160	200	125%	Teachers and Tutors in Nakaseke, Ibanda, Lira (for the northern region) and Isingiro districts Trained
	Organise school competitions on Environment Education (EE)	School EE competition conducted	4	1	25%	Organized 1 School EE competition in Katakwi District
	Organise workshops for Education for Sustainable Development (ESD) for schools and staff	Workshops for universities conducted	6	6	100%	6 universities (Makerere, Mbarara, Uganda Martyrs (UMU), Gulu, Nkumba and Busitema) covered and have commenced integration processes. ESD clubs formed at Makerere and UMU; ESD incorporated in the MSC and 1 Bsc academic programmes. ESD integrated in the UMU Strategic plan.
	Establish Regional centres of Excellence/expertise (RCE) for ESD in universities	Regional Centres of Expertise in ESD established	5	2	40%	Greater Kampala and Greater Masaka Regional Centres of Excellence (RCEs) established Preparatory/consultative meetings for the Greater North and Greater East to in Gulu and Busitema were not held due to lack of funding. (RCE core committees have been formed to finalise proposals)
	Commemoration of the World Environment Day (WED)	World Environment Day organized at national and local levels; Environment related days commemorated	Organize WED and the International Year of Biodiversity (IYB) in Kanungu District	WED and IYB organized in Kanungu District	100%	Organized WED 2010 National celebrations at Kihhi, Kanungu District under the theme "International Year of Biodiversity (IYB) and World Environment Day WED: Biodiversity for National Prosperity: Conserve it"; mounted NEMA exhibitions Kanungu is a case of a rich biodiversity

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 20)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Organise national multimedia strategic environmental education program	National multimedia strategic environmental education program conducted	Organize national multimedia strategic environmental education program	-	-	Affected by inadequate funding
	Establish best practices in schools through survey/documentation and demo projects	Woodlots established in schools	22	11	50%	Woodlots established in schools in the East and West: Nyakasura School, Kiira College Butiki, Busoga College Mwiri, Bupadhengo PS, Kamuli Girls PS, Namasagali College, St. Kalemba SS, Bunya SS, Wanyange Girls SS; Only a fraction of funds were released.
	Quarterly production of Information, Education and Communication (IEC) materials on key environmental concerns, for exhibitions, promotional training, performance recognitions/awards and specific awareness programs/purpose-specific IEC	No. of IEC materials and publications produced	Quarterly and purpose-specific production of IEC materials	25,000-30,000 copies of materials produced on climate change, waste management, wetland degradation, biodiversity loss and gas/oil	90%	The IEC materials produced include banners, stickers, tear drops, caps, t-shirts, exhibition materials, information jackets, brochures, charts, atlases, fact sheets and IEC activities like radio/tv programs and baseline surveys
	Building the capacity of media houses/journalists in environmental publicity and reporting	A partnership trip organized with the key media houses	Organize a partnership field visit to western Uganda with key News Editors to familiarize themselves with environmental situation on ground (opportunities and challenges)	5 day trip organized	100%	Involvement of the media is a good approach in enhancing effective environmental reporting and publicity

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 21)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS	
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED		PERFORMANCE RATING
	Produce documentaries on salient environmental problems	No. of documentaries produced	Produced 2 documentaries on climate change; wetland degradation and waste management	2 video documentaries produced and disseminated through TV programs and workshops/Meetings	80%	The documentaries are limited to English language due to resource constraints for translations into the key local languages
	Organize 1 workshop for Environmental Journalists	1 workshop	Organize a sensitization workshop for journalists	1 workshop organized	90%	The workshop raised awareness on environment protection and individual, institutional and corporate responsibilities towards environment management A follow up workshop needs to be organized to establish what impact the efforts have had on the community perception of the environment and what more needs to be done.
<b>4 ENHANCING THE INSTITUTIONAL CAPACITY OF NEMA AND ITS PARTNERS</b>	Monitoring and supervision for effective environment integration in the districts	No of districts monitored and supervised for effective environment integration	36	17	47	Monitoring and supervision was conducted in the districts of: Moroto, Nakapiripiriti, Kanungu, Amuria, Bukwo, Mpigi, Masaka, Rakai, Jinja, Tororo, Mukono, Mbarara, Kayunga, Hoima, Isingiro, Rukungiri and Ntungamo. As a result of mentoring and supervision of LGs, there is improved environment mainstreaming into district planning, budgeting and implementation. Environment activities such restoration, awareness, implementation of mitigation measures are being funded although the funding is still low.

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 22)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION				EXPLANATORY REMARKS
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED	PERFORMANCE RATING	
	Conduct Annual Environment Officers' review meeting	Annual EOs meeting conducted	1	0	0	The activity was planned and expected to be funded under GoU. Due to budget cuts the activity was not funded. The activity is now expected to be executed in the FY 2010/11
	Conduct Regional Environment Officers' review meetings	Regional EOs meetings conducted	3	0	0	The activity was planned and expected to be funded under GoU. Due to budget cuts the activity was not funded. The activity is now expected to be executed in the FY 2010/11
	Support Micro projects in the area of tree planting, tree nursery establishment and energy saving technologies in the districts	No. of micro projects supported (implemented thru other partners)	47	45	96	NEMA supported 45 micro projects in the areas of tree planting, nursery establishment and energy saving technologies in 28 districts of: Kumi, Namutumba, Bukedea, Katakwi, Kanungu, Kaberamaido, Soroti, Moyo, Nebbi, Maracha-Terego, Yumbe, Luwero, Fortportal, Jinja, Entebbe, Bundibugyo, Rukungiri, Mbarara, Mpigi, Wakiso, Mukono, Mayuge, Kayunga, Kamuli, Bugiri, Masaka, Rakai, Isingiro. 653 acres of land was planted with trees within shores/banks and catchment areas of Lakes Victoria/ Nakivale and River Nile. Implementation of the micro projects has contributed to improved environmental conditions. The micro projects have also demonstrated the fact that communities with little support/facilitation and sensitization can implement environmental activities and restore degraded ecosystems. Involvement of the communities has improved ownership and sustainability of projects.
	Organize the annual Board field environmental inspections and project monitoring	The annual Board field visit organized	Annual Board field visit to western and mid-western Uganda	Annual Board field visit organized; NEMA Board of Directors visited Bulisa, Hoima, Kamwenge, Kabarole, Bundibugyo, Kasese and Bushenyi districts	100%	NEMA Management organizes annual field visit for the Board of Directors to interact with local governments, civil society, private sector companies and the community; the field visits focus on environmental inspections, project monitoring and assessment of environmental opportunities and challenges in districts

Table 2: Highlights of the achieved outputs/results against the 2009-10 workplan (Continued from page 23)

KEY RESULT AREAS / STRATEGIC OBJECTIVES	ACTIVITY DESCRIPTION	PERFORMANCE DESCRIPTION			EXPLANATORY REMARKS	
		PERFORMANCE INDICATOR	PLANNED	ACHIEVED		PERFORMANCE RATING
⑤ PARTICIPATION IN NATIONAL, REGIONAL AND INTERNATIONAL FORA ON ENVIRONMENT MANGEMENT AND SUSTAINABLE DEVELOPMENT	Participation in national, regional and international fora on environment and sustainable development	No. of fora/projects that NEAM has participated in	Organize a national forum on sustainable development	The annual forum on sustainable development organized	100%	Creation and operationalisation of National Think Tank for Sustainable Development to be effected in 2010/11 FY

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11)

Donor	Project (Name, start and end date)	Project Total Budget		Project Focus			
		Donor	GoU	Objectives	Key Activities	Key Achievements	Beneficiaries
The World Bank (Credit)	Environment Management Capacity Building Project II (EMCBP II) and EMCBP II-Additional Finance (ECBP II-AF (2009/10 to 2011/12)	FY2008/9: 5,274,457,705 FY2009/10 10.5 bn (1.5 bn disbursed) FY2010/11: 4,407,940,000		<ul style="list-style-type: none"> <li>Environment management capacity building at National, Local Govt and Community levels</li> </ul>	<ul style="list-style-type: none"> <li>Municipal Solid Waste Composting in 17 Urban Authorities of Lira, Soroti, Mbale, Jinja, Mukono, Fort Portal, Kasese, Mbarara and Kabale (1st phase), and Arua, Gulu, Tororo, Busia, Entebbe, Mityana, Hoima and Masindi (2nd Phase)- constructions and equipping of solid waste composting plans</li> <li>Support to oil and gas sector (training, tooling/ equipping and regulatory reviews)</li> <li>Institutional support to NEMA to enhance environmental compliance and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>The 1<sup>st</sup> phase municipal solid wastes have been constructed and equipped</li> </ul>	Urban Authorities and other local governments

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 24

Donor	Project (Name, start and end date)	Project Total Budget		Project Focus			
		Donor	GoU	Objectives	Key Activities	Key Achievements	Beneficiaries
UNEP/ROA (United Nations Environment Programme, Regional Office for Africa	Support for Community Participation in Degraded Bare Hills in Ruhaama County, Ntungamo district Start date: September 2008 End date: March 2010 (extended to August 2010)	USD 100,000	Personnel and supervision/monitoring	The overall objective of the project is to protect the hilly areas in Ruhaama County from further degradation through afforestation and implementation of community action plans for the sustainable use of natural resources in hilly areas of Uganda.	Mobilizing district and community representatives Undertaking, at three (3) selected sites, afforestation and restoration of degraded hilly areas and train local communities in the establishment and management of such activities. Establish tree nurseries Compiling record of project implementation and experiences for purposes of promoting adoption of good practices	Project successfully implemented. 80 ha planted with pines and grivellia (at Itojo-30ha, Rweikiro-30 and Irenga 20 ha). A total of 96,000 seedlings planted and the survival rate was good between 80-90% Communities now want NEMA to assist them in up scaling the project	Local communities in the three sub-counties of Itojo, Rweikiro and Ntungamo Government, local governments, NGOs UNEP and other development partners
GEF – 3 through UNDP (Slovakia)	Supporting Country Action on the Implementation of the CBD POWPA (Convention on Biological Diversity Programme of Work on Protected Areas) Start date: November 2008 End date: November 2010	USD 234,200	In kind -USD 129,000 Cash- 35,000 (not yet provided)	Enhance the implementation of the CBD programme of work on protected areas with particular focus on valuation of protected areas and governance	Review in a participatory way forms of conservation and promote them through partnerships Recognize and promote innovative protected area governance types Conduct national –level assessments of the contribution of protected areas, to the country's economy and culture and to the achievement of the Millennium	Draft reports on governance produced. Report presented and reviewed by the Project Steering Committee (PSC). The report is to be presented to at a national stakeholders review workshop on 29 July 2010 Draft reports on valuation produced.	Government including local governments Protected areas managers Local communities especially those bordering protected areas GEF and other international partners Government including local governments

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 25

Donor	Project (Name, start and end date)	Project Total Budget			Project Focus		
		Donor	GoU	Objectives	Key Activities	Key Achievements	Beneficiaries
GEF through UNDP-Kampala	Preparation of the 4 <sup>th</sup> National Report to the Convention on Biological Diversity  Start date: December 2008 End date: May 2009	USD 20,000	Personnel	Prepare a report indicating progress Uganda has made towards the achievement of the 2010 biodiversity target and implementation of the convention in general, challenges and recommendations to enhance implementation	Consult key stakeholders involved in biodiversity conservation and management  Provide overview of the implementation of the Convention, 2010 biodiversity target Prepare the report and submit to CBD Secretariat	Report presented and reviewed by the Project Steering Committee (PSC). The report is to be presented to a national stakeholders review workshop on 29 July 2010  Stakeholders were consulted. National stakeholders review workshop was conducted.  Final report produced and submitted to the CBD Secretariat in May 2009. Copies of the report circulated to stakeholders through e-mail.	Protected areas managers, tour operators, owners of lodges in protected areas Local communities especially those bordering protected areas GEF and other international partners
GEF (through UNEP-Nairobi)	Developing and Experimental Methodology for Testing Effectiveness of Payment for Ecosystem Services to Enhance Conservation in Productive Landscapes in Uganda  <b>Start Date:</b> April 2010 (Actual June 2010). <b>End date:</b> April 2014	USD 900,000	n kind- USD180,000  Cash- USD320,000	To test the effectiveness of PES as a viable means for financing biodiversity conservation outside protected areas in Uganda using an experimental methodology	Piloting of PES scheme(s) based on experimental methodology Updating local institutions' scientific and monitoring programs and strengthening capacity for PES Disseminating, and replicating good practices	Inception workshop held in June in Hoima district Collection of baseline information in the process	Local forest owners Government and Local governments NGOs involved in biodiversity conservation The international community (through ecosystem services)

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 26

Donor	Project (Name, start and end date)	Project Total Budget			Project Focus			Beneficiaries
		Donor	GoU	Objectives	Key Activities	Key Achievements		
<b>Multilateral Fund Secretariat</b> of the Montreal Protocol on Substances That Deplete The Ozone Layer. Implementing Agency is GTZ-Proklima	<b>Terminal Phase-Out Management Plan (TPMP)</b> for Uganda- Technical Assistance and equipment for Capacity-building - for Phase-out use of Chlorofluorocarbons (CFCs); and Carbon Tetrachloride (CTC) phase-out mainly through awareness-raising. 2008-2010	USD215,000 (214,500 secured)	Personnel	To assist the Government of Uganda to phase out the use of ozone depleting substances in the Refrigeration and Air-conditioning sector; thus, ensuring that the country is in compliance with both the 2008 – 2010 phase out obligations as established under the Montreal Protocol.	Implementation and enforcement of the import quota; Training of Customs Officers; Training of Technicians; Conversion of refrigeration equipment to use ozone-friendly refrigerants (under the Incentive Scheme Programme); Revitalising the Recovery and Recycling activities; Awareness-raising on CTC phase-out (Complete Phase of CFCs and CTC (no importation) by December, 2010)	<ul style="list-style-type: none"> <li>Technicians trained.</li> <li>Tool-kits provided for training, etc.</li> <li>Inventory carried out on facilities using ODS-dependent equipment.</li> <li>Conversion of CFC-dependent equipment for selected Health Units.</li> <li>Collaboration with the Customs Department of Uganda Revenue Authority in monitoring and verifying ODSs imported – in order to avert illegal trade in ODSs.</li> <li>Awareness-raising among the regulated communities.</li> </ul>	Uganda National Association for Refrigeration and Air Conditioning (UNARA)	
<b>Multilateral Fund Secretariat</b> of the Montreal Protocol Implementing Agency is UNEP	Hydrochlorofluorocarbon Phase-out Plan (HPMP) 2008 - 2010	USD 30,000 (USD 15,000 disbursed)	Personnel	To facilitate accelerated phase-out of the HCFCs in the refrigeration and air-conditioning sector of Uganda. HCFCs are ozone-friendly but contribute to global-warming	HCFC Survey during August – September, 2010; Review of Ozone Regulations for Uganda by October, 2010; Preparation of the HPMP for Uganda.	<p>Survey Team has been constituted as contracted by UNEP.</p> <p>Survey methodology harmonised.</p>	To be undertaken by UNARA	
Global Environment Facility (GEF)	Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs):	USD 493,000 (USD 464,964 disbursed)	Personnel	Global Environment Facility (GEF)	Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs): National Implementation	Global Environment Facility (GEF)	Enabling Activities for the Stockholm Convention on Persistent Organic Pollutants (POPs): National Implementation	

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 27

Donor	Project (Name, start and end date)	Project Total Budget			Project Focus			Beneficiaries
		Donor	GoU	Objectives	Key Activities	Key Achievements		
	National Implementation Plan for Uganda. Start Date: July 2005 End date: March 2009				Plan for Uganda. Start Date: July 2005 End date: March 2009		Plan for Uganda. Start Date: July 2005 End date: March 2009	
United Nations Development Programme (UNDP) under the SAICM Quick Start Programme	Uganda/UNDP/ UNEP partnership initiative for Strategic Approach to International Chemicals Management (SAICM) Start Date: November 2007 End date: September 2010	USD 250,000	Personnel	United Nations Development Programme (UNDP) under the SAICM Quick Start Programme	Uganda/UNDP/UNEP partnership initiative for the Strategic Approach to International Chemicals Management (SAICM) Start Date: November 2007 End date: September 2010	United Nations Development Programme (UNDP) under the SAICM Quick Start Programme	Uganda/UNDP/UNEP partnership initiative for the Strategic Approach to International Chemicals Management (SAICM) Start Date: November 2007 End date: September 2010	
United Nations Environment Programme (UNEP)	Project for the Development of a Methodology to Develop, Revise, Harmonize and Complete Legislation on POPs and other related areas Start date: July 2010 End date: November 2010	USD 39,000	Personnel	United Nations Environment Programme (UNEP)	Project for the Development of a Methodology to Develop, Revise, Harmonize and Complete Legislation on POPs and other related areas Start date: July 2010 End date: November 2010	United Nations Environment Programme (UNEP)	GOU	
UNDP/ UNEP	The UNDP-UNEP Poverty and Environment Initiative (PEI) March, 2005 – 31 <sup>st</sup> December, 2009	USD 577,487 (USD 563,524 disbursed)	Personnel	• Inclusion of environmental sustainability in National Development Strategies	• Engagement in PEAP Review process • Engagement in national budgeting process	• ENR included in the NDP as supporting sector • A retreat organized for Members of the Parliamentary Committee on Natural Resources	Local Govts: Masindi, Nakasongola and Butaleja Districts CBOs: Nsona Devt Association (Kayunga District)	

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 28

Donor	Project (Name, start and end date)	Project Total Budget			Project Focus			Beneficiaries
		Donor	GoU	Objectives	Key Activities	Key Achievements		
Netherlands Organization International Cooperation in Higher Education (NUFFIC)	Capacity Building for Environment Management in Uganda	USD 1,775,216	Personnel	<ul style="list-style-type: none"> <li>Increasing national budget allocations to ENR</li> <li>Building the long-term capacity of the government to integrate environmental concerns into the design and implementation of development plans and programs</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation of formulation of District Environment Management Policies</li> <li>Supporting innovative activities demonstrating poverty-environment linkages and communication of best practices</li> </ul>	<ul style="list-style-type: none"> <li>ENR has been included in Budget call Circular (BCC) by MFPED</li> <li>PEI facilitated the participation of NEMA in Local Govt BFP processes</li> <li>Awareness programs carried out on environment-poverty linkages</li> <li>Integrated Ecosystem Assessment carried out in Lake Kyoga catchment and the findings disseminated at national and local govt levels</li> <li>Facilitated the formulation of District Env Mgmt Policies for Masindi, Nakasongola and Butaleja districts</li> <li>Supported the districts of Butaleja, Nakasongola, Bududa, Mukono, Masaka and Kayunga to implement micro-projects/best practices that demonstrate environment-poverty linkages like tree planting and energy conservation</li> </ul>	The Env. Protection Concern (TECO) in Masaka District Association for Conservation (ACA) in Mukono District	
				<ul style="list-style-type: none"> <li>Enhanced Capacity of NEMA and that of its three partner institutions (DWD, UWASNET and Dpt of Occupational Health- MGLSD) in non-formal education and training for environment management</li> </ul>	<ul style="list-style-type: none"> <li>Non formal education (training workshops and awareness programs)</li> <li>Formal education (professional training for environment management)</li> </ul>	<ul style="list-style-type: none"> <li>Policy research in water, waste management, sanitation and wetland management carried out</li> <li>350 students of Uganda Technical Colleges trained through Distance Learning Program</li> <li>12 NEMA Staff and partners trained in environment management</li> <li>350 staff from Govt ministries, parastatals, local govts and NGOs trained in environment management</li> </ul>	Makerere University Kyambogo University Uganda Tech Colleges (Lira, Elgon, Kichwamba and Bushenyi) NEMA, Ministries, Local Govts, NGOs and the Private Sector	

Table 3: Donor Funded Projects (2008/9, 2009/10 and 2010/11) Continued from Page 29

Donor	Project (Name, start and end date)	Project Total Budget				Project Focus		
		Donor	GoU	Objectives	Key Activities	Key Achievements	Beneficiaries	
				<ul style="list-style-type: none"> <li>Enhanced capacity of six (6) post secondary institutions (KU, MUK and the 4 Tcs) in formal education and environment management</li> </ul>	<ul style="list-style-type: none"> <li>Tooling and equipping selected institutions (Makerere and Kyambogo universities)</li> </ul>	<ul style="list-style-type: none"> <li>Curricula in 6 selected institutions enhanced to include environment management</li> <li>4 University Staff attained MSc Degrees and 1 ongoing PhD</li> <li>Makerere and Kyambogo universities equipped with computers and accessories</li> </ul>	(UWASNET, Dpt of Occupational Health, DWD, District Officials)	

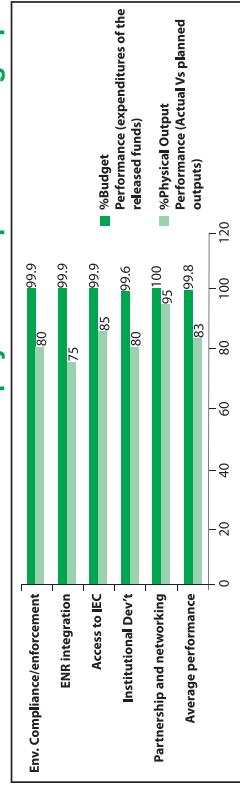
### Other Achievements

The following key achievements not planned for by NEMA but supported by other partners:

- Field monitoring by the PCE in the oil/gas sub region (Albertine Graben; Hoima, Bulisa, Amuru and Arua districts);
- Capacity building workshops and programs by Lead Agencies and other partners like UK Environment Agency;
- Support from OPM for technical support to Bududa disaster management;
- Preparation of the second edition of the Environmental Sensitivity Atlas for the Albertine Graben;
- NEMA participated in the preparation of the Water Atlas for Africa and provided information for selected sites in Uganda;
- Participation in Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA-14) of CBD in Nairobi;
- Participation in the 2009 Water and Environment Joint Sector Review;
- Participation in the 2010 Water and Environment Joint Technical Review;
- Joint environmental inspections with the Policy Committee on Environment (PCE) in wetlands within Kampala;
- Capacity building/training on oil/gas with support from the Oil for Development Program funded by the Norwegian Government;
- Development of the implementation plan for Education for Sustainable Development (ESD) in partnership with UNESCO.

### (a) Status and trends

The graph below shows the status of the physical output and budget performances in FY 2009/10:



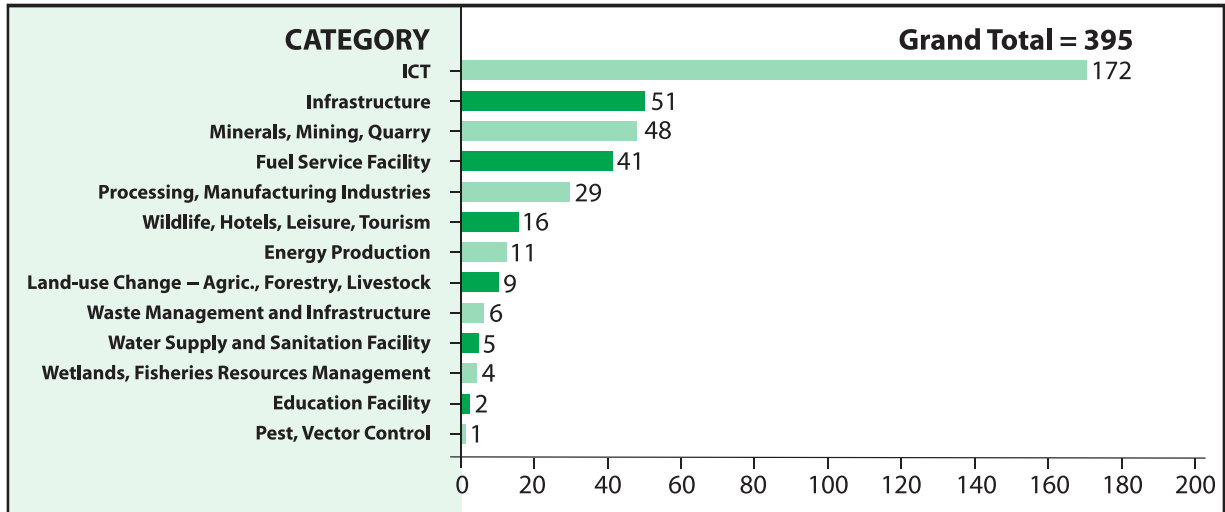
Notably, the budget cuts affected activity implementation by 17% in relationship to the approved annual workplan (mainly funded by GOU funding)

**Trends in the approval of Development Projects (Environment Impact Assessments-EIAs)**

The graphs showing the trends in the approval of development projects- Environment Impact Assessments (EIA)

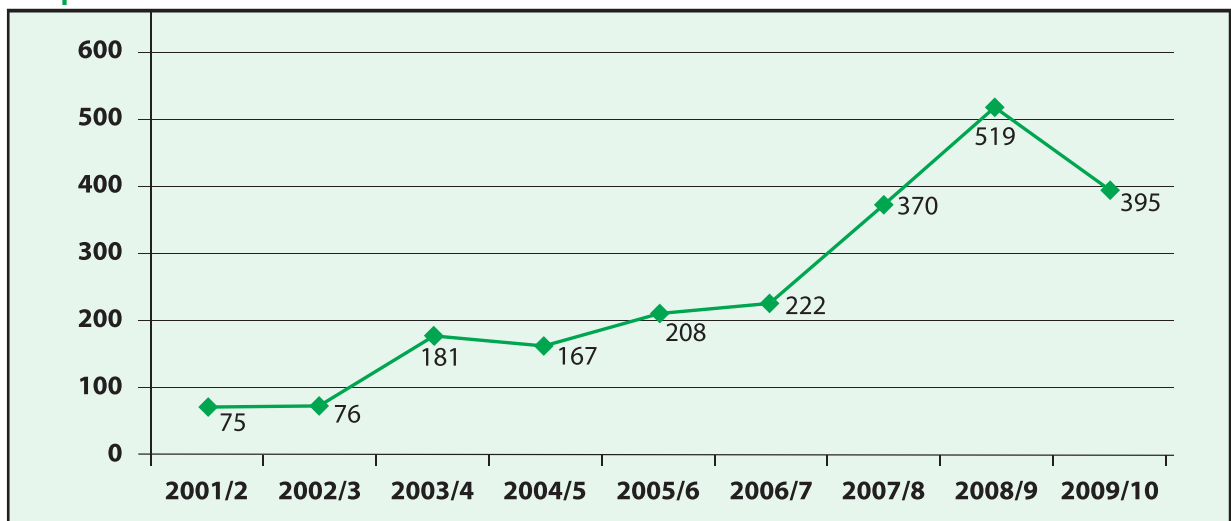
**(i) EIAs approved in FY 2009/10 (by categories of projects)**

**Graph 2: (i) Total Number of Projects approved by category, July 2009 - June, 2010 Period**



**ii) EIAs approved in 2001/2-2009/10**

**Graph 3:**



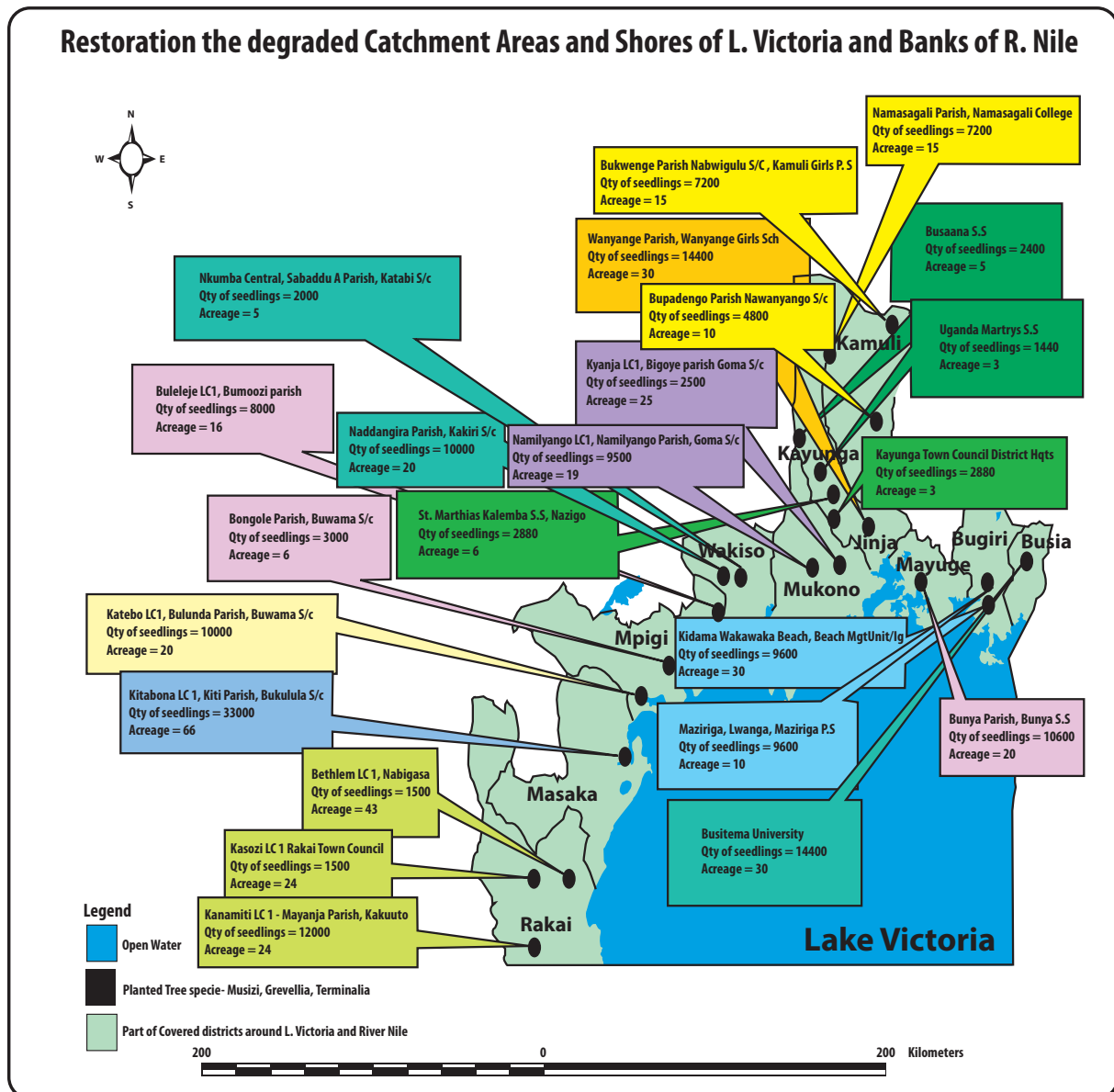
As noted above:

- The number of EIAs has been increasing steadily due to the rapid growth in infrastructure development;
- ICT (telecommunication infrastructures) is the major category of projects approved.
- The number of EIAs rose from 370 (2007/8) to 519 (2008/9) and dropped to 395 in 2009/10 possibly due to the emergence of more telecom companies like Warid and Orange in 2008/9 and favorable investment conditions and the subsequent economic recess/credit crunch in 2009/10

**Table 4: NEMA-Supported micro projects in Lakes Victoria/Nakivale shore/catchment and the upper Nile River banks**

District	Qty of seedlings	Acres	Cost (Ugx)	Date of planting	Survival rate (%)
1. Rakai	65,000	130	32,500,000	November, 2009	70
2. Masaka	33,000	102	25,500,000	November, 2009	75
3. Mpigi	21,000	42	10,500,000	November, 2009	70
4. Mukono	22,000	44	11,000,000	November, 2009	80
5. Wakiso	12,000	25	6,000,000	November, 2009	60
6. Jinja	21,600	30	12,200,000	March, 2010	80
7. Mayuge	14,400	40	13,600,000	March, 2010	70
8. Bugiri	26,400	40	9,600,000	March, 2010	80
9. Kayunga	9,600	20	4,800,000	March, 2010	60
10. Kamuli	19,200	40	9,600,000	March, 2010	60
11. Isingiro	80,000	140	35,000,000	March, 2010	70
<b>Total</b>	<b>324,200</b>	<b>653</b>	<b>170,300,000</b>		

**Map 1:**



**(b) Performance against the ENR platinum indicators**

Notably, NEMA's planning and performance processes fit into the following ENR Sub-sector Platinum Indicators:

	ENR Platinum Indicators	NEMA's contribution in 2009/10
1.	Percentage of national forest/tree cover	Support to tree planting micro projects- 653 acres of trees planted by schools and churches, and support to tree nursery establishment by local governments, institutions, communities and individuals, and other tree planting projects
2.	Percentage of national wetland coverage	Community mobilization of 6 wetlands
3.	Percentage of polluter establishments (industries) with active (in use) mitigation/emission reducing facilities	721 environmental inspections and audits carried and 395 EIAs approved to ensure environmental safeguards in development process
4.	Percentage of households living in clean and healthy homesteads	Support to 9 Municipal Councils in solid waste management through solid waste composting, and school, public and community education/awareness programs

**(c) Impacts of NEMA's activities**

	Key Performance Area (KRA)	Key Output Area	Impacts/outcomes
1.	Enhancing environmental compliance and enforcement	<ul style="list-style-type: none"> <li>Environmental inspections and audits</li> <li>Restoration of degraded fragile ecosystems</li> <li>Review and approval of Environment Impact Assessments</li> </ul>	<ul style="list-style-type: none"> <li>Increased environmental inspections and audits has made some companies to invest in alternatives, waste treatment plants and cleaner technologies</li> <li>Some restored wetlands like Garuga-Inkumba in Wakiso wetlands have attracted economic activities like fish farming</li> <li>Most financial institutions use EIA certificates as one of the guarantees for investment loans</li> <li>Some projects like Bujjagali Power Project use EIA processes and conditions to register for carbon trade (CDM)</li> </ul>
2.	Strengthening ENR integration into policies/plans/projects at National and Local Government levels	<ul style="list-style-type: none"> <li>Integration of ENR at national level</li> <li>Integration of ENR at local government level</li> </ul>	<ul style="list-style-type: none"> <li>ENR integrated into the NDP as supporting sector</li> <li>ENR integrated into District Development Plans and budgets (funding for ENR in districts has increased from 0-6% in 2002/3 to 2009/10 respectively)</li> </ul>
3.	Increasing access to environmental information, education and public participation	<ul style="list-style-type: none"> <li>Production of NSOER and atlases</li> <li>Support to the production of District State of Environment Reports ( DSOERs)</li> <li>Upgrading of NEMA Website and the library</li> <li>Production of IEC materials</li> <li>School and institutional education programs</li> <li>Partnership with the media</li> </ul>	<ul style="list-style-type: none"> <li>Increased access to and demand for information;</li> <li>NSOER and the atlases are used by academia, researchers and sectors</li> <li>DSOERs have been included in the minimum performance conditions/indicators for Districts (for the annual Local Govt Performance Assessment)</li> <li>Environment has been integrated into school curricula and tertiary/university academic and non-academic programs</li> <li>Regional Centres of Excellence (RCEs) for education for sustainable development (ESD) through universities</li> <li>Improved environmental reporting and publicity by the media</li> </ul>

	Key Performance Area (KRA)	Key Output Area	Impacts/outcomes
4.	Enhancing the institutional capacity of NEMA at its Partners	• Institutional support to NEMA and its partners	• Increased effectiveness and efficiency in service delivery • Increased collaboration and participation of partners
5.	Strengthening national, regional and international partnerships and networking for effective environment management and sustainable development	• Participation in national, regional and international fora on environment and sustainable development	• Increased collaboration and networking at national, regional and international levels • Participation in international projects like POPs (Persistent Organic Pollutants), Ozone Depleting Substances (ODSs) and CDM/MSW Composting • Domestication of international conventions through RIO-Multi Environment Agreements (RIO-MEAs)

#### 4.2 Supporting factors for NEMA's performance:

The key critical success or supporting/enabling factors for NEMA's performances are:

- Availability of professional and competent staff;
- Continued support from Government of Uganda and Development Partners;
- Guidance from the Policy Committee on Environment (PCE) and Board of Directors of NEMA;
- Continued support from private sector institutions and particularly the financial institutions that require EIA certificates and other environmental requirements before landing investment loans to developer;
- Integration of environmental concerns in development policies, plans, programs and projects at both central and local government levels;
- Establishment of Environment Management Units in Lead Agencies and Local Governments;
- 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.

## CHAPTER FIVE

### 5.0 CHALLENGES, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Challenges and strategies

Level	Challenges	Recommended/current strategies for continuous improvement
<b>Policy related challenges</b>	Un-coordinated policy planning and implementation	Development of a harmonized and coordinated framework for policy planning, implementation, monitoring and evaluation through the Office of the Prime Minister and National Planning Authority
	Inadequacy of the current National Environment Management Policy to manage the emerging environmental challenges like oil/gas, electronic wastes..	Fast track the review of the current National Environment Management Policy
	Increasing number of local governments with inadequate capacity (human and financial resources)	Government should increase conditional grants, and logistic and project support to ENR department in local governments (not only for wetland management as it is now)
	Inadequate prioritization of ENR in the planning and budgeting processes at both National and Local Government levels	ENR ,as a back-bone of economic growth in Uganda, should be re-prioritized and attract increased budget support during planning and budgeting processes at both National and Local Government levels
<b>Institutional and operational</b>	General apathy that environment management is the sole responsibility of NEMA; lack of public and stakeholder responsiveness to environmental issues	Increased public education and awareness on the current and emerging environmental problems with focus on individual, community and institutional responsibilities and obligations
	Weak enforcement of the Environmental Law and the existing regulations	Operationalization of the Environment Protection Force (EPF) would add value to the current compliance assistance and enforcement efforts
	Un-coordinated activity implementation strategies within the sectors, Lead Agencies and Local Governments	Joint ENR sub sector planning and coordinated implementation, inter sector and inter agency coordination framework
	Low capacity (personnel, finance and logistics) Lead Agencies and Local Governments	Capacity building for Lead Agencies; budget support, training and tooling
	Delayed and inadequate funding for activity implementation	Increased funding and timely disbursements for activity implementation
	Limited capacity of NEMA (personnel, finance and logistics) to effectively handle the increasing and emerging environmental problems	Increase support to NEMA, specialized training and re-tooling
	Poor attitude and deliberate resistance by developers and resource users	
<b>Emerging environmental challenges</b>	Oil and gas exploration and production and the related environmental challenges	Institutional capacity enhancement through policy reviews, legislations, budget support, specialized training, tooling and equipping
	Urban solid and electronic wastes, and polyethylene materials and associated occupational health risks	

Level	Challenges	Recommended/current strategies for continuous improvement
	Climate change and weather variability with the related challenges like disaster risks such as floods, mass movements and droughts	
	The increasing population, urbanization and industrialization with the related environmental problems like Water and soil pollution within urban/growing industrial areas, deforestation and degradation of fragile ecosystems	

## 5.2 Conclusions

NEMA has continued to improve on its internal effectiveness and efficiency and increasing support to its partners. However, there is need for more support (funding, equipping, personnel and training) to meet the emerging development challenges and the corresponding environmental issues such as oil and gas, climate change and electronic wastes;

NEMA has improved on its internal system for EIA processing to ensure regulated and environmentally friendly development processes in Uganda. However, there is need for more support to the Lead Agencies to ensure that EIAs are reviewed timely as scheduled in the Environment Act; and

For NEMA to perform its mandate and realize the set objectives and targets, its partners, particularly the Lead Agencies and local governments need to get adequate support. Notably, the increasing number of local governments has created more demand for support from NEMA while conditional grant (from the central government) for districts is inadequate. This issue needs to be addressed by the Ministry of Water and Environment and the Ministry of Finance, Planning and Economic Development.

**ANNEX I: PROJECTS (EIAS) APPROVED IN FY2009/10****a. Review and Approval of EIA Reports (Projects)**

1. EIA Reports Received	=	464
2. EIA Reports Approved	=	395
3. EIA Reports Approved as %age of Received	=	85%

**b. Total Projects Approved By Quarter, Category, and Percentage**

CATEGORY	2009 QUARTER		2010 QUARTER		GRAND TOTAL	PERCENT
	July - September	October - December	January - March	April - June		
Information Communication Technology	64	36	39	33	172	43.5%
Infrastructure – Roads, Housing, Renovations	10	16	14	11	51	13%
Minerals, Mining, Quarry, Oil/Gas	03	12	18	15	48	12.1%
Fuel Service Facility	16	09	09	07	41	10.4%
Processing, Manufacturing Industries	04	14	07	04	29	7.4%
Wildlife, Hotels, Leisure, Tourism	05	04	04	03	16	4%
Energy Production	01	03	02	05	11	2.8%
Land-use Change – Agriculture, Forestry, Livestock	02	02	02	03	09	2.3%
Waste Management and Infrastructure	01	Nil	04	01	06	1.5%
Water Supply and Sanitation Facility	03	Nil	01	01	05	1.3%
Wetlands, Fisheries Resources Management	Nil	Nil	04	Nil	04	1.0%
Education	02	Nil	Nil	Nil	02	0.5%
Pest, Vector Control	Nil	Nil	Nil	01	01	0.2%
<b>Total =</b>	<b>111</b>	<b>96</b>	<b>104</b>	<b>84</b>	<b>395</b>	<b>100%</b>

**ANNEX II: MEMBERS OF THE 5<sup>th</sup> NEMA BOARD**

	NAME	TITLE
1.	Mr. Patrick Kahangire	Board Chairman
2.	Hon. Amongin Aporu Christine	Vice Chairperson
3.	Mrs. Miriam Kankunda	Member
4.	Eng. Mugisha Shillingi	Member
5.	Lt. Col. Steven Basaliza Mwesige	Member
6.	Dr. Wilson K. Kasolo	Member
7.	Mr. Komayombi Bulegeya James	Member
8.	Mr. Magona Mweru Ismael	Member
9.	Mr. Justus Tindigarukayo Kashagire	Member
10.	Dr. Alex Opio	Member

## ANNEX III: THE CURRENT STAFF ESTABLISHMENT IN NEMA

	NAME	TITLE
<b>EXECUTIVE DIRECTOR'S OFFICE</b>		
1.	Aryamanya-Mugisha, Henry	Executive Director
2.	Dr. Gerald Musoke Sawula	Deputy Executive Director
3.	Christine Akello	Senior Legal Council
4.	Fred Onyai	Internal Monitoring and Evaluation Specialist
5.	James Elungat	Internal Auditor
6.	Allen Asasira	Procurement Officer
7.	Jessica Naiga Ayebazibwe	Legal Council
8.	Naomi Namara Karekaho	Public Relations Officer
<b>DEPARTMENT OF ENVIRONMENTAL COMPLIANCE AND MONITORING</b>		
9.	Arnold Waiswa Ayazika	Director-Environmental Monitoring and Compliance
10.	Festus Bagoora	Natural Resources Management Specialist - Soils and Land use
11.	Matovu George Lubega	Natural Resources Management Specialist-Aquatic Biodiversity
12.	Francis Mary Ogwal	Natural Resources Management Specialist-Biodiversity and Rangelands
13.	Vacant	Environmental Impact Assessment Coordinator
14.	Herbert Oule	Senior Environment Inspector
15.	Margaret Aanyu	Environmental Impact Assessment Officer
16.	Grace Birikadde	Environmental Audits and Monitoring Officer
17.	Isaac Ntuzzi	Environment Inspector
18.	Alex Winyi Kiiza	Environment Impact Assessment officer
19.	Dick Lufafa	Environmental Audits and Monitoring Officer
20.	Christine Kasedde	Environmental Impact Assessment Officer
<b>DEPARTMENT OF DISTRICT SUPPORT COORDINATION AND PUBLIC EDUCATION</b>		
21.	Beatrice Adimola	Director-District Support and Coordination
22.	Daniel Babikwa	Environmental Education Coordinator
23.	Odipio Edward Adraku	District Support Coordinator
24.	Persis Basemera	Environmental Education Officer
25.	Emmy Wasajja	District Support Officer
26.	Everest Mugambwa Kizito	Information, Education and Communication Officer
27.	Elizabeth Mutayanjulwa	Environmental Education and Materials Production Officer
28.	Herbert Nabaasa	District Support Officer
29.	Evelyn Lutalo Najjemba	District Support Officer
30.		
<b>DEPARTMENT OF POLICY PLANNING AND INFORMATION</b>		
31.	Eugene Telly Muramira	Director-Policy, Planning and Information
32.	Ronald Kaggwa	Environmental Economist
33.	Kitutu Kimono Mary Goretti	Environmental Information Systems Specialist
34.	Firipo Mpabulungi	Geographical Information Systems Officer
35.	Eva Wamala Mutongole	Librarian
36.	Kato Phillip	Network Administrator
37.	Annet Bukirwa	Assistant Librarian
<b>DEPARTMENT OF FINANCE AND ADMINISTRATION</b>		
38.	Aristarco Mujuzi Kasekende	Director-Finance and Administration
39.	Kasagga Allan	Chief Accountant
40.	Jolly Kamwesigye	Human Resources Manager
41.	Nampeera Florence	Accountant
42.	Shirley Aiik	Accounts Assistant

	NAME	TITLE
43.	Joy Kagoda	Senior Personal Secretary-Executive Director's Office
44.	Maria Specioza Kagusuuru	Senior Personal Secretary-Finance and Administration
45.	Rhona Namara	Senior Personal Secretary-Deputy Executive Director's Office
46.	Nabankema Judith	Stores and Registry Assistant
47.	Bonnie Birungi	Departmental Secretary-Environmental Monitoring and Compliance
48.	Prossy Businge	Departmental Secretary-Policy Planning and Information
49.	Edith Kanyesigye	Departmental Secretary-Finance and Administration
50.	Perry Kiza	Departmental Secretary-Policy Planning and Information
51.	Jackson Kalemera	Driver
52.	Samuel Katende	Driver
53.	Moses Hasahya	Driver
54.	Joseph Kateregga	Driver
55.	Robert Kayondo Kennedy	Driver
56.	Phillip Ismail	Driver
57.	Edward Mbabazi	Driver
58.	Moses Sebuliba	Driver
59.	Harriet Namara	Receptionist
60.	Charles Tindiwensi	Driver
61.	Margaret Nabuma	Cleaner
62.	John Sabiiti	Office Messenger
63.	Tino Jane Rose	Office Refreshment Assistant
64.	Ruth Nalumansi	Office Refreshment Assistant
65.	Alfred Malan	Office Messenger
66.	Vacant	Cleaner