



# NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

**ANNUAL  
PERFORMANCE  
REPORT**

**FY 2019/20**



Tel: +256-414-251064/5/8  
Fax: +256-414-257521  
E-mail: [info@nema.go.ug](mailto:info@nema.go.ug)  
Website: <http://www.nema.go.ug>



THE REPUBLIC OF UGANDA

# NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

## ANNUAL PERFORMANCE REPORT / FY 2019/20



Tel: +256-414-251064/5/8

Fax: +256-414-257521

E-mail: [info@nema.go.ug](mailto:info@nema.go.ug)Website: <http://www.nema.go.ug>

Copyright © 2020 NEMA  
All rights reserved.

**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)  
ANNUAL CORPORATE REPORT FOR 2019/20**

**ISBN:** 978-9970-881-49-9

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)  
P. O. Box 22255 Kampala Uganda  
Tel: +256-414-251068, 0716013376/8, Fax: +256-414-257521/232680  
info@nema.go.ug <http://www.nema.go.ug>

### Editorial Team

Mr. Fred Onyai,	National Environment Management Authority (NEMA)
Ms. Monique Akullo,	National Environment Management Authority (NEMA)
Ms. Margaret Aanyu,	National Environment Management Authority (NEMA)
Mr. James Elungat,	National Environment Management Authority (NEMA)
Ms. Patience Nsereko,	National Environment Management Authority (NEMA)
Mr. Francis Ogwal,	National Environment Management Authority (NEMA)
Mr. Isaac Tindyebwa,	National Environment Management Authority (NEMA)
Mr Francis Kateregga,	National Environment Management Authority (NEMA)
Ms. Aidan Jullian Asekenye,	National Environment Management Authority (NEMA)
Mr. Tony Achidria,	National Environment Management Authority (NEMA)
Ms. Joy Kagoda,	National Environment Management Authority (NEMA)

### Contributors

Dr. Tom O Okurut,	National Environment Management Authority (NEMA)
Ms. Christine Akello,	National Environment Management Authority (NEMA)
Mr. Mike Nsereko,	National Environment Management Authority (NEMA)
Dr. Daniel Babikwa,	National Environment Management Authority (NEMA)
Mr. Allan Kasagga,	National Environment Management Authority (NEMA)
Mr. Fernard Katatumba,	National Environment Management Authority (NEMA)
Dr. George Muganga,	National Environment Management Authority (NEMA)
Mr. Godwin Kamugisha,	National Environment Management Authority (NEMA)
Ms. Aidan Jullian Asekenye,	National Environment Management Authority (NEMA)
Ms. Patience Nsereko,	National Environment Management Authority (NEMA)
Mr. Francis Ogwal,	National Environment Management Authority (NEMA)
Mr. Javason Kamugisha,	National Environment Management Authority (NEMA)
Mr. Edward Odipio,	National Environment Management Authority (NEMA)
Ms. Florence Nampeera,	National Environment Management Authority (NEMA)
Mr. Peter Simon Achuu,	National Environment Management Authority (NEMA)
Mr. Tom Geme,	National Environment Management Authority (NEMA)
Mr. Isaac Mugabe,	National Environment Management Authority (NEMA)
Mr. James Ateker Okiria,	National Environment Management Authority (NEMA)
Ms. Patience Nyawera,	National Environment Management Authority (NEMA)

### Overall Coordination:

*Fred Onyai – Internal Monitoring and Evaluation Manager  
Monique Akullo – Senior Internal Monitoring and Evaluation Officer*

### Design Layout

*Mr. Isaac Tindyebwa*

*Front cover page photo: Photo credit: Tony Achidria (NEMA)*

# Table of Content

Acronyms.....	viii
Foreword.....	x
<b>1.0 Introduction.....</b>	<b>1</b>
1.1 Overview of the Strategic Position of NEMA .....	1
1.2 The Institutional Structure of NEMA.....	3
1.2.1 NEMA Governance and Management Structures.....	3
1.3 The Review of NEMA's Performance in FY2019/20.....	3
1.4 The Relevance of NEMA .....	4
<b>2.0 The Performance of NEMA in FY2019/20.....</b>	<b>6</b>
2.1 Key and strategic performance highlights in FY2019/20.....	6
<b>2.1 KRA 1: Environmental Compliance and Enforcement Strengthened .....</b>	<b>9</b>
1.1 Effective enforcement and compliance with policy, legal and regulations on environment.....	9
1.1 Undertake and support civil Litigation function.....	9
1.2 Support to investigation, evidence compilation and prosecution of environmental crime.....	9
1.3 Train and support local governments in the development of ordinances and bye-laws.....	9
1.4 Develop and review of policies, laws, standards and guideline.....	9
1.5 Undertake baseline verifications for EIAs and permits.....	10
1.6 Support Joint EIA reviews with Lead Agencies.....	10
1.7 Generate a spatial data base to support EIA and decision making processes.....	10
1.8 Support the enforcement function across board including planned, unplanned, emergency .....	10
1.9 Undertake Post EIA, compliance inspections and audits by thematic teams.....	10
1.10 Undertake Engagements with Environmental Practitioners.....	11
1.11 Facilitate operations of an E-waste collection centre.....	11
1.12 Facilitate Operations for effective management of chemicals and other key emerging environmental issues including polyethylene carrier bags ('Kaveera').....	11
1.13 Undertake multi-sectoral monitoring of high impact projects including hydro power projects.....	12
1.14 Undertake Highlevel Environmental Monitoring and Inspection.....	13
1.15 Procure personal protective equipment (PPE) for environment and compliance monitoring.....	13
1.16 Develop the institutional Research Strategy.....	13
1.17 Operationalise the NEMA Strategic Plan for Statistics.....	13
1.18 Update and validate the EIA database to incorporate fragile ecosystems and others.....	14
1.19 Support Restoration of Degraded Fragile Ecosystems.....	14
1.20 Train stakeholders on environmental laws and emerging policies/laws for enhanced legal enforcement and compliance.....	14
1.21 Support to EPF operations.....	15
1.22 Develop and operationalise an environment compliance tool for MALGs.....	15
1.23 Undertake technical supervision of Clean Development mechanism (CDM) sites in Municipalities including verification of project activities.....	16
1.24 Train environment inspectors.....	16
1.25 Implement the Albertine Graben Environmental Monitoring Plan (AGEMP).....	16
1.26 Facilitate management of Environmental aspects of Oil and Gas.....	17
<b>Policy and legal framework .....</b>	<b>18</b>
<b>Environment and Social Impact Assessments (ESIAs) in FY2019/20 .....</b>	<b>20</b>
<b>Environmental inspections and audit in FY2019/20 .....</b>	<b>22</b>
<b>Restoration of degraded fragile ecosystems carried out in FY2019/20 .....</b>	<b>23</b>

<b>The Enrichment planting program .....</b>	<b>25</b>
<b>Actual/expected outcomes from KRA 1.....</b>	<b>27</b>
<b>2.2 KRA 2: Green Economy approach to ENR Management Developed and Promoted.....</b>	<b>28</b>
2.0 Train MALGs in Environmental integration and Sustainability Initiatives for realization of SDG.....	28
2.1 Undertake environmental management supervision and inspection of LG projects to ensure sustainability.....	28
2.2 Undertake regional environment officers performance reviews.....	28
2.3 Operationalize the NEMA Lead Agency integration strategy 2018.....	28
2.4 Participate in Regional Local Government Budget Consultative Workshops (LGBCWs).....	28
2.5 Promote best practices of Sustainable Consumption and Production in industry, institutions and service sectors.....	29
2.6 Support to the research function.....	29
2.7 Undertake environmental risk and disaster assessments.....	29
2.8 Carry out the National Environmental Literacy and Awareness Survey.....	29
<b>Kyoga ecosystem .....</b>	<b>30</b>
<b>Environmental Issues.....</b>	<b>31</b>
<b>Actual/expected outcomes from KRA 2.....</b>	<b>33</b>
<b>2.3 KRA 3: Strategic Environment Literacy, Access to Information and Popular Participation Enhanced.....</b>	<b>34</b>
3.1 Undertake Environmental Literacy, awareness and public education programmes on critical, emerging and other key environmental issues.....	34
3.2 Carry out training of TOTs at regional levels and assess their impact on Sustainable Environment Management practices informal and non-formal settings.....	34
3.3 Promote greening initiatives in education institutions.....	34
3.4 Undertake the production of Information, Education and Communication materials.....	35
3.5 Organize World Environment Day Celebration.....	35
3.6 Participate in other international celebrations relevant to NEMA functionality.....	35
3.7 Participate and effectively represent NEMA in National Events and celebrations.....	35
3.8 Train and expose NEMA staff on the use of IT accessories and e-board.....	36
3.9 Acquisition of an offsite backup for NEMA information.....	36
3.10 Support the NEMA Library function at head quarters and regional level including the Eboard to enhance access to environmental information.....	36
3.11 Support the District Environment Information Resource Centres.....	36
3.12 Link NEMA Regional Offices to the Head quarters.....	36
3.13 Equip NEMA offices with ICT, GIS infrastructure and systems.....	37
3.14 Acquire Un-manned aerial vehicles for baseline data collection, compliance monitoring and information generation..	37
3.15 Develop, Publish and Disseminate the NSOER .....	37
3.16 Carry out National, Regional, Community Based media campaigns and engagements on existing and emerging environmental issues.....	37
3.17 Review NEMAs communication strategy.....	37
3.18 Support partnerships/activities that highlight NEMAs works and promote NEMAs corporate brand image and identity.....	37
3.19 Training of NEMA staff on customer care.....	38
3.20 Equip NEMA with Communication, Media support equipment for videography and Photography.....	38
3.21 Coordinate the functions and operations of the Environmental Information Network (EIN).....	38
3.22 Develop, launch, publish and disseminate corporate reports.....	38
<b>Actual/expected outcomes from KRA 3.....</b>	<b>40</b>
<b>KRA 4: Institutional Capacity and Mandate Strengthened.....</b>	<b>41</b>
4.1 Debt collection.....	41
4.2 Support to procurement operations including contracts and evaluations.....	41
4.3 Support to the Internal Audit Function including field audit inspections.....	41
4.4 Financial ManagementSystem annual technical Support .....	41

4.5 Support the preparation of the FY2020/21-FY2025/26 NEMA Strategic Plan .....	41
4.6 Preparation of annual and quarterly work plans and financial reports line with the requirements under the PFMA.....	41
4.7 Undertake specialized training of NEMA Staff for relevant skills enhancement.....	41
4.8 Facilitate staff for Continuous Professional Development <i>p r o g r a m m e s</i> - C P D (Accountants, Auditors, procurement professionals and Lawyers) .....	42
4.9 Facilitate Human Resource Development Committee (HRDC) functions .....	42
4.10 Staff Recruitment .....	42
4.11 Contract Staff Salaries paid.....	42
4.12 NSSF contribution paid.....	42
4.13 Pay Staff Gratuity .....	42
4.15 Pay NSSF on Staff Gratuity .....	42
4.16 Support the development & operationalization of a NEMA apprenticeship programme .....	42
4.17 Pay courier services and postage.....	42
4.18 Purchase of Stationery .....	42
4.19 Support NEMA Board Functions .....	42
4.20 Hold Statutory Technical committee meetings.....	42
4.21 Conduct Board Field visits.....	42
4.22 Support PCE meetings .....	43
4.23 Support to ED's Office .....	43
4.24 Maintain a working fleet of vehicles .....	43
4.25 Upgrade and maintenance of the Accounting software .....	43
4.26 Undertake quarterly field project and activity monitoring .....	43
4.27 Carry out bi-annual internal system and performance evaluation and review .....	43
4.28 Build internal capacity on M&E .....	43
4.29 Support Team Building Activities .....	43
4.30 Provide utilities, services and amenities for effective service delivery (water, electricity, telecommunications, cleaning, security, staff health and workman's insurance, and maintenance of NEMA House) .....	44
4.31 Support to ICT services including, webhosting, Firewall renewals, preventive maintenance and recovery systems among others .....	44
4.32 Procure branded materials and wares .....	44
4.33 Support to Regional Offices.....	44
<b>Actual/expected outcomes from KRA 4 .....</b>	<b>45</b>
<b>KRA 5: National, Regional and International Partnerships Strengthened .....</b>	<b>46</b>
5.1 Engage Umbrella organizations through outreach programmes.....	46
5.2 Engage the Private sector and CSOs to support Lead Agencies in ENR management including an annual ENR-CSO forum .....	46
5.3 Actively Participate in Regional Technical meetings & fora including AMCEN, AU, IGAD, EAC for increased domestication of MEAs & resource mobilization .....	46
5.4 Actively Participate in key MEAs technical meetings, Conventions and related fora for National representation and resource mobilization .....	47
5.5 Engage in National, regional and international engagement levels for devt of SDG indicators (Agenda 2030) and other environmentally related mechanisms .....	47
5.6 Support specific MEA action plans, integrate them National Development Plans and coordinate preparation of annual reports on MEAs .....	47
5.7 Effectively Participate in International and regional conferences relevant to NEMA functionality .....	47
5.8 Undertake National, Regional and International Subscriptions for enhancing Uganda's environmental Agendas and other agenda related to NEMA functionality.....	48
5.9 Engage National and LG leaders in enhancing NEMA functionality.....	48
<b>Actual/expected outcomes from KRA 5 .....</b>	<b>50</b>

<b>3.0 Implementation of the Multi-Lateral Environmental Agreements (MEAs) and Off-Budget Projects.....</b>	<b>51</b>
<i>Strengthen networks with CSOs and Private sector .....</i>	<i>51</i>
<i>Strengthen Multilateral Environment Agreements (MEAs) and enhance implementation .....</i>	<i>51</i>
3.1 <i>Gender Perspectives in the Performance of NEMA in FY2019/20.....</i>	<i>57</i>
3.2 <i>Key Performance Challenges in FY2019/20 .....</i>	<i>58</i>
3.3 <i>Recommendations for Continuous Improvement.....</i>	<i>58</i>

## List of Tables

Table 1: <i>Status on development of environmental regulations.....</i>	<i>18</i>
Table 2: <i>MEAs projects under NEMA coordination in FY 2019/20.....</i>	<i>54</i>

## List of Figures

Figure 1: <i>NEMA's strategic positioning.....</i>	<i>1</i>
Figure 2: <i>NEMA and institutional linkages.....</i>	<i>4</i>
Figure 3: <i>Documents Submitted Versus Projects approved/Certificate issued, during the FY 2019/20.....</i>	<i>20</i>
Figure 4: <i>Projects Approved by category of Project and by Percentage, for the Period FY2019/20.....</i>	<i>21</i>
Figure 5: <i>Nitrogen dioxide variations before and during COVID-19 lockdown.....</i>	<i>22</i>
Figure 6: <i>Particulate matter variations before and during COVID-19 lockdown.....</i>	<i>22</i>
Figure 7: <i>Main economic activities carried out by communities around Lake Kyoga.....</i>	<i>30</i>
Figure 8: <i>Environmental challenges being faced by communities around Lake Kyoga .....</i>	<i>31</i>
Figure 9: <i>Gender performance by NEMA in FY 2019/20 .....</i>	<i>57</i>

# Acronyms

ABS	Access and Benefit Sharing	EU	European Union
ACODE	Advocate Coalition for Environment and Development	EWGs	Experts Working Groups
ADB	African Development Bank	FY	Financial Year
AMCEN	African Ministerial Conference of Environment	F&A	Finance and Administration
ASGM	Artisanal Small-Scale Gold Miners	GCF	Green Climate Fund
AU	African Union	GEF	Global Environment Facility
BFP	Budget Framework Paper	GHGs	Greenhouse Gas Emissions
BIOFIN	Biodiversity Finance Initiative	GIS	Geographical Information Systems
BOD	Board of Directors	GOU	Government of Uganda
CAO	Chief Administrative Officer	HCFCs	Hydrochlorofluorocarbons
CBD	Convention on Biological Diversity	HCW	Health Care Waste
CBOs	Community Based Organizations	HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
CDM	Clean Development Mechanism	HPP	Hydro Power Plant
CFCs	Chloroflourocarbons	HR	Human Resource
CFRs	Central Forest Reserves	HRD	Human Resource Development
CNOOC	China National Offshore Oil Corporation	IAD	Internal Audit Department
CSOs	Civil Society Organizations	IAEA	International Atomic Energy Authority
CSRs	Corporate Social Responsibilities	ICT	Information, Communication and Technology
DEAP	District Environment Action Plans	IEC	Information, Education and Communication
DEOs	District Environmental Officers	IGGPR	Inclusive Green Growth and Poverty Reduction
DESS	Directorate of Environmental Support Services	IUEA	International University of East Africa
DLG	District Local Government	IUIU	Islamic University in Uganda
DNRO	District Natural Resources Officer	KCL	Kidepo Critical Landscape
DPP	Director of Public Prosecution	KPAs	Key Performance Areas
DPSIR	Driving Forces-Pressures-State-Impacts-Response	KRAs	Key Result Areas
DSCPE	District Support Coordination and Public Education	KYU	Kyambogo University
DWD	Directorate of Water Development	LC	Local Council
DWRM	Directorate of Water Resource Management	LDC	Law Development Center
EAC	East African Community	LDCs	Least Developed Countries
ED	Executive Director	LECs	Local Environment Committees
EE	Environmental Education	MAAIF	Ministry of Agriculture, Animal Industries and Fisheries
EIAs	Environmental Impact Assessments	MALGs	Ministries, Agencies and Local Governments
EIN	Environmental Information Network	MDAs	Ministries Departments Agencies
EISs	Environmental Impact Statements	MEAs	Multilateral Environment Agreements
EMC	Environmental Compliance and Monitoring	MEMD	Ministry of Energy and Mineral Development
EMLI	Environmental Management for Livelihood Improvement	MFPED	Ministry of Finance Planning and Economic Development
EMS	Environmental Management System	MGLSD	Ministry of Gender, Labour and Social Development
ENR	Environment and Natural Resources	MLHUD	Ministry of Lands, Housing and Urban Development
EPF	Environmental Protection Force	MOU	Memorandum of Understanding
ESD	Education for Sustainable Development	MUBS	Makerere University Business School
ESIA	Environmental and Social Impact Assessments	MUK	Makerere University
ETPs	Effluent Treatment Plants		



MUST	Mbarara University of Science and Technology	UNDP	United Nations Development Programme
MWE	Ministry of Water and Environment	UNEP	United Nations Environment Programme
NARO	National Agricultural Research Organization	UNFCCC	United Nations Framework Convention on Climate Change
NBIL	National Biodiversity Information Landscape	UNRA	Uganda National Roads Authority
NBSAP	National Biodiversity Strategy Action Plan	UTMU	Uganda Technology and Management University
NDP	National Development Plan	UWA	Uganda Wildlife Authority
NEA	National Environment Act	WCS	Wildlife Conservation Society
NEF	National Environment Fund	WED	World Environment Day
NEMA	National Environment Management Authority	WRI	Water Resource Institute
NFA	National Forestry Authority	WWF	World Wildlife Fund
NGOs	Non-Governmental Organizations		
NiE	Newspaper in Education		
NIPs	National Implementation Plan		
NPA	National Planning Authority		
NSOER	National State of Environment Report		
NTV	Nation Television		
ODSs	Ozone Depleting Substances		
ODPP	Office of the Directorate of Public Prosecutions		
OPM	Office of the Prime Minister		
PBs	Project Briefs		
PCE	Policy Committee on Environment		
PEA	Political Economy Analysis		
PIU	Project Implementation Unit		
POPs	Persistent Organic Pollutants		
PPEs	Personal Protective Equipments		
PPI	Policy, Planning and Information		
P/S	Primary School		
RDC	Resident District Commissioner		
RHS	Reproductive Health Services		
SCOUL	Sugar Corporation of Uganda Limited		
SDGs	Sustainable Development Goals		
SEEC	School Environment Education Competition		
SEEP	School Environment Education Programme		
SLM	Sustainable Land Management		
SMOGP	Strengthening the Management of Oil and Gas Project		
TORs	Terms of Reference		
TOTs	Training of Trainers		
TSC	Technical Steering Committee		
UCU	Uganda Christian University		
TV	Television		
UBOS	Uganda Bureau of Statistics		
UEPB	Uganda Export Promotion Board		
UMU	Uganda Martyrs University		
UN	United Nations		
UNCCD	United Nations Convention to Combat Desertification		

# Foreword



The National Environment Management Authority (NEMA) is the principal agency in Uganda responsible for the management of the environment by regulating, coordinating, monitoring, and supervising all matters in the field of environment. The Authority is mandated to work in partnership with stakeholders most of whom include Lead Agencies, Local Governments, Ministries, and strategic partners, to effectively manage Uganda's environment to ensure sustainable development.

The 2019/20 annual report describes the status of implementation of the Key Result Areas (KRAs) planned outputs and outcomes as stipulated in the Strategic Plan, 2015 of NEMA that are based on its mandate, and statutory functions.

During the Financial Year 2019/20, NEMA began implementing the National Environment Act No. 5 2019 where the Kalagala Falls and Itanda falls offset Area was declared a Special Conservation Area, the first of its kind in Uganda thus, operationalizing Section 51 of the Act.

This Annual Corporate Report 2019/20 also shows the positive impacts on air quality as a result of the lockdown that was imposed in the country due to the COVID-19 pandemic. The air space of Uganda, especially around Kampala city, experienced a tremendous drop in the particulate matter and other noxious gases emitted from motor vehicles and motor bikes, different kinds of industries. This clearly showed the need to control (regulate the use of) fuel-motored vehicles and promote sources of energy to power motor vehicles, among others, in order to reduce the high level of pollution in the Central Business District (Kampala City). In addition, promote use of transportation vessels that accommodate large numbers of people and large volumes of cargo – e.g., buses and trains/trams.

Nature showed its destructive nature, for instances, very heavy rains/storms that have cause a rise in the levels of water in the lakes and lakeshores of, and resulting in high level of destruction of people's livelihoods as well as loss of life, and destruction of infrastructure across all sectors of Uganda. Lake Victoria, Lake Kyoga, Lake Albert and its surrounding environs including people did face flooding which caused a threat to life, buildings, and food security. These impact of the natural disasters, however, led to opportunities for providing additional financing for and release of funds to local governments to enable them to support life but also ensure protection, management, and restoration of essential life support areas including lakeshores- river banks, wetlands, fragile areas in key biodiversity habitats and areas for fish breeding, among others.

NEMA appreciates the support from the Government of Uganda, Ministry of Water and Environment, UN Agencies and other Development Partners, stakeholders in the private sector, civil society, and the media for their continued support to NEMA, with the ultimate goal that Uganda achieves sustainable development.



Dr. Tom.O. Okurut  
EXECUTIVE DIRECTOR

# 1.0 Introduction

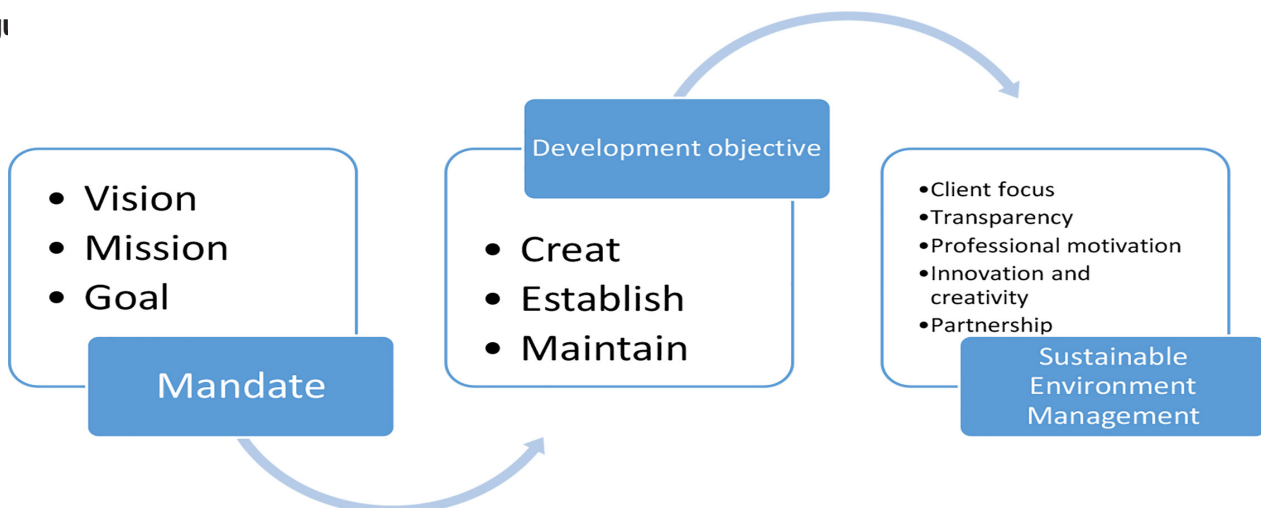


The National Environment Management Authority (NEMA), referred to here as the Authority, was established in 1995 and has continued to exist within the provision of the National Environment Act (NEA) No.5 of 2019. The Authority is the principal Agency charged with the responsibility of regulating, monitoring, supervising and coordinating all activities related to the environment. In addition, the Authority also advises Government and spearheads the development of environmental policies, laws, regulations, standards and guidelines for sound environment management in Uganda.

## 1.1 Overview of the Strategic Position of NEMA

The NEA, 2019, Section 9 (1) stipulates the mandate of NEMA as the Principal Agency in Uganda responsible for regulating, monitoring, supervising and coordinating activities related to the environment. This implies that the Authority is expected to work with other stakeholders to ensure environmental sustainability as a pathway to sustainable development in Uganda.

Fig



## Statutory Functions

### Box 1: Section 9 of the National Environment Act No. 5 of 2019 empowers NEMA to;

- (a). advise on the formulation and implementation of environmental and climate change policies, plans and programs;
- (b). advise the Minister responsible for environment on legislative proposals and standards relating/pertaining to the environment;
- (c). advise the Minister of Water and Environment (MWE) on the harmonization of policies of Government with respect to the environment and natural resources;
- (d). support the mainstreaming and integration of environmental concerns in the national and sectoral plans through coordination and collaboration with Lead Agencies;
- (e). require Lead Agencies to report and account for the execution of their mandate in relation to environment management as prescribed in the Act and any other applicable law;
- (f). issue environmental compliance certificates;
- (g). regulate, monitor and coordinate private sector, intergovernmental organizations, non-governmental organizations, cultural; institutions, indigenous people and other local communities and religious institutions on issues related to the environment;
- (h). regulate environmental practitioners in the conduct of environmental and social impact assessment, and environmental audit processes;
- (i). review and make decisions on environmental and social impact assessments, environmental audits and other studies or reports submitted in accordance with the Act or any other applicable law;
- (j). issue permits and licenses in accordance with the Act and any other applicable law;
- (k). undertake and coordinate environmental monitoring, inspections and compliance audits;
- (l). undertake and support research in innovations, new technologies and emerging issues on environment;
- (m). prepare and disseminate the National State of the Environment Report;
- (n). support the preparation and dissemination of the National Environment Action Plan;
- (o). undertake public environmental awareness and literacy;
- (p). coordinate Lead Agencies in their preparedness and response to environmental emergencies or disasters;
- (q). support the implementation of multilateral environmental agreements for which the Authority is the focal point;
- (r). advise the Minister on legislative and other measures for the management of the environment or the implementation of relevant international conventions, treaties and agreements in the field of environment, as the case may be;
- (s). advise the Government on regional and international environmental conventions, treaties and agreements to which Uganda should be a party to and follow up the implementation of such agreements where Uganda is a party; and
- (t). enforce the provisions of the Act.

## 1.2 The Institutional Structure of NEMA

### 1.2.1 NEMA Governance and Management Structures

At the apex of governance and management structure is the Policy Committee on Environment (PCE), chaired by the Prime Minister and its principal functions of the PCE include: policy guidance on environment and climate change; liaising with the Cabinet on the issues related to the environment; legislative proposals and standards on the environment; guidance on the harmonization of policies of government in respect to the environment; natural resources, water and climate change; and, performing other functions that may be assigned to it by the Cabinet.

The Minister responsible for Water and Environment plays a supervisory role over the Authority. It is also responsible for: policy formulation and legislation; implementation of policy decisions by the PCE; policy and strategic guidance to the Authority; overseeing environmental planning and mainstreaming into other sectors; policies, plans and programs, resource mobilization, ratification and coordinated implementation of the multi-lateral environmental agreements (MEAs); and facilitation of partnerships with other government institutions, agencies and other states, inter-governmental organizations and development partners on issues relating to environment management.

Below the PCE is the NEMA Board of Directors whose functions include : overseeing the implementation of the mandate and functions of the Authority ; review and approval of policies and the strategic plans of the Authority; monitoring the performance of the Authority, strategies, legislative proposals and standards for the management of the environment and natural resources initiated by the Authority; appointment, termination and overseeing of the technical committees; establishment and approval of rules and procedures for the appointment, disciplining, termination and terms of conditions of service of the staff of the Authority; , selection of the Executive Director for appointment; monitoring and evaluation of the Authority against the approved plans and budgets, overseeing reporting; disclosure and communication processes of the Authority; monitoring the effectiveness of corporate governance practices and risk management, and performance of other duties assigned to it under the NEA, 2019.

The Board has statutory technical committees that handle matters on its behalf, for example, pertaining to: soil conservation, pollution licensing; biodiversity conservation. The technical committees report to the Board through the Executive Director. The NEMA Secretariat (internal structure of NEMA) comprises directorates which include Office of the Executive Director, Environment Monitoring and Compliance, District Support Coordination and Public Education, Policy, Planning and Information, and Finance and Administration.

## 1.3 The Review of NEMA's Performance in FY2019/20

The performance review of NEMA for FY2019/20 is premised to the mandate and statutory functions of the Authority while taking cognizance of the National Development Framework, Water and Environment sector objectives, and the global and regional commitments like the sustainable development goals (SDGs), the multi-lateral environmental agreements (MEAs), the Africa Union (AU) Agenda 2063, and the East African Community (EAC) Protocol on Environment and Natural Resources.

NEMA performance review and the annual report for FY2019/20 focused on its Key Result Areas (KRAs) in the five (5) year Strategic Plan (2015/16-2019/20) of NEMA which include the following:

- i. environmental compliance, integrity and productivity enhanced;
- ii. green economy approach to ENR management developed and promoted;
- iii. strategic environmental literacy, access to information and popular participation strengthened;
- iv. human and financial capacity of NEMA strengthened to perform its mandate and statutory functions; and,
- v. national, regional and international partnerships for sustainable development strengthened.

The above KRAs are implemented through Key Performance Areas (KPAs) according to annual work plans and budgets with funding from Government of Uganda and the off-budget support from development partners including the United Nations Organizations,

agencies and programmes, bilateral partnerships and MEAs, among others.

The review of the performance and the annual report of NEMA in FY2019/20 focus on the following:

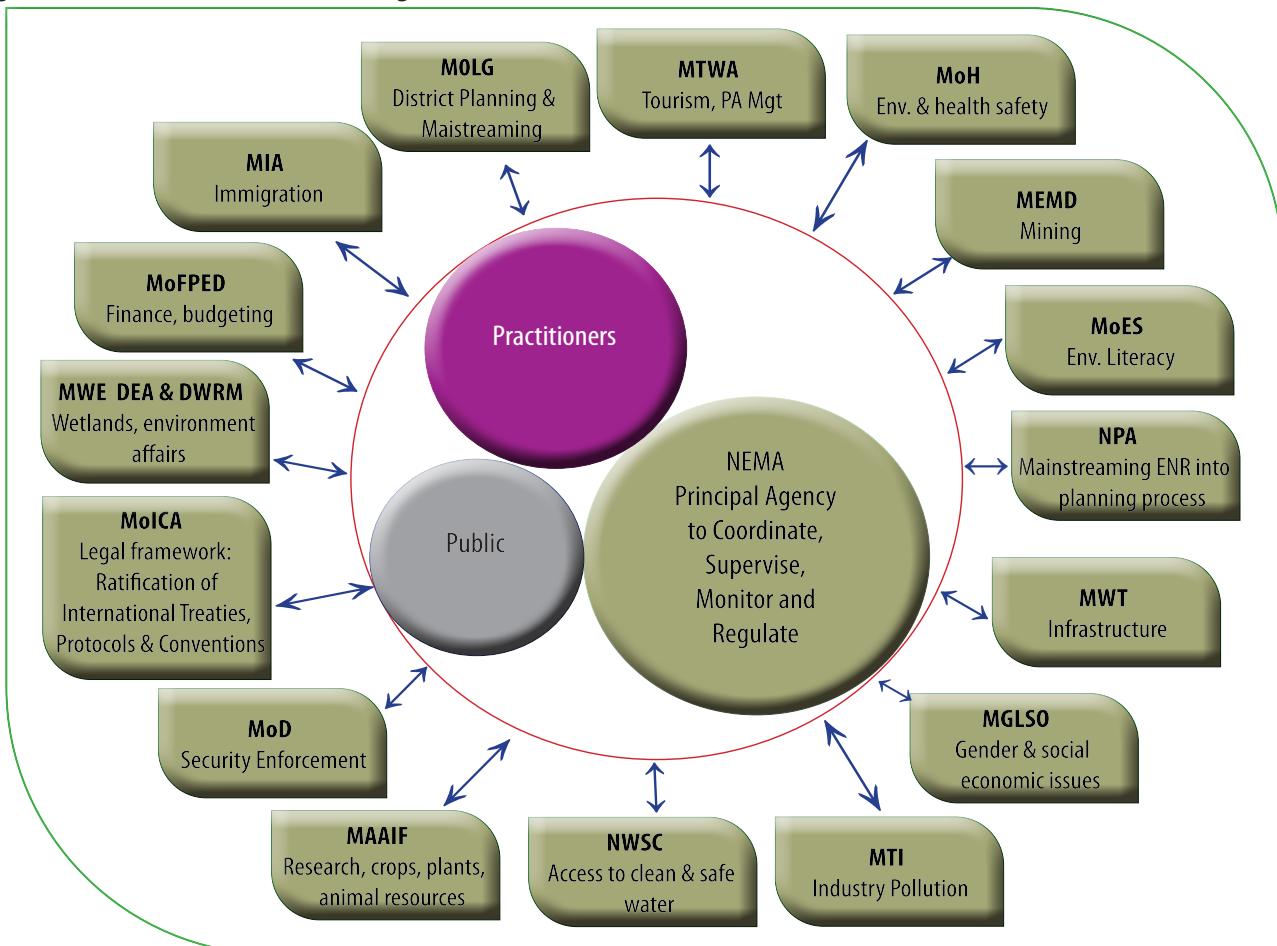
- i. the relevance of NEMA;
- ii. the planned and actual outputs;
- iii. the actual or expected outcomes;
- iv. sustainability;
- v. challenges; and,
- vi. conclusions and recommendations.

## 1.4 The Relevance of NEMA

The statutory mandate of NEMA as the Principal Agency in Uganda responsible for the regulating, monitoring, supervising and coordinating of activities related to the environment means that the Authority, is expected to work with all the MDAs within the economy/Government and other stakeholders to ensure environmental sustainability as a pathway to sustainable development in Uganda using the National Development Framework (NDF), and other development initiatives and investments in Uganda. This has been done through the integration of environment and natural resources (ENR) management in the National Development Framework where NEMA provided technical support during the formulation of the first and second National Development Plan (NDP) to ensure that environmental values and concerns are integrated and mainstreamed in the NDPs, the key sectors and all District Local Governments plans.

Besides, NEMA has linkages with all sectors as seen in figure 1 where sectors relating to Local Governments and other sectors, namely, agriculture and fisheries, mining and energy, works and transport, health, finance and planning, lands, housing and urban development, in which environment and natural resources management has been mainstreamed into their development plans and budgets or sector investment plans/strategies.

**Figure 2: NEMA and institutional linkages**



Source: NEMA, 2019

These sector linkages above (as in figure 2 above) have facilitated the functionality of lead agencies, including local governments in environment management especially in regard to the mainstreaming of ENR in sector plans and budgets, environment assessment and joint sector environmental monitoring and inspections.

In addition, NEMA participates in the implementation of the Government (NRM) Manifesto and the Presidential Directives on environment and natural resources through the support to the restoration of degraded fragile ecosystems like wetlands and forests; review and decisions on environment and social impact assessment for development projects with focus on government priorities like infrastructure development such as roads, power/energy and oil/gas development, mining and ICT among others; and promotion of public health through education, awareness and literacy programmes, promotion of proper waste management mechanisms; and enforcement of the environmental laws and standards.

Furthermore, NEMA links to the global environment initiatives and obligations through mainstreaming of the sustainable development goals (SDGs) into its strategic plan and other frameworks like environment and social impact assessment that consider the principles of sustainable development. More so, NEMA in partnership with other government and civil society stakeholders, is currently developing an environmental sustainability monitoring and reporting framework which is linked to the SDGs through common interests, key indicators and targets. The common interests include sustainable land management, sustainable agriculture, sustainable ecosystems management, and environment and natural resources-based enterprises for both poverty eradication and food security, environmental health through reduced pollution, safe water and sanitation, climate action (adaptation and mitigation) for climate resilience and disaster reduction. Besides, partnership, financing and capacity building for effective environment management within economic development process.

#### Box 2: Relevancy to global works

The Authority plays a significant role in the coordination of implementation/domestication of the Multi-lateral Environmental Agreements (MEAs) like the Convention on Biological Diversity (CBD), the Stockholm Convention on Persistent Organic Pollutants, the Basel Convention on the Control of Trans boundary Movements of Hazardous Wastes and their Disposal, the Montreal Protocol on Substances that Deplete the Ozone Layer (a protocol to the Vienna Convention for the Protection of the Ozone Layer), and the Minamata Convention on Mercury.

These MEAs have contributed to environment management in Uganda through projects and institutional capacity building. In particular, the MEAs projects have contributed greatly to biodiversity conservation and management of chemicals in Uganda.

NEMA, Natural Resources Manager (Biodiversity and Rangelands), leading the PS MWE Mr. Okot Okidi during an inspection of Kalagala falls area



## 2.0 The Performance of NEMA in FY2019/20



The review and analysis of NEMA performance in FY2019/20 focuses on the planned targets, actual/achieved outputs, actual or expected outcomes, challenges and recommendations for continuous improvement. Furthermore, the performance review is premised to the KRAs as established in the five-year strategic plan and the approved annual workplan for FY2019/20. Against this background therefore, NEMA Management reviewed and analysed the performance of the Authority as presented below.

### 2.1 Key and strategic performance highlights in FY2019/20

The key performance highlights of NEMA in FY2019/20 include those highlighted below.

- (i) NEMA supervised and coordinated the review (updated) of a number of regulations, in line with the National Environment Act (NEA), No.5 of 2019. These regulations and other instruments include: Environment and Social Impact Assessment (ESIA) Regulations, National Environment (Audit 2020) Regulations, No 47 of 2020; (Waste Management) Regulations, No. 49 of 2020; (Management of Ozone Depleting Substances and Products) Regulations, No. 48 of 2020, Strategic Environment Assessment, 2020, Strategic Environment Guidelines, 2020, Oil Spill Regulations, 2020 and the National Oil Spill Contingency Plan 2020. These legal instruments are expected to enhance the implementation of the new NEA.
- (ii) The Authority approved 991 developments across sectors (target of 800; 124%). The key sectors which account for 87% of the approved projects include the following: information Communication Technology-ICT (27%); fuel storage and supply facilities (25.2%), infrastructure (19.4%) like roads, construction of hydropower dams, oil and gas development, among others; industry (11.3%); and mining (6.5%). This reflects Government's priority and thus contribution to national development with focus on environmental sustainability.
- (iii) NEMA carried out 1,630 environmental inspections and audit (planned target of 1,500; 109%) across the country focusing on pre- and post- ESIA and other special inspections. The inspections and audit focused on the following environment management aspects: compliance to ESIA, permit and audit regulations/guidelines, waste management, waste water, management of chemicals, air quality, noise, and occupational health and safety (OHS).



- (iv) NEMA provide technical interventions and guidance during the management of the rising water levels in Lake Victoria and lake Kyoga that were accompanied by floods and floating wetlands (islands) to protect life, property, infrastructure like hydropower dams, and the environment. Besides, NEMA carried out rapid assessment in all the flooded areas in the country like Mt. Rwenzori sub -region, Victoria and Kyoga basins, and Mt. Elgon area, and developed immediate, short, medium- and long-term plans to prevent and mitigate against floods and landslides in Uganda.
- (v) The Authority provided technical assistance and guidance in the use of chemicals to control the invasion of locusts in Karamoja, Teso, Lango and Acholi sub-regions through stakeholders' meetings and high-level environmental inspections and monitoring in the affected areas. As a result, locusts were effectively managed without significant adverse environmental and social impacts of the use of chemicals.
- (vi) NEMA coordinated the declaration of the Kalagala-Itanda falls offset as the first special biodiversity area, in accordance with the provision under Section 51 of the NEA, 2019.
- (vii) NEMA supported the restoration of about 500ha of the degraded fragile ecosystems, mainly wetlands, lakeshores/riverbanks and forests which include the following: Lake Rwamurunga in Oruchinga, Lake Kachera ecosystem, Kyanamukaka, Masaka Diocese, and Kiyanja\_Kaku wetland system in Lwengo district. 8ha of Oliduru Central Forest Reserve in Otuke district was planted with shea butter tree seedlings, while a total of 1,519 square km of the landscape in the sub-counties of Angagura (384 square km), Atanga (687 square km) and Laguti (448 square km) in Pader district were protected. 100 ha of Kakerere wetland System in Kashozi Central Ward, Kashozi Division, Sheema Municipality. Lake Nakivale shores in Isingiro district.
- (viii) Review of the ESIA for East Africa Crude Oil Pipeline (EACOP) project that included field-based baseline verification along the proposed pipeline area across 10 districts (Kikuube to Rakai) and landscapes in Uganda.
- (ix) Review and approval of the ESIA for Kingfisher oil development project through the participation of the relevant lead agencies and stakeholders.
- (x) Regional engagements with the district leaders and managers on the strengthening of the decentralized environment management function through sensitization on the functions and responsibilities of local governments in environment and natural resources management, especially the management of the fragile ecosystems like wetlands, forests, riverbanks/ lakeshores, and hilly/mountainous areas. Besides, NEMA carried out technical back-stopping and mentoring in 47 districts in Uganda with focus on specific environment management issues such as mainstreaming the environmental issues/concerns, and values, into local government development plans and budgets.
- (xi) NEMA produced the national state of environment report for 2018-2019 whose theme is "Managing the Environment for Climate Resilient Livelihoods and Sustainable Economic Development". The report focuses on the state of the environment, the pressure and drivers, and policy responses or strategic actions across thematic areas such as environment, economy and human well-being; ecosystems (forests, wetlands, wildlife); fisheries; oil/gas, energy and mineral resources; air quality; water quality; soils; environmental hazards and disasters and, refugees and environment.
- (xii) NEMA has also developed a new 5-year strategic plan (2020/21-2025/26) with the theme is a clean, healthy and productive environment and is complimentary to the NEA, the National Development Plan (NDP-III), the SDGs, the multi-lateral environmental agreements (MEAs), and other relevant regional and global obligations on environment and sustainable development. The strategic plan will be implemented through certain key results areas (KRAs), strategic actions, activities, targets, monitoring and evaluation framework.
- (xiii) NEMA participated in key regional and global fora on environment, climate change and sustainable development that included technical/scientific meetings and conferences of AMCEN, EAC, CBD, Minamata Convention on Mercury, Basel Convention, UNFCCC, the High-Level Political Forum (HLPF) on SDGs and the United Nations General Assembly (UNSA), and the Essential Life Support Areas (ELSA) for spatial biodiversity mapping in Uganda. The MEAs support a number of projects that have enhanced biodiversity conservation and sound chemicals management in Uganda through NEMA.

Minister Beatrice Anywar lead a team from NEMA to meet with locust task force that was set up to control the invasion of desert locusts in North Eastern Uganda. The objective was to ascertain the impact of the chemicals being used to spray the insects on the environment.



Field visit to the areas that had been attacked by the locusts in Amudat

## 2.1 KRA 1: Environmental Compliance and Enforcement Strengthened

### 1.1 Effective enforcement and compliance with policy, legal and regulations on environment

	Activities	Annual target	Achieved Output	Details of activity implementation	Remarks on performance
<b>Enhance Legal Recourse functions, Policy and Legal Reforms</b>					
1.1	Undertake and support civil Litigation function	40 litigation activities supported	43 (108%)	43 civil cases handled and 2 concluded (DMW (U) Ltd Versus Attorney General (AG) and NEMA, and NEMA Versus Solid State)	There is an increasing number of cases from the public as people get more aware of environmental quality as a right (civil cases), besides environmental degraders (criminal cases) and thus the need for NEMA to enhance its capacity (staffing) to handle both criminal and civil cases.
1.2	Support to investigation, evidence compilation and prosecution of environmental crime	200 cases and investigations carried out/handled	96 criminal cases handled (48%)	85 cases were handled by the Authority and out of which, 16 are directly under the legal department while 96 are instituted criminal cases by the EPF-NEMA	Impact of COVID-19 affected activities/operations of EPF and hence the target was not met.
1.3	Train and support local governments in the development of ordinances and bye-laws	3 District Local Governments supported	3 (100%)	Six (6) lower local governments in 3 districts have been supported to develop bye-laws ( Mbale (Wanale & Nyendo), Bulambuli (Bulageni and Sisiyi) and Manafwa (khabutoola & Nalondo Mitoma, Ntungamo and Buhweju). In addition, the Arua District Environmental Officers was trained on drafting of Environmental ordinances and bye laws	There is an overwhelming demand for ordinances and bye-laws from local governments but NEMA faces budgetary constraints to meet the demand yet the lower legal instruments are necessary for the effective enforcement of the National Environment Act and the regulations.
1.4	Develop and review of policies, laws, standards and guidelines	5 policies/regulations reviewed	5 (100%)	Regulations on chemicals, audit, waste management ,ESIA and SEA, guidelines and TORs for pending regulations developed.	More regulations, standards and guidelines are expected to be developed for the effective enforcement of the new law (NEA No.5, 2019)
<b>Review and approve Environmental Assessment Reports, licenses and permits</b>					

1.5	Undertake baseline verifications for EIAs and permits	800 EIAs reviewed/ approved	991 ( 124%)	991 ESIA certificates of approval were prepared for issuance to the developers by June 2020 out of the target of 800.	The major categories of the approved projects that account for 87% are: Information Communication Technology-ICT (27%); fuel storage and supply facilities (25.2%), infrastructure (19.4%) like roads, construction of hydropower dams, oil and gas development, among others; industry (11.3%); and mining (6.5%). This is a reflection of Government's priority and thus contribution to national development with focus on environmental sustainability.
1.6	Support Joint EIA reviews with Lead Agencies	20 joint review meetings held	2 ( 10%)	Joint review of the ESIA for the TILENGA Feeder Pipeline done in conjunction with other key lead agencies.	All planned joint ESIA review meetings were affected during the COVID-19 lockdown in Qtrs3 and 4.
1.7	Generate a spatial data base to support EIA and decision making processes	300 spatial maps produced	221(74%)	221 spatial maps developed to guide decision making in ESIA review process, plan for the restoration of the degraded fragile ecosystems, used in courts of law for evidence-based information, and sensitivity mapping for the assessment of plan for the management of floods and landslides like in Katakwi, Amuria, Bulambuli, Butaleja, Kasese, Bundibugyo and Rubanda districts.	The spatial mapping planned to cover most of the districts was interrupted and affected by the COVID-19 lockdown.
<b>Strengthen compliance to environmental laws, regulations, standards and guidelines</b>					
1.8	Support the enforcement function acrossboard including planned, unplanned, emergency	200 enforcement activities supported	132 (64%)	NEMA responded to a number of public complaints through monitoring, surveillances and enforcement. These interventions include responses to floods, landslides, environmental degradation and pollution.	Most of these responses are due to public complains and illegal activities which degrade the environment.
1.9	Undertake Post EIA, compliance inspections and audits by thematic teams	1,500 environmental compliance inspections and audits carried out	1,630 (109%)	NEMA carried out 1,630 environmental inspections and audit against the target of 1,500.	NEMA over performed in environmental inspections and audit due to the existence of the Regional Offices, increased number of staff and availability of funds.

1.10	Undertake Engagements with Environmental Practitioners	2 engagements carried out	1 (50%)	Eighty (80) Environmental Practitioners (EPs) were engaged in December 2019, to identify and seek clarity on issues related to EIS procedures that the Authority needs to address to improve the process. Key outcomes of the meeting included; EPs would be involved in the review of the Regulations governing the conduct and certification of Environmental Practitioners; practitioners were required to submit their applications for renewal of registration by 31st December 2019; and, NEMA would put in place measures to further improve the review of documents submitted and provide timely feedback to clients.	Other engagements could not take place due to COVID-19 and low funding in qtr 4.
1.11	Facilitate operations of an E-waste collection centre	1 e-waste collection centre established	1 (100%)	The Authority has continued to facilitate and coordinate the operation of the e-waste center and works have been completed as of November 2019 and its launch will soon be undertaken upon conclusion of administrative matters.	The e-waste management activities need more funding to ensure effectiveness.
1.12	Facilitate Operations for effective management of chemicals and other key emerging environmental issues including poly-ethylene carrier bags ('Kaveera')	16 activities undertaken	3 (19%)	Awareness meetings were undertaken within the satellite districts of Kampala with key stakeholders to increase knowledge about the dangers of chemicals.	Other awareness meetings could not take place due to COVID-19 and no funding in qtr 4.

1,13	Undertake multi-sectoral monitoring of high impact projects including hydro power projects	4 multi-sectoral high level monitoring activities carried out	3 (75%)	<p>The declaration of Kalagala- Itanda Falls offset Area as a Special Conservation Area has been the first of its kind- putting Section 51 of the National Environment Act, No. 5, 2019 into force; The Statutory Instrument 2019 NO. 110 here in referred to as The National Environment (Declaration of Kalagala and Itanda Falls Special Conservation Area) Instrument, 2019 was passed by parliament on 27th Dec, 2019. The instrument spells out the total coverage of the area including the forest reserves therein, the purpose for the management and conservation of the Kalagala and Itanda falls area, permitted activities in the area among others.</p> <p>One of the major impacts of the Isimba project is the Kalagala offset area which would affect the Bujagali indemnity agreement verses the continuous flow of WB funding to support development projects in Uganda. Mitigation measures were sought through the EIA process including public hearing and the offset area should be increased 15.7 KM upstream of the Isimba dam and 100m buffer zone on either side of the River Nile between Bujagali HPP and Isimba HPP.</p>	The Kalagala-Itanda falls offset needs regular monitoring and further budget support to ensure sustainability.
------	--	---	---------	--	--

1.14	Undertake Highlevel Environmental Monitoring and Inspection	4 high-level environmental and project monitoring activities carried out	1(25%)	High-level inter-ministerial rapid field assessment of the impact of the rising water levels of Lake Kyoga on the communities and entire Lake ecosystem in central, northern, and eastern Uganda (due to heavy rains) was undertaken. The specific riparian districts assessed during the visit included Kampala, Wakiso, Nakasongola, Kwanja, Kaberamaido, and Serere where both the environmental/ecological integrity and livelihood support systems of the local communities were adversely affected.	The other planned high level monitoring activities could not be implemented due to budgetary constraints.
1.15	Procure personal protective equipment (PPE) for environment and compliance monitoring	40 PPE procured	0%	Not procured.	Not procured due to inadequate funding.
<b>Strengthen Environmental Information management</b>					
1.16	Develop the institutional Research Strategy	1 strategy developed	1 (100%)	A draft research strategy developed. The strategy focuses on applied and action research that will promote partnerships in research and innovations in environment management.	The finalization of the strategy was affected by the limited release of funds in third and fourth quarter (to be finalized in FY2020/21).
1.17	Operationalise the NEMA-Strategic Plan for Statistics	4 quarterly statistics reports produced	3 (75%)	Quarterly data collection, dissemination of results and validation of the NEMA –Strategic Plan for Statistics was undertaken by the Authority with support from UBOS to align the Strategic Plan for statistics with the NDPIII. Regional data was collected, analyzed and disseminated, however it was noted that most regional offices were undertaking inspections occupying a significant portion their work. This affected the collection of statistical data required by the Authority.	The 4th quarter data collection in local governments and other ministries/agencies was affected by COVID-19.

1.18	Update and validate the EIA database to incorporate fragile ecosystems and others	1 EIA Database updated	1 (100%)	The EIA Database has been updated to include new features to enhance online ESIA review.	Regular system update and refresher training of the users are required to sustain the database.
<b>Undertake and support restoration, protection and conservation of critical, fragile and degraded /threatened ecosystems</b>					
1.19	Support Restoration of Degraded Fragile Ecosystems	350 ha restored	375(107%)	Approximately 475ha of degraded ecosystems has been restored. These include Lake Rwamurunga in Oruchinga, Lake Kachera ecosystem, Kyanamukaka, Masaka Diocese, and Kiyanja_Kaku wetland system in Lwengo district. 8ha of Oliduru Central Forest Reserve in Otuke district was planted with shea butter tree seedlings, while a total of 1,519 square km of the landscape in the sub-counties of Angagura (384 square km), Atanga (687 square km) and Laguti (448 square km) in Pader district were protected. 100 ha of Kakerere wetland System in Kashozi Central Ward, Kashozi Division, Sheema Municipality.	Restoration activities are still constrained and limited by inadequate funding, besides resistance and impunity by some communities.
<b>Strengthen and build capacity of NEMA, Lead Agencies and Local Governments</b>					
1.20	Train stakeholders on environmental laws and emerging policies/laws for enhanced legal enforcement and compliance	2 training activities implemented	0%	Not implemented	Not funded



1.21	Support to EPF operations	530 EPF activities supported	1036 ( 195%)	<p>The Environment Protection Force (EPF) has continued to support the efforts of the Authority and during the FY2019/20, more effort has been focused on halting illegal environmental activities across the country. Out of 530 targeted responses, 1036 response activities were performed and the majority of the environmental crimes were reported in Kampala and Wakiso between July and December 2019. This led to an increase in community policing at by 24% by EPF to support NEMA's enforcement team on illegal environmental degradation especially during the lockdown due to the COVID-19 pandemic. There was a decrease in noise pollution from music concerts/events from 69% in January to 10.3% in March 2020 due to COVID-19 lockdown. Other key environmental crimes committed in FY2019/20 were sand mining, wetland degradation/encroachment, poor waste management, and mishandling of hazardous waste.</p>	<p>Most of the EPF activities are concentrated in the greater Kampala metropolitan area (GKMA)- Kampala city, Mukono, Wakiso and Entebbe. The EPF needs more human resource and logistical support in order to cover all the districts and cities in Uganda</p>
1.22	Develop and operationalise an environment compliance tool for MALGs	1 tool developed	1 ( 100%)	<p>Lead agency review quarterly meetings were held with over 100 participants, 30 percent of which were females and 70 percent males. Over Fifteen lead agencies presented and submitted their quarterly reports. Planning meetings for establishing the national environment platform were held. An annual lead agency report was agreed a key output for lead agency quarterly meetings.</p>	<p>Lead agencies need staffing, skilling and funding to become more effective in environment management.</p>

1.23	Undertake technical supervision of Clean Development mechanism (CDM) sites in Municipalities including verification of project activities	12 CDM activities supported	12 (100%)	Technical support and monitoring done in the 12 Municipal solid waste composting sites (CDM)- Arua, Hoima, Masindi, Lira, Soroti, Mbale, Jinja, Mukono, Fort Portal, Kasese, Mbarara and Kabale municipalities.	The respective urban authorities should prioritize the CDM project to ensure its intended results and sustainability. More financial and technical support are required to improve on the project deliverables.
1.24	Train environment inspectors	300 inspectors trained	80 (27%)	Eighty (80) Environment Inspectors (EIs) were trained in December, 2019 following the gazettment of 774 environmental inspectors in FY 2018/19. The training is to enable the Authority equip the inspectors with environment management and enforcement skills.	More Environment Inspectors (774 vs 300) were gazetted due to the overwhelming responses from the lead agencies, especially local governments and few (80) were trained due to budgetary constraints.
<b>Facilitate NEMA to ensure Compliance with Environmental and Regulatory Requirements in the Oil &amp; Gas</b>					
1.25	Implement the Albertine Graben Environmental Monitoring Plan (AGEMP)	2 monitoring activities carried out	1(50%)	The review and update of the Albertine Graben Environmental Monitoring Plan (AGEMP) done by NEMA in partnership with lead agencies. This is a guiding tool for tracking the impact of oil and gas-related activities on the environment within the Albertine Graben.	More technical skills and environmental monitoring equipment in oil and gas industry are required for NEMA and the lead agencies especially local governments to build on their capacity.

1.26	Facilitate management of Environmental aspects of Oil and Gas	12 oil and gas activities implemented	8 (67%)	<p>NEMA has continued to carry out environmental monitoring within oil/gas region; the review of the EACOP ESIA is ongoing; NEMA approved the ESIA for the Kingfisher oil development project. High level multi-sectoral monitoring was carried out in the oil and gas region to assess and provide compliance assistance for the activities and facilities operated by Tullow Uganda Operations Pty in Hoima and Buliisa Districts; assess the status of the sites proposed for handover, particularly, in Murchison Falls National Park (MFNP); and assess the current, on-going, and planned activities within the sector, so as to draw lessons and recommendations for future operations. The key findings were that most of the previously degraded sites had been well rehabilitated/restored and environmental recovery ongoing which includes the recovery of the habitats and wildlife, and that some social issues like land and compensation remain outstanding from the operations of the outgoing International Oil Company.</p>	<p>The environmental compliance level of oil and gas related activities is 75-80% due to the continuous and consistent compliance checks by NEMA through systems, guidelines, EIAs, permits, inspections and audits. Besides, the oil companies co-operate and operate within international standards where environmental and social safeguards are part of their SOPs. Moreover, most of the restored sites around the oil/gas wells have fully recovered their ecological integrity/functionality.</p>
------	---	---------------------------------------	---------	--	--

NEMA principal environment inspector for Oil and Gas explaining to the NEMA board chair and his deputy the need to conserve the Nile delta as a Ramsar site



## Policy and legal framework

Finalization of reviews for the various laws, regulations, standards, and guidelines have been concluded. These various legal frameworks include: Environmental Impact and Social Assessment (ESIA) Regulations, Audit Regulations, Waste Management Regulations, Ozone Depleting Substances and Products) Regulations, 2019, Strategic Environment Assessment Regulations, Strategic Environment guidelines, Oil Spill Regulations, and the National Oil Spill Contingency Plan. Upon the commencement of the National Environment Act, No.5 of 2019 on 13th June 2019 (Photo 1), several regulations have been under review by the Authority, others were completed while a number of them are under review or yet to be initiated as seen in Table 1 below.

**Table 1: Status on development of environmental regulations**

No.	Name of document	Status
Regulations finalized and signed by Minister		
1.	The National Environment (Environmental Impact and Social Assessment) Regulations 2020.	Pending finalization of the proposed Schedule for EIA fees. (Schedule 4)
2.	The National Environment (Audit) Regulations, No. 47 of 2020.	Finalized, printed, and are out for use and Implementation.
3.	The National Environment (Management of Ozone Depleting Substances) Regulations 2020, No. 48 of 2020.	
4.	The National Environment (Waste Management) Regulations, No. 49 of 2020.	
5.	The National Environment (Strategic Environment Assessment) Regulations, No. .... of 2020.	
6.	The National Environment (Oil Spill prevention, preparedness, and response) Regulations, 2020	
7.	The National Environment (Standards for the discharge of Effluent into Water or on Land) Regulations. 2020.	
Draft regulations pending review and completion		
1.	The National Environment (Air Quality) Regulations.	These Regulations were planned to be finalized by December 2020 however due to COVID-19, this deadline may not be met

2.	The National Environment (Industrial and Consumer Chemicals Control) Regulations.	Draft copy pending further review.
3.	The National Environment (Landfill) guidelines.	
4.	The National Environment (Noise and Vibration Standards) Regulations.	
Regulations yet to be reviewed		
1.	The National Environment (Mountainous and Hilly Areas Management) Regulations.	The Authority is yet to start drafting and consultations, due to resource constraints.
2.	The National Environment (Conduct and Certification of Environmental practitioners) Regulations.	
3.	The National Environment (Access to Genetic Resources & Benefit Sharing) Regulations.	
4.	The National Environment (Minimum Standards for Management of soil Quality) Regulations.	
5.	The National Environment (Control of Smoking in Public Places) Regulations.	
6.	The National Environment (Delegation of Waste Discharge functions) Regulations	

NEMA together with the EPF undertook sensitization on noise pollution standards in Mbarara in 2019



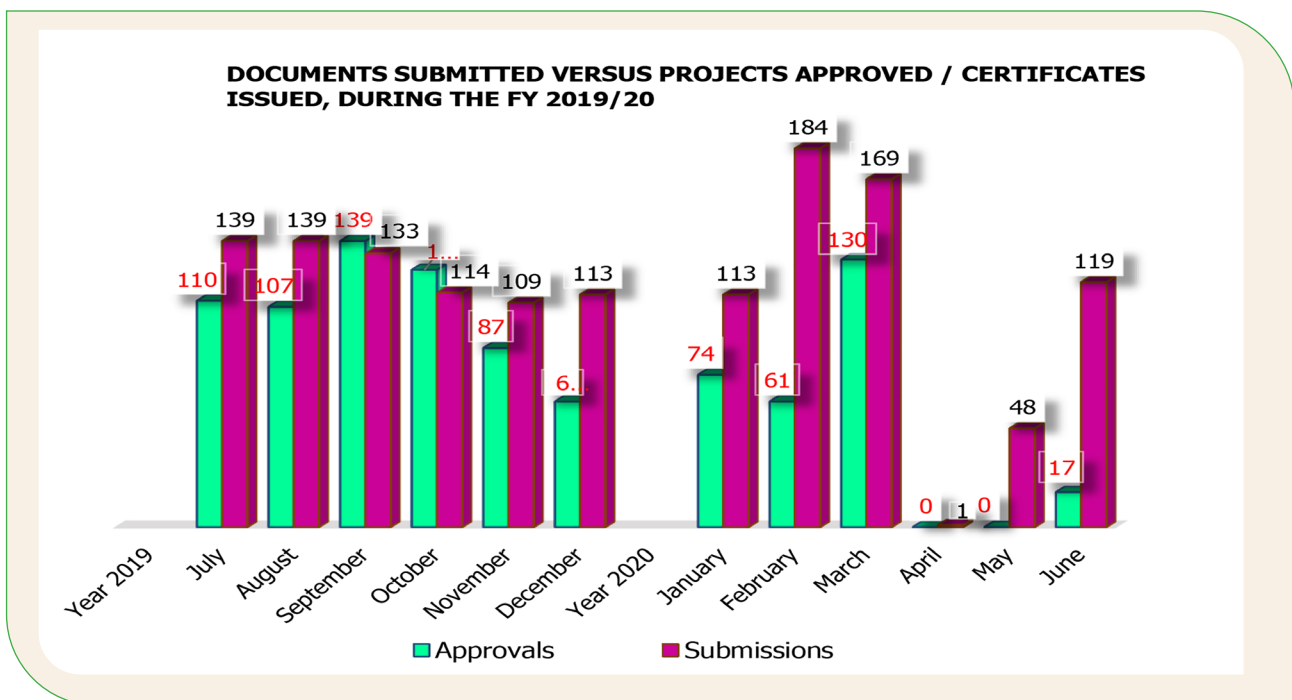
The National Environment Act, No.5 of 2019, has new provisions to address current environmental challenges, thus the need to develop r regulations for the following:

- i. express penalties for various offenses under the Act;
- ii. economic instruments;
- iii. operationalization of the ban on the use of plastics;
- iv. access to information;
- v. payment for Ecosystem Services; and
- vi. administrative measures for quasi-judicial redress.

### Environment and Social Impact Assessments (ESIAs) in FY2019/20

During the FY2019/20 Project Briefs (PBs) and Environmental Impact Statements (EISs) totaling 1,381 were submitted to NEMA. These were fewer than 1,618 PBs/EISs submitted during the FY2018/19. This was attributed to COVID-19 pandemic lockdown that led to reduced submission.

**Figure 3: Documents Submitted Versus Projects approved/Certificate issued, during the FY 2019/20**



Projects approved by NEMA across the different sectors of the economy show five (5) leading categories; (i) Information Communication Technology (27%), (ii) Fuel Stations (25.2%), (iii) Infrastructure (19.4%), (iv) Industry (11.3%), and (v) Mining (6.5%). The five categories constitute 86.8% of the total projects approved by NEMA during the FY 2019/20 and FY2018/19.

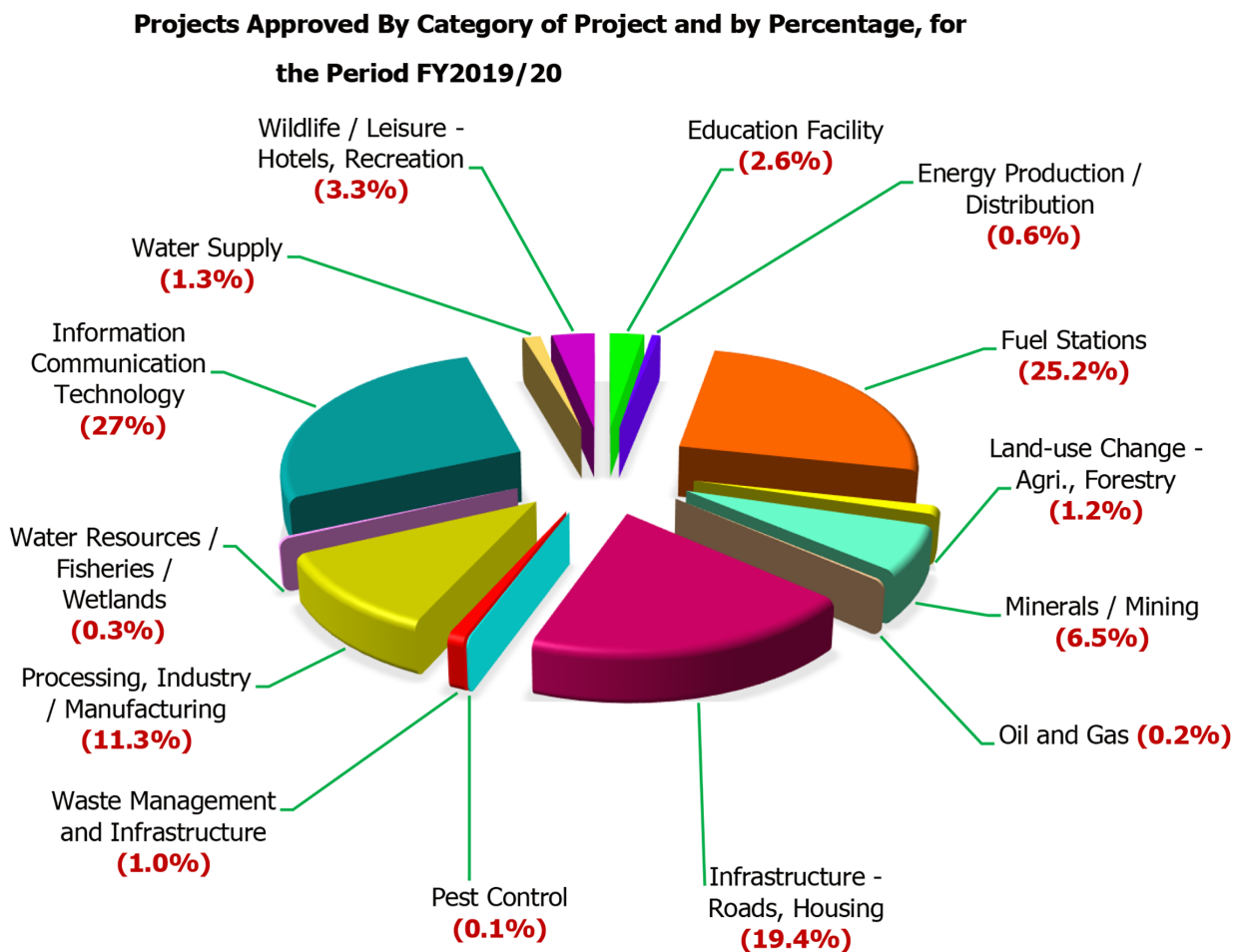
NEMA inspectors pose during inspection of the Kyenjojo Kabwohe road construction project



NEMA inspectors during inspection of the Kyenjojo Kabwohe road construction project



Figure 4: Projects Approved by category of Project and by Percentage, for the Period FY2019/20

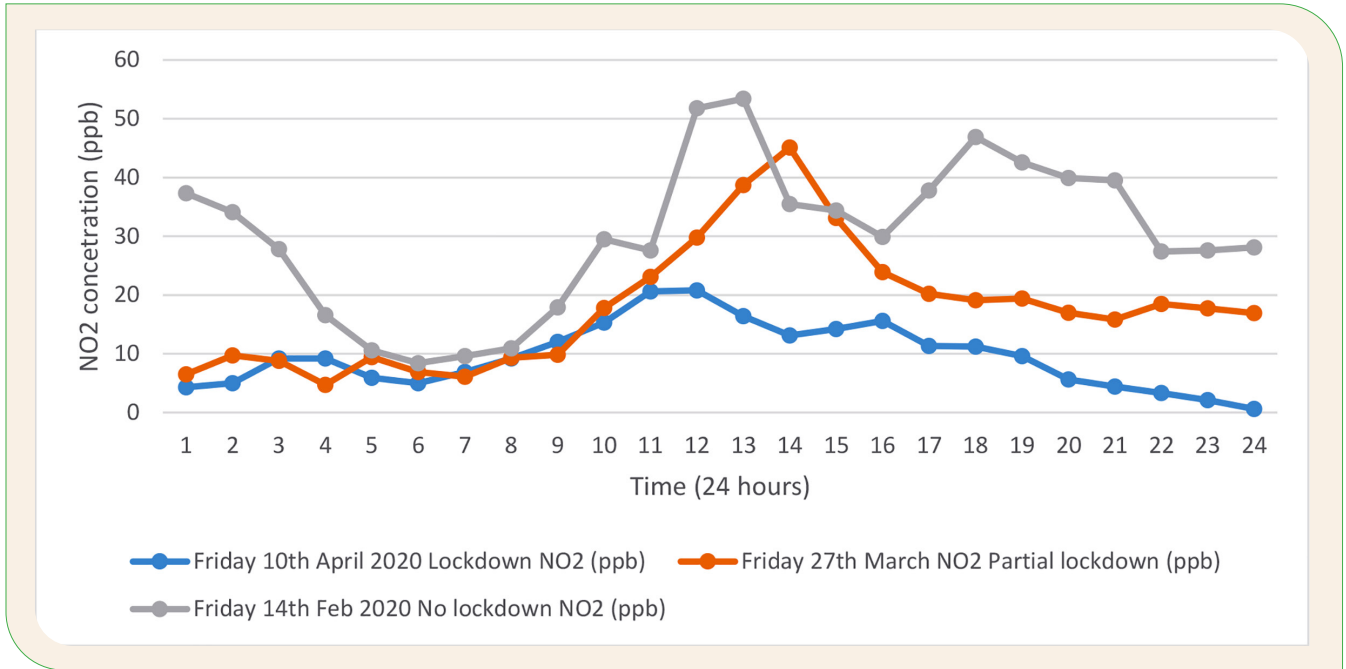


## Environmental inspections and audit in FY2019/20

### (i) Air Quality Monitoring

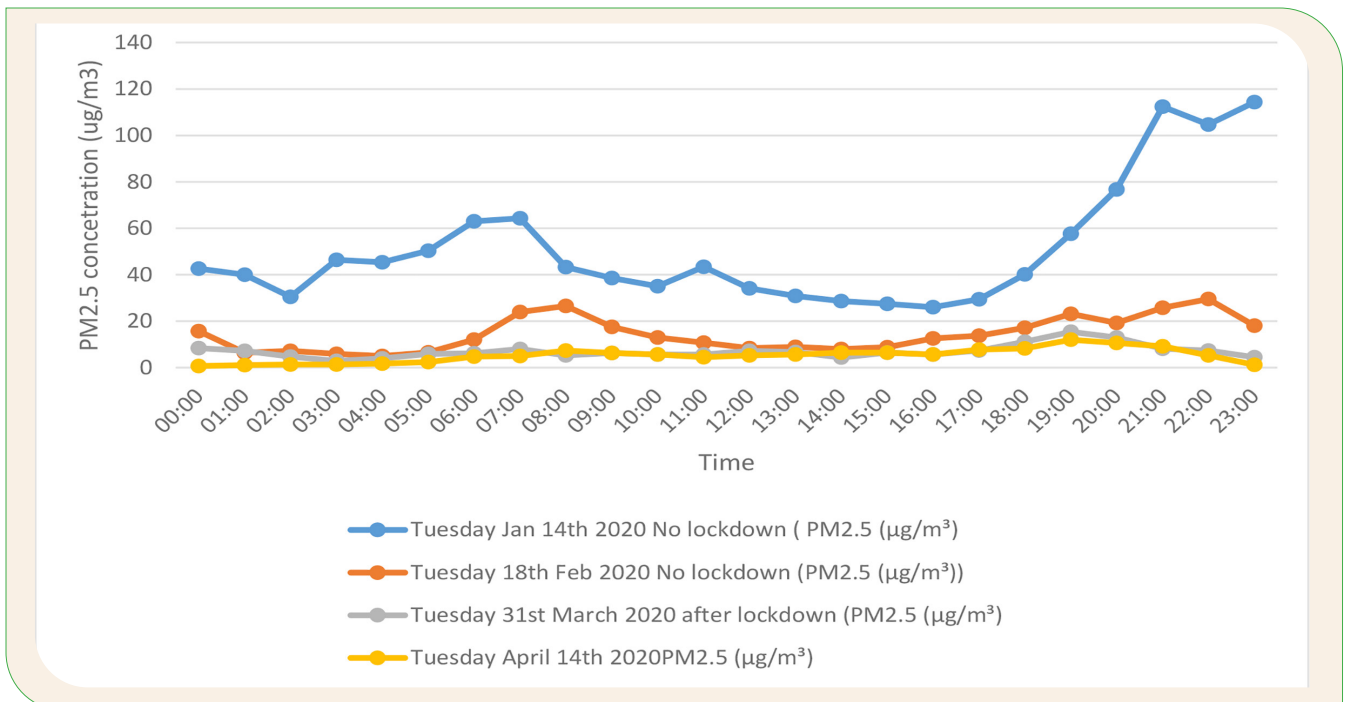
The Authority particularly monitors air quality for particulate matter (PM<sub>2.5</sub> and PM<sub>10</sub>), nitrogen dioxide, and ozone. To determine the impact of the COVID-19 lockdown on the air quality in Kampala City, Nitrogen dioxide, Ozone, and PM<sub>2.5</sub> air quality parameters were considered and along with NEMA house, on Jinja road, nitrogen dioxide (NO<sub>2</sub>) concentrations level reduced by 41% during the COVID-19 lockdown while emissions reduced by 68.1%. This indicated that NO<sub>2</sub> before the lockdown was higher than the WHO ambient air quality standard (40µg/m<sup>3</sup>) as observed in **Figure 5**.

**Figure 5: Nitrogen dioxide variations before and during COVID-19 lockdown**



The air quality monitoring further analyzed the concentration of Particulate matter (PM<sub>2.5</sub>) for 4 months which revealed that there was an 83.9% decrease in PM<sub>2.5</sub> concentration before the total lockdown and a 79 % decrease was achieved during the partial lockdown. This indicates that PM<sub>2.5</sub> concentration (62.8µg/m<sup>3</sup>) before the COVID19 lockdown was way above the World Health Organization (WHO) ambient air quality standard (25µg/m<sup>3</sup>). However, after the partial and total lockdown, there was a reduction in the mean air quality PM<sub>2.5</sub> concentration (11.7mg/m<sup>3</sup>) which was within WHO acceptable levels as seen in **Figure 6 below**.

**Figure 6: : Particulate matter variations before and during COVID-19 lockdown**





There have been small variations in the concentration upon lifting the lockdown due to reduced traffic flow, which indicated stable and close to consistent values of photochemical reactions between oxides of nitrogen (NO<sub>x</sub>) and volatile organic compounds (VOCs) in the presence of sunlight compared to high levels typically occur between noon and early evening with high traffic flows before the lockdown. These unprecedented reduction in air pollution, especially Nitrogen Oxides (NO<sub>x</sub>), and atmospheric particulate matter have a diameter of less than 2.5 micrometers (PM<sub>2.5</sub>) due to reduced economic activity as a result of measures to reduce the spread of COVID-19.

The decrease and any short-term benefits that may be derived will come from health, economic and social costs, thus it is important for Government to support environmentally sound practices for waste management, and maintain high environmental standards and enforcement.

### Restoration of degraded fragile ecosystems carried out in FY2019/20

Kyanabukaka-Katara  
before restoration



Kyanabukaka-Katara  
after restoration



Lake Nakivale- no  
cultivation on banks



NEMA board chair  
leading the team  
during an inspection  
and community  
engagement with the  
refugees at Nakivale

Approximately 500Ha of the degraded ecosystem has been restored and protected. Details include ongoing restoration and protection of Kiretwa Peninsula (part of Lake Nakivale shores), Lake Rwamurunga in Oruchinga, Lake Kachera ecosystem, Kyanamukaka, Masaka Diocese, and Kijanja\_Kaku wetland system in Lwengo district.

A number of activities have been undertaken that include; community sensitization on ecosystem management, buffer zone demarcation, tree planting in the buffer zones to create a live fence and removal of illegal structures in the buffer zones.

### Box 3: Effects of the high rising water levels around Lake Kyoga basin

- Destruction of crops through flooding and failure to access land to cultivate and markets in Murem parish in Kaberamaido district and in Mone and Kibuye landing in Nakasongola,
- Displacement of communities and disruption of livelihood in Mone and Kibuye in Nakasongola, Murem and Okile landing site in Kaberamaido,
- Destruction of government infrastructure: Port/ferry docking sites and water monitoring points in Masindi and Namasale; Kaching water works in Agwata and in Bugondo Serere; police post in Mone Nakasongola,
- Loss of key flora and fauna across the entire shoreline in all districts, flooded roads which has led to inaccessibility of key social & health services: in nearly all shoreline urban settings in Kaberamaido district, Bugondo in Serere and Agwata – Kaching road,
- Increased risk of reptile attacks like crocodiles and snakes observed in Okile and Murem sub counties in Kaberamaido district and in Kasenyi in Nakasongola,
- Collapsed sanitation facilities such as pit latrines/Toilets in nearly all the shoreline centres in all the districts. There is a heightened risk of disease outbreaks of cholera, dysentery, bilharzia etc. and;

### The Enrichment planting program

District/city	Location of ecosystem	Acres/hectares protected	Species planted
Otuke	Oliduru Central Forest Reserve	Eight hectares (8ha)	shea butter tree seedlings
Pader	Sub-counties of Angagura (384 square km), Atanga (687 square km) and Laguti (448 square km)	1,519 square km of the landscape.	shea butter tree seedlings

Restoration of Oliduru CFR





Community sensitization and restoration in Lia- Moroto district spearheaded by the NEMA Eastern regional office based in Mbale

Community sensitization and restoration in Lia- Moroto district spearheaded by the NEMA Eastern regional office based in Mbale



Awareness training of 400 community members in the 5 ecosystems areas in the villages of Kankorongo, Kakibimba, Kajura, and Kiretwa in Isingiro and Rwamurunga in Oruchinga, Isingiro district were undertaken. This was aimed at developing consensus for the protection and restoration of degraded areas.



Community engagement at Katara COU

## Actual/expected outcomes from KRA 1

1. The restoration program contributes to the halving at least 15% of degraded ecosystems and contributing to the restoring initiatives of governments in implementing the SDG goal 13 in combating climate change and its impacts on goal 15 in protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainable management of forests, combating desertification and, halting reversing land degradation. Furthermore, the restored fragile ecosystems have started to regain their ecological functions and socio-economic values like availability of water for humans, irrigation and livestock, fish species, plants for housing, crafts and grazing, control of soil erosion, local climate modification, among others. The previously restored sites include Akadot and Limoto wetlands, and river Rwizi catchment areas in Buhweju, Mitooma, Ntungamo, Isingiro, Mbarara and Kiruhura Districts.
2. Compliance tools to support enforcement will enable the implementation of the NEA No. 5 of, 2019. A number of legal frameworks are under competition and this will support litigation service delivery and well as improve the capacity of EPF to undertake community policing.
3. The continuous environmental inspections, audit and compliance assistance by NEMA and the Lead Agencies have contributed to the improvement of environmental compliance and enforcement by the facilities and industries as demonstrated by the self-regulatory systems and mechanisms that include new technologies and facilities for waste management and pollution control like modern effluent treatment plants (ETPs), and mechanisms like recycling and re-use of materials or wastes in production process or through value addition. Such efforts have not only contributed to environmental quality but economic/ financial benefits to the companies as wastes are recycled and re-used as further raw materials. Notably, examples of the such industries include the cement industries (Tororo and Hima), breweries (Nile and Uganda breweries), sugar processing industries (SCOUL and Kakira). Furthermore, oil and gas production and large scale hydroelectric power (HEP) development infrastructure like Isimba and Karuma projects have demonstrated environmental compliance in all the high-impact activities through adherence to the ESIA approval conditions, implementation of the approved and other mitigation measures, and application of the required or standard environmental safeguards.
4. NEMA contributes to the national development efforts through the review and approval of ESIA's while ensuring environmental sustainability. The leading projects that NEMA reviews and takes decisions are within the development priorities of the Government and they include infrastructure development projects for industries, oil and gas, roads, energy production and distribution; ICT; fuel storage and supply facilities; and mining and minerals.

## 2.2 KRA 2: GREEN ECONOMY APPROACH TO ENR MANAGEMENT DEVELOPED AND PROMOTED

	Activities	Annual target	Achieved Output	Details of activity implementation	Remarks on performance
2.0	Train MALGs in Environmental integration and Sustainability Initiatives for realization of SDGs	2 training programs conducted	2 (50%)	NEMA coordinated the development of environmental mainstreaming guidelines to guide and support sectors in mainstreaming and integrating environmental and climate change concerns into sector plans policies.	The last 2 quarters were affected by COVID-19 and low funding.
2.1	Undertake environmental management supervision and inspection of LG projects to ensure sustainability	128 local governments supported	47 (37%)	NEMA had supported 47 out of 128 targeted local governments in areas of decentralized environmental management, particularly enforcement and the management of fragile ecosystems.	This activity was grossly under-budgeted and thus the need for more funding build the capacity of local governments in ENR management especially the new ones.
2.2	Undertake regional environment officers performance reviews	5 regional meetings held	2 ( 40%)	Central/western region- Mbarara- 42 Environment Officers- 26 male (62 percent) and 16 female (38 percent). Northern region- Gulu- by 47 Officers, 33 male (70 percent) and 14 female (30 percent). The review meeting focused on the roles of the various ENR management institutions in Uganda, key environmental issues in the region, regional networking on cross-border ENR management, achievements, challenges, opportunities and recommendations for performance improvement.	This activity too was affected by low release of funds in the 4th quarter.
2.3	Operationalize the NEMA Lead Agency integration strategy 2018	NEMA Lead Agency integration strategy implemented	4 (100%)	Lead agency quarterly meetings were held with over 100 participants, 30 percent of which were females and 70 percent males. Over Fifteen lead agencies presented and submitted their quarterly reports. Planning meetings for establishing the national environment platform were held. An annual lead agency report was agreed a key output for lead agency quarterly meetings.	The strategy was developed in partnership and is being implemented by the target lead agencies under the supervision of NEMA.
2.4	Participate in Regional Local Government Budget Consultative Workshops (LGBCWs)	4 regional meetings	4 (100%)	Regional budget consultative workshops were also undertaken to develop the FY2020/2021 Budget Framework paper for NEMA as well as guide on the strategic areas of focus for NEMA. Participation for the LGBCW was undertaken in Western Uganda, Central, Northern and Eastern, major concerns were related to Kaveera ban, the National Environment Act No.5 of 2019, enforcement challenges, Low funding to the decentralized environment management function, political intervention, e-waste management, low staffing levels, apathy by communities, transport challenges in local governments to facilitate environmental compliance monitoring and enforcement, among others.	The participation of NEMA in the regional budget consultative workshops facilitates and guides the mainstreaming of environmental values and concerns into local government budget framework papers (BFPs).

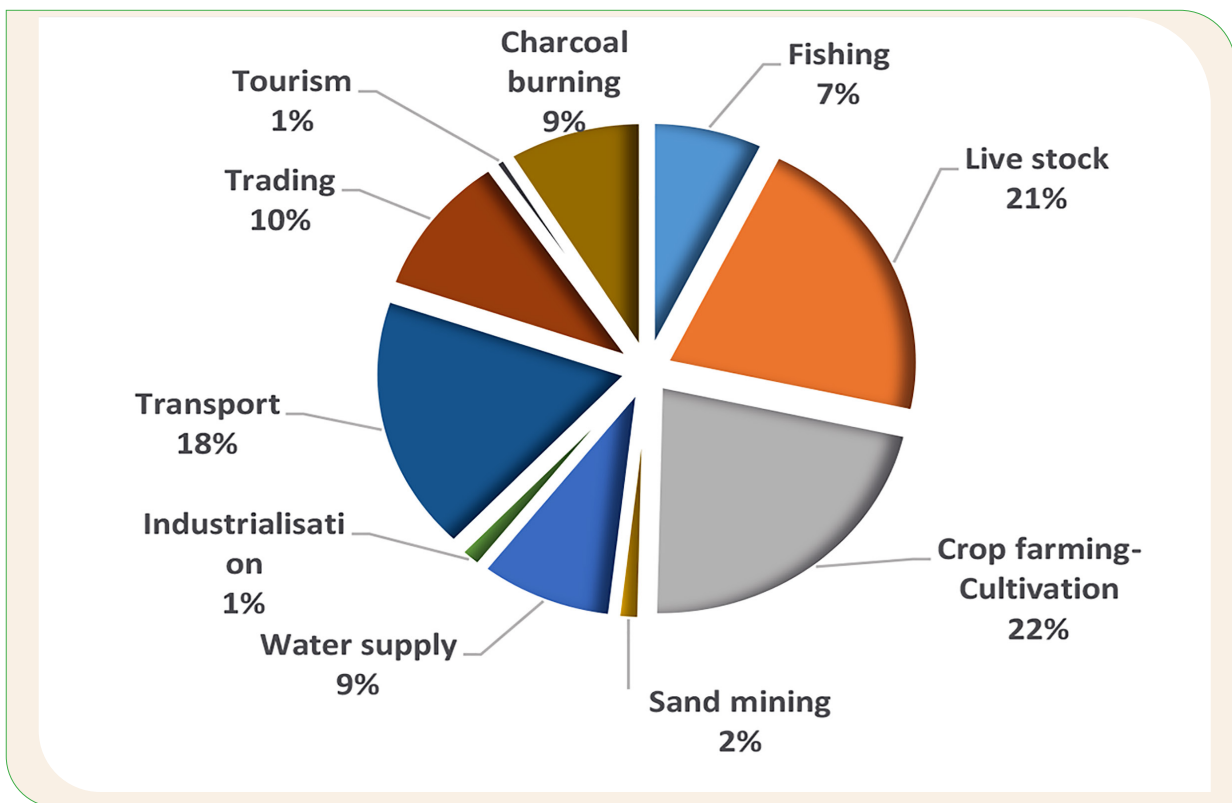
2.5	Promote best practices of Sustainable Consumption and Production in industry, institutions and service sectors	4 best practices promoted	2 (50%)	2 workshops held on waste management and SCP best practices by the private sector.	Other planned workshops could not take place due to COVID-19 and no funding in qtr4.
2.6	Support to the research function	3 research activities carried out	2 (67%)	NEMA undertook research in environmental information and economic value for ENR goods and services through collection of baseline information for catchment and invasive alien weed management in Lake Kyoga catchment area. The study was carried out with a purpose to establish the baseline information upon which projects would be designed with focus on a healthy catchment ecosystem of Lake Kyoga that is inherently stable to support varied human activities in a sustainable manner. Secondly, the research that was undertaken on Tilapia diversity in the Victoria Nile stretch indicates genetic variation and the demographic data indicates that Nile tilapia in the upper Murchison Falls water body of the Victoria Nile might have been introduced from Lake Albert at a time stockings were implemented in Lake Victoria and Kyoga. The study was carried out to ascertain the extent of the tilapia diversity and propose policy recommendations.	The research that was carried out within lake Kyoga basin has resulted into the development of a project proposal that has been submitted to GCF and other potential donors for support in environment conservation and livelihood improvement. Besides, there is need for more partnership with the academia and research institutions in areas of applied or action research and innovations in environment management and sustainable development.
2.7	Undertake environmental risk and disaster assessments	4 risk assessments carried out	1(25%)	NEMA carried out assessments of floods and landslides in Katakwi, Amuria, Bulambuli & Butaleja in Eastern and Bundibugyo, Kasese, Kabale and Rubanda districts. The information got from these assessments is used for environmental monitoring, enforcement, strategic decisions and planning for disaster responses/management.	More financial and technical support is required to map out all the environmental disaster risk areas in Uganda in order to develop a more proactive and long-term disaster risk management. Interventions like digitalization of disaster risk identification using real-time data for better management options would be more appropriate.
2.8	Carry out the National Environmental Literacy and Awareness Survey	1 survey carried out	0%	Survey not carried out.	This activity was affected by COVID-19.

NEMA Deputy Executive Director Christine Echookit flanked by NEMA lead agency coordinator Dr. George Muganga chairing a meeting with representatives of lead agencies



### Kyoga ecosystem.

Figure 7: Main economic activities carried out by communities around Lake Kyoga



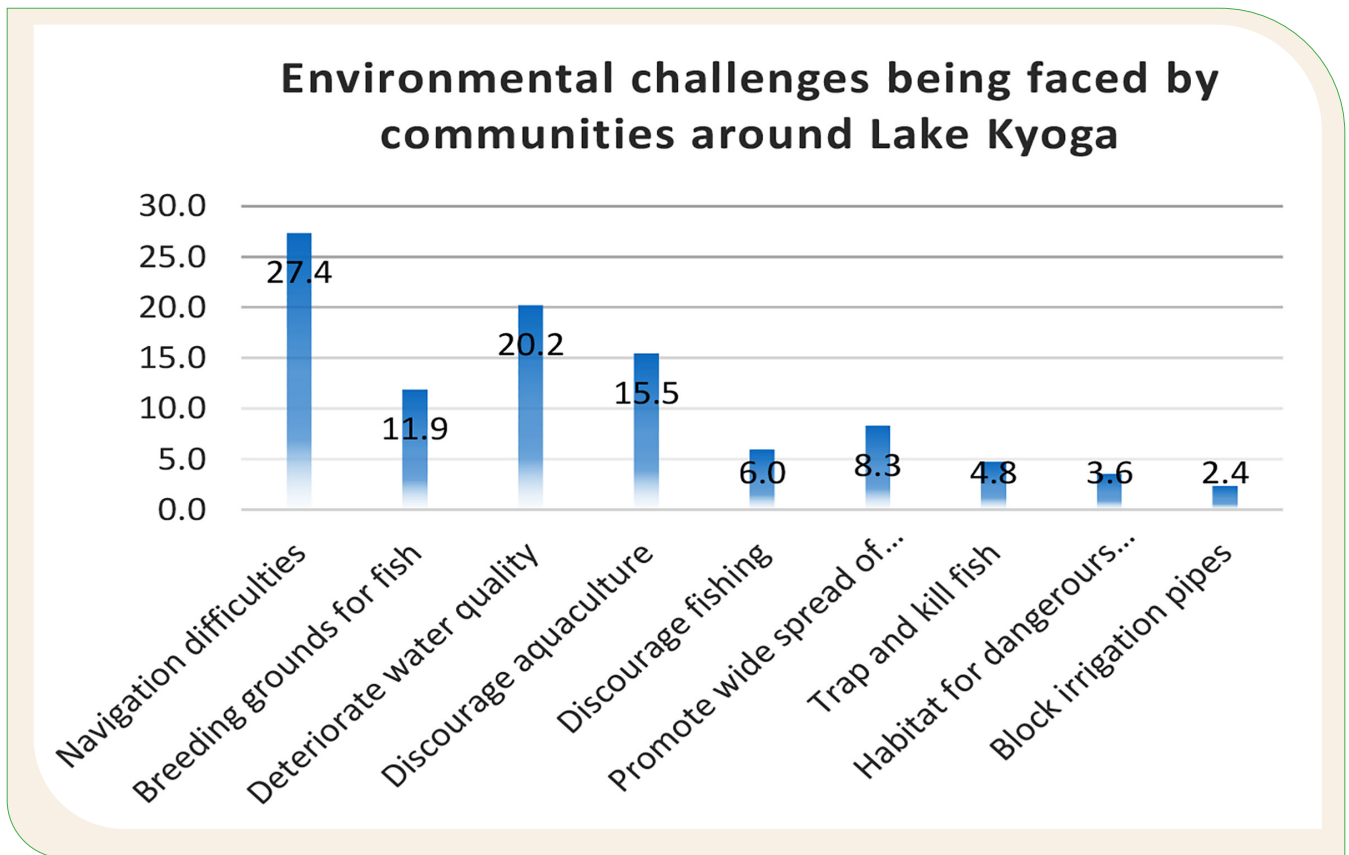
The main human activities in the Lake Kyoga basin are cultivation at 22% and livestock keeping 21%. There are no industrial enterprises in the area, due to lack of grid or any other power connectivity, while fishing activities is 7% of the communities' activity. This might be attributed to the halting of the fishing as a main activity in the lake.

As a result of poor agronomic practices in the catchment area and siltation caused by the Victoria Nile, 38% of the lake has been infested with *Silvania molesta* due to the eutrophication caused by human and animal waste, hence affecting the balance of the lake ecosystem.



## Environmental Issues

Figure 8: Environmental challenges being faced by communities around Lake Kyoga



The effects of the weed invasion have caused 27.4% of the communities to face navigation challenges on the lake. Recent findings (Magezi et al. 2000, Ndawula at a/., 2001, Twongo 2002) indicate that the water quality of Lake Kyoga was deteriorating as noted from increased algal biomass and dominance by blue-green algae. Such changes were attributed to accelerated loading of nutrients like phosphorus and nitrogen from the catchment.

It was observed by NEMA and the study also indicated that 20.2% of the water quality has deteriorated as seen in figure 8.

Rising water levels have also affected activities in and around Lake Kyoga





Rising water levels have also affected activities in and around Lake Kyoga

NEMA also undertook an inspection in the areas of Bulambuli to ascertain whether the mining of Pollozana was linked to the flooding being experienced in the area



ANNUAL PERFORMANCE REPORT FOR FY2019/20



NEMA ED Dr. Tom Okurut explaining to HE Yoweri Kaguta Museveni the causes of the rampant floating Islands on Lake Victoria. This was during an exercise to remove one of the islands at Jinja Pier (below) that had broken off the main land due to rising water levels and was a threat to the power dams downstream

An exercise to remove one of the floating Islands on Lake Victoria at Jinja Pier that had broken off the main land due to rising water levels and was a threat to the power dams downstream



## Actual/expected outcomes from KRA 2

1. NEMA contributed to the integration of ENR in the third National Development Plan (NDPIII) and Local Government Plans and budgets through the mainstreaming activities like awareness workshops, mentoring and training programs for ministries, agencies and local governments (MALGs)
2. Lead Agency coordination will enable effective mainstreaming of ENR into programs, plans and project. This has been supported by the development of guidelines for mainstreaming ENR into sectoral plan and programs. The annual lead agency reports indicate the areas for intervention by all sector.
3. The impacts of environmental degradation in the Kyoga basin catchment poses a risk of the communities to flooding, erosion and high siltation of the lake, water borne diseases and climate change. 25.4% of the communities are facing challenges due to weed invasion on the lake while 17.4% is from deforestation and 14.3% flooding. Consequently, this information has been captured through a research and used for the development of a project proposal for enhancing environmental sustainability and livelihood improvement within Lake Kyoga basin.

## 2.3 KRA 3: STRATEGIC ENVIRONMENT LITERACY, ACCESS TO INFORMATION AND POPULAR PARTICIPATION ENHANCED

	Activities	Annual target	Achieved Output	Details of activity implementation	Remarks on performance
<b>Support public education and mobilize the public to participate in ENR management</b>					
3.1	Undertake Environmental Literacy, awareness and public education programmes on critical, emerging and other key environmental issues.	8 environmental education, awareness and literacy programs implemented	4(50%)	Four (4) awareness programs were conducted involving education managers and environment officers in the West Nile region encompassing of 54 (fifty four) participants of whom 13 females, 41 males from the districts and municipalities of Obongi, Adjumani, Arua, Maracha, Nebbi, Zombo, Moyo, Pakwach, Koboko, Madi-Okollo, Yumbe. In Albertine region , 37 (20 males, 17 females) participated from the districts of kakumiro, Masindi, Hoima, Buliisa, Kibaale, Kiryadongo, Kagadi, Kikuuube), while in Hoima district-this was specifically for head teachers, club patrons, members of senior management committee totally to 45 from 15 selected primary schools. A press statement was produced to create awareness and clarify issues concerning sand mining in the central region.	Public education and awareness workshops on environmental values and concerns, and stakeholders' responsibilities across the country were adversely affected by the COVID-19 lockdown.
3.2	Carry out training of TOTs at regional levels and assess their impact on Sustainable Environment Management practices in formal and non-formal settings.	5 TOTs carried out	1 (20%)	One (01) Training of Trainers (ToTs) was conducted in Lira University. This was focusing on equipping University administrators with the skills of integrating environment aspects in their teaching and non-teaching programs. A total of 27 Lira University staff (19 males, 8 females) participated in the meeting.	As above
3.3	Promote greening initiatives in education institutions	20 institutions supported	10(50%)	Greening initiatives were promoted in 10 schools in Tororo district. The ten schools included, Achilet p/s, Molo p/s, UTRO P/S, Papol p/s Kainja p/s, Pagoya p/s, ST. Jude p/s, Rubongi p/s, Tororo Army and Namwaya p/s. The following activities were implemented namely; Meeting with the district education and environment officers to brief the officers on the project and to enable the district select the Ten schools for assessment. The selected schools were assessed prior to greening initiative and capacity was built through exchange visit to one selected school to benchmarking environmental management practices.	As above

3.4	Undertake the production of Information, Education and Communication materials	12 sets of IEC materials produced and disseminated	8(67%)	IEC materials were designed, produced and disseminated. Three categories were developed, designed and printed among which included; Calendars, Dairies and Christmas cards. 2334 Calendars, 400 Dairies and 1000 Season Greeting Cards for 2019. Development of the National Action Plan manual for Artisanal and Small Scale Gold Mining in Uganda and Guidelines for Mainstreaming Environment and Natural resources issues were also developed. News letters, brochures, banners, pull-up stands, tear drops and t-shirts were developed and disseminated.	Some of the IEC materials were produced and disseminated online due to COVID-19 pandemic.
3.5	Organize World Environment Day Celebration	2020 WED celebrated	1(100%)	NEMA organized a virtual WED 2020 that included a policy dialogue that was facilitated by NEMA, NFA and Parliament of Uganda. The deputy speaker was crowned with young children from Little Hands go Green to a debate on how nature is speaking and citizens need to listen. The World Environment Day 2020 was celebrated globally under the theme "Time for Nature" and Colombia was the global host in partnership with Germany. Uganda celebrated World Environment Day under the local theme "Nature is speaking, Listen!" It's against this background that IEC materials were developed and disseminated. Most of Uganda's activities were mass media-based and included radio and TV talk shows, adverts and informercials to avoid the spread of COVID 19. Restoration activity to commemorate the WED 2020 was conducted at Mt. St. Mary's Namagunga, where a total of 20,000 tree seedlings were given out to the Head Teacher of the school to be planted on church and school land. Tree species given out included; grevillea, Terminalia, macamia and fruit trees such as oranges, guavas and mangoes. Some seedlings were to be distributed to the neighboring schools. 2000 WED Factsheets, 2000 Posters, 500 T-Shirts and WED Brief were produced and disseminated.	WED was organized and disseminated online due to COVID-19 pandemic which adversely affected the active participation of most stakeholders.
3.6	Participate in other international celebrations relevant to NEMA functionality	5 events/ functions	3(60%)	NEMA participated in World Wetlands Day and Desertification Day and the Rwenzori Investment Expo-investment for local Economic development.	These events are usually used to create further awareness and participation in environment management.
3.7	Participate and effectively represent NEMA in National Events and celebrations	7 events/ functions	3(43%)	NEMA participated in Independence, NRM and Women's day celebrations.	Other national celebrations were affected by COVID-19 pandemic.
<b>Develop the capacity within NEMA to provide the public with periodic information of environmental conditions of Air, Water and soils</b>					

3.8	Train and expose NEMA staff on the use of IT accessories and e-board	2 training programs implemented	1(50%)	Training of staff (both regional and NEMA staff at the head office) in Unified Messaging system, EIA database, IT hardware equipment and system security was undertaken to introduce staff on how to use the new features in the Unified messaging system, EIA database system and new IT equipment which includes heavy duty printers and their features. This in the long term will improve general utilization of the features and functionalities of the available IT systems in NEMA and reduce on damage imposed by users to the IT equipment because of lack of technical user skills. Some members Top and Senior Management were also trained on digital planning and reporting using the dashboard.	Other training programs were affected by the inadequate funding.
3.9	Acquisition of an offsite backup for NEMA information	1 offsite back-up acquired	0%	Not implemented	NITA-U was not ready to anchor NEMA back-up system and the process was interrupted by COVID-19; to be implemented in FY2020/21 within the ICT budget.
3.10	Support the NEMA Library function at head quarters and regional level including the Eboard to enhance access to environmental information	4 activities supported	2(50%)	To enhance public access to environment information, NEMA library has supported 33 districts by end December, 2019 with 1161 assorted and classified ESIA's and 714 NEMA publications distributed to various resource centers. 22 copies of reading materials were also procured for the library. 500 pieces of book separators were procured and 464 book separators were distributed regionally to the district of Mukono, Kayunga, Buikwe, Jinja, Kaliro, Buyende, Butaleja, Namutumba, Pallisa, Budaka, Bukedea, Bulambuli, Sironko, Kapchorwa, Kween, Bukwo, Busia, Luweero, Arua, Maracha, Moyo, Gulu, Amuru, Lamwo, Agago, Masindi, Hoima, Buliisa, Kibaale, Kyenjojo, Kasese and Ntoroko.	This activity was affected by low release of funds in qtr 4
3.11	Support the District Environment Information Resource Centres	6 District Environment Information Resource Centres supported	4(67%)	The 4 Regional Offices have been equipped with information materials and serve as hubs for access to environmental information.	The regional environmental information resource centres should be equipped with computers to digitalize the existing and future information for easier access.
3.12	Link NEMA Regional Offices to the Head quarters	WAN established	0.2(20%)	To ensure privacy of communication with in the institution to wade off malware and ensure efficiency in using ICT at the institution. Procurement of antivirus, cyber-roam license renewal, installation and configurations were done successfully.	The process started with system update at NEMA HQs to support the WAN system. However, this activity could not continue as movements of the IT staff from Kampala were hampered by COVID-19 lockdown measures.

3.13	Equip NEMA offices with ICT, GIS infrastructure and systems	20 ICT equipment procured			
3.14	Acquire Un-manned aerial vehicles for baseline data collection, compliance monitoring and information generation	3 un-manned aerial vehicles (drones) procured			
<b>Enhance institutional capacity of LGs and MDAs to collect information to support the production and dissemination of SOERs.</b>					
3.15	Develop, Publish and Disseminate the NSOER	2019-20 NSOER produced and disseminated	1(100%)	The National State of Environment Report (NSOER) 2018-19 produced.	The NSOER is due for printing and dissemination.
<b>Enhance Corporate Communication functions of the Authority</b>					
3.16	Carry out National, Regional, Community Based media campaigns and engagements on existing and emerging environmental issues	6 media programs implemented	6(100%)	Enhancing corporate visibility countrywide, publicity campaign of NEMAs' Sustainable Development agenda were conveyed through media channels on UBCTV & Radios (Red, West, Butebo, and Star FM); Capital FM and Mbabule FM. Different messages using themed approach for the specific regions were developed as follows: Western Uganda- Save River Rwizi and its catchment area; Northern and Eastern Uganda – Save endangered tree species like shea nut and tamarind in the wake of rampant logging and cutting trees for charcoal; Central Uganda – Conservation and sustainable use of wetlands. However, the second media campaign themed along air quality did not take off owing to the challenges created by the COVID-19 lockdown that began end of March 2020.	Low funding in qtr 4 affected this activity.
3.17	Review NEMAs communication strategy	NEMA communication strategy reviewed	1(100%)	The review and development of a new communications strategy for NEMA is on track however this process has been stalled due the COVID-19 lockdown. Other areas of focus to enhance the corporate image include, developing a client service charter implementation toolkit in FY2020/21.	To be developed in FY 2020/21.
3.18	Support partnerships/ activities that highlight NEMAs works and promote NEMAs corporate brand image and identity	7 partnerships established/ supported	6(86%)	Initiated corporate and publicity partnerships such as; partnership meetings with Ministry of Finance, Planning and Economic Development on the functionality of NEMA to lobby for more funding, Partnered with the Reading Association of Uganda as co-sponsors of the Pan African Literacy Conference to show case on environment, and got the services of an external resource person to produce audiovisual materials including graphics and animations for NEMA's digital platforms such as Facebook, Twitter and YouTube.	More partnerships required for resource mobilization for environment management in Uganda.

3.19	Training of NEMA staff on customer care	128 staff trained	20(16%)	20 (9 females) Top and Senior Management as TOTs to cascade the customer care skills below through a three-month coaching/mentoring and follow-up by the training company (CEMM Group)	This activity was significantly under-funded to cover all staff and other related costs.
3.20	Equip NEMA with Communication, Media support equipment for videography and Photography	4 media equipment procured	2(50%)	Re-tooling the communication department was undertaken with assorted equipment like the set of two high digital cameras, two laptops with the required specifications and software; and two digital voice recorders to boost the department. This will increase visibility, foster positive corporate climate, provide interactive long-term strategies to effectively and appropriately provide the public with environment information effectively. This will foster coordination of communication through balancing corporate head office, the various regional offices and the clientele.	Other engagements could not take place due to COVID-19.
<b>Strengthen accessibility to environmental information for decision making</b>					
3.21	Coordinate the functions and operations of the Environmental Information Network (EIN)	4 engagements supported	2(50%)	The Authority undertook training of twenty two (22) local governments in the Albertine Graben on the use of tools developed by EIN to monitor impacts of oil and gas on the environment in districts of Mbarara, Buhweju, Mitooma, Rukungiri, Kanungu, Bushenyi, Ibanda, Rubirizi, Kasese, Kamwenge, Kibale, Kagadi, Ntoroko, Mubende, Arua, Nebbi, Yumbe, Moyo, Adjumani, Nwoya and Amuru. These trainings were organized to build capacity of Local Governments and to equip them with enough knowledge to monitor Oil and Gas developments in the Albertine Graben but also share knowledge and experience on the activities done by Environment Information Network (EIN).	Other engagements could not take place due to COVID-19.
3.22	Develop, launch, publish and disseminate corporate reports	2018/19 Annual Corporate Report produced and disseminated	1(100%)	The NEMA Corporate Report for FY 2018/19 produced and disseminated	Report produced and disseminated.



Minister Beatrice Anywar launching the NEA and supporting regulations during scientific WED 2020



Tree planting/restoration in Namagunga was part of the WED 2020 activities



A Director at NEMA, Dr. Daniel Babikwa planting a mango tree at Namagunga



PEEC Ms Aidan J Asekenye planting an orange tree at Namagunga

### Actual/expected outcomes from KRA

1. Engagement and routine monitoring of the schools will ensure implementation of the action plans developed by the learning institutions because pupils will always be there to carry on what they learnt even if teachers are transferred.
2. The pilot greening initiatives promoted in 10 schools and the assessment to ascertain greening status for reference in future after implementation of the set activities in the action plans.
3. Enhancing environmental literacy among the listeners and getting their understanding and perception on environment through radio/tv talk shows will raise awareness about the environment.
4. Increased access to environmental information arising from the regular production and dissemination of IEC materials, print and electronic media, and the improvement within NEMA Library.
5. Increased use of online information technologies and media due to COVID-19 pandemic that has a potential for innovations for the development of digital information platforms within NEMA and with partners.

## 2.4 KRA 4: INSTITUTIONAL CAPACITY AND MANDATE STRENGTHENED

	Activities	Annual target	Achieved Output	Details of activity implementation	Remarks on performance
<b>Statutory functions for financial management strengthened</b>					
4.1	Debt collection	50% debts (arrears) collected	6% ( 12%)	NEMA collected only 12% of the debts from developers.	The private sector companies have about 11% of the total debts while the public institutions (MDAs) account for about 89%. COVID-19 pandemic further complicated the debt collection activity.
4.2	Support to procurement operations including contracts and evaluations	300 procurement operations supported	210(70%)	130 procurements handled comprised of micro and macro elements of which some are yet to be completed due to the PPDA regulations and procedures.	Number of procurements completed depends on the approved procurement plan and requisitions submitted and processed within the procurement cycle.
4.3	Support to the Internal Audit Function including field audit inspections	Quarterly internal audit activities supported	4(100%)	Field-based, financial and system internal audit inspections were undertaken and quarterly/special reports submitted to Management, the Board and IAG/MFPED.	The need for more staff and funding for a more effective internal audit function.
4.4	Financial Management System annual technical Support	Annual technical support provided/contracted	1(100%)	Financial management system consultancy procured.	The financial management system is functional and effective.
4.5	Support the preparation of the FY2020/21-FY2025/26 NEMA Strategic Plan	NEMA FY2020/21-FY2025/26 developed	1(100%)	NEMA Strategic Plan developed submitted to the Board for review and approval.	The new strategic plan awaits approval by the Board of Directors of NEMA.
4.6	Preparation of annual and quarterly work plans and financial reports line with the requirements under the PFMA	5 workplans (annual and quarterly) developed and submitted	5(100%)	NEMA has continued to prepare its AWP on time and the QWPs in line with the PFMA.	The annual and quarterly workplans produced and implemented.
<b>Strengthen the Human Resource development function</b>					
4.7	Undertake specialized training of NEMA Staff for relevant skills enhancement	128 staff trained	11(9%)	11 staff (9 female and 2 male) attended training within the country and out in various areas such as planning, monitoring and evaluation, occupational health and safety, office management skills, national chemicals management, and human resource management.	Training budget is still very low and the quest or demand for training by staff is ever increasing.

4.8	Facilitate staff for Continuous Professional Development programmes - CPD (Accountants, Auditors, procurement professionals and Lawyers)	10 staff facilitated for CPD	9(90%)	3 lawyers, 4 accountants and 2 auditors participated in their annual CPD programs.	Budgetary constraints have always affected the CPD programs of other staff.
4.9	Facilitate Human Resource Development Committee (HRDC) functions	HRDC functions supported	1(100%)	The HRDC carries out its functions (meetings) as regular as scheduled including extra ordinary tasks.	The HRDC is fully functional and facilitated.
4.10	Staff Recruitment	45 staff recruited	24(53%)	All the required personnel have been recruited as per the vacancies and availability of funds.	The target was premised to the approval of new positions by the Board and GoU.
4.11	Contract Staff Salaries paid	128 staff paid	128(100%)	All staff present on the payroll paid.	All the staff on the pay roll paid.
4.12	NSSF contribution paid	128 staff paid	128(100%)	All payments were paid in accordance to the statutory guidelines.	All staff paid accordingly.
4.13	Pay Staff Gratuity	128 staff paid	128(100%)	All staff present on the payroll paid	All staff paid accordingly.
4.15	Pay NSSF on Staff Gratuity	128 staff paid	128(100%)	Staff welfare provided with the available funds	All staff paid accordingly.
4.16	Support the development & operationalization of a NEMA apprenticeship programme	10 apprentices supported	0%	10 graduates being supported	No funds available.
4.17	Pay courier services and postage	12 (monthly) courier services	100%	Courier services paid for monthly	Courier services paid for accordingly.
4.18	Purchase of Stationery	12 (monthly) provision of stationery	100%	Stationery procured monthly	Stationery should be procured quarterly or through pre-qualified suppliers.
4.19	Support NEMA Board Functions	20 Board meetings/ activities supported	18(90%)	Quarterly Committee/full Board meetings and extra ordinary meetings held.	Not all Committee/Board meetings were held due to COVID-19 pandemic
4.20	Hold Statutory Technical committee meetings	16 meetings held	5(31%)	The Committee of Environmental Practitioners met twice (2 in both quarters), the Committee on pollution control met once (in Qtr1) as their term of office expired, and the committee on biodiversity met twice (2 in both quarters)	Technical Committee meetings were affected by inadequate funding and COVID-19 too.
4.21	Conduct Board Field visits	2 Board field visits carried out	1(50%)	The Board of Directors of NEMA carried out field monitoring within Jinja/Buikwe industrial areas	One field visit that was scheduled for April, 2020 was affected by COVID-19 pandemic.

4.22	Support PCE meetings	8 meetings held	2(25%)	2 Technical Committee meetings on the cancellation of land titles in wetlands.	PCE meetings are irregular due to lack of quorum caused by busy schedules of the Cabinet Ministers who are from across sectors.
4.23	Support to ED's Office	15 activities supported	11(73%)	ED's Office carried out high level environmental inspections and project monitoring across the country with focus on pre-EIA and post-EIA projects, environmental degradation and pollution. Other high level field monitoring include the assessment of the invasion of locusts and the rising water levels in lake Victoria and lake Kyoga.	Some of the activities were adversely affected by COVID-19.
4.24	Maintain a working fleet of vehicles	37 vehicles maintained and serviced for operations	36(97%)	NEMA has a total fleet of 36 vehicles that are serviced and maintained for the operations of the Authority, while 1 vehicle is grounded due to bad mechanical conditions.	NEMA has a total fleet of 36 vehicles in good/useable mechanical conditions. However, about 80% of the fleet is too old and expensive to maintain and thus needs replacement.
4.25	Upgrade and maintenance of the Accounting software	Accounting system upgraded and maintained	1(100%)	Upgrade and maintenance of the accounting software was undertaken.	Functional accounting software is in place to ease financial management system.

**Support the monitoring and evaluation function and systems**

4.26	Undertake quarterly field project and activity monitoring	Quarterly field project and activity monitoring carried out	4(100%)	Quarterly activity and project monitoring done across the country and reports produced.	However, not all the target areas were covered in the monitoring due to COVID-19 which delayed both activity implementation and production of the quarterly reports.
4.27	Carry out bi-annual internal system and performance evaluation and review	2 internal review activities carried out	2(100%)	Performance evaluation of the Regional Offices and selected inspected /audited facilities/projects across the country.	This activity too was partly affected by COVID-19.
4.28	Build internal capacity on M&E	30 staff trained on M&E skills	30(100%)	TOT program for 2 Directors, 3 Managers and 1 Senior Officer on digital planning, monitoring and reporting, and routine mentoring of Staff on basic M&E skills.	All Managers or Principal Officers need to be trained on digital planning, monitoring and reporting.

**NEMA functions efficient, effective and relevant to its mandate**

4.29	Support Team Building Activities	1 team building program implemented	128(100%)	Team building was undertaken through external facilitation with focus on staff performance improvement.	The need for regular team building programs that focus on the improvement of the organizational culture, emotional intelligence, physical and psychological health, among others.
------	----------------------------------	-------------------------------------	-----------	---	---

4.30	Provide utilities, services and amenities for effective service delivery (water, electricity, telecommunications, cleaning, security, staff health and workman's insurance, and maintenance of NEMA House)	Utilities, services and amenities for service delivery and staff welfare	100%	Monthly bills paid, Cleaning services procured and provided, Security services provided, Insurance cover paid.	Monthly bills paid, Cleaning services procured and provided, Security services provided, Insurance cover paid.
4.31	Support to ICT services including, webhosting, Firewall renewals, preventive maintenance and recovery systems among others	ICT services supported	63%	ICT services provided include routine maintenance, webhosting, renewal of licenses and system upgrade to ensure efficiency	ICT services provided within the available funds.
4.32	Procure branded materials and wares	100 wares and materials procured	100%	Branded umbrellas and mugs procured for the Board, Staff and Clients.	The branded materials have enhanced the visibility and corporate image of NEMA.
4.33	Support to Regional Offices	4 Regional Offices supported	100%	All the 4 Regional Offices in Masindi, Lira, Mbale and Mbarara are operational.	The Regional Offices need more staff, funding, facilities and equipment for effective service delivery.



NEMA staff performing some of the team building activities

ED Dr. Tom Okurut leading staff through the team building activities



NEMA staff performing some of the team building activities

### Actual/expected outcomes from KRA 4

1. The functional systems for planning, budgeting, reporting, financial management, resource and logistics management at NEMA has contributed to a fairly good organizational efficiency and effectiveness (moderately satisfactory organizational functionality).
2. The establishment and operationalization of the regional offices (Lira, Mbale, Mbarara and Masindi) has transferred environment management services nearer to local governments and other clients like the investors/developers. Besides, the regional offices have improved on NEMA visibility within the country.

## 2.5 KRA 5: NATIONAL, REGIONAL AND INTERNATIONAL PARTNERSHIPS STRENGTHENED

	Activities	Annual target	Achieved Output	Details of activity implementation	Remarks on performance
<b>Strengthen networks with CSOs and the Private Sector for Service Delivery</b>					
5.1	Engage Umbrella organizations through outreach programmes	2 outreach programmes developed	1 ( 50%)	NEMA initiated the development of environmental sustainability monitoring and reporting in the context of SDGs with participation of MALGs (Ministries, Agencies and Local Governments), representatives from ENR CSO forum and the academia.	This initiative too was affected by COVID-19 and lack of funds in qtr 4.
5.2	Engage the Private sector and CSOs to support Lead Agencies in ENR management including an annual ENR-CSO forum.	3 engagements	2(67%)	<p>The Authority engaged with 50 CSOs and the private sector in the Eastern region on their role in supporting lead agencies in effective environmental management and to deliberate on how they can support the environment management function that NEMA spearheads. The following were take home messages agreed upon:</p> <ul style="list-style-type: none"> <li>i. Need to form a network of environment defenders so that they can work together that is through formation of social media platforms for CSOs.</li> <li>ii. Engage media and investigative journalists to bring out environment degraders and key occurrences</li> <li>iii. NEMA should organize training of CSOs on information and current laws particularly an extensive discussion on the NEA (2019)</li> <li>iv. NEMA together with CSOs should undertake sensitization of people on the importance of the environment with proper initiatives and plans</li> <li>v. CSOs should be registered with NEMA so that they are known so as to ensure that any support rendered is to the right persons and the right CSOs.</li> </ul>	Partnerships with the CSOs and the private sector enhance resource mobilization and synergies for effective environment management for sustainable development
<b>Participate in Multi-lateral Environmental Agreement processes</b>					
5.3	Actively Participate in Regional Technical meetings & fora including AMCEN, AU, IGAD, EAC for increased domestication of MEAs & resource mobilization	6 meetings	4(67%)	NEMA participated in Basel and Rotterdam Conventions regional workshop in Dakar (Senegal), AMCEN in Durban (RSA), and EAC meetings on environment and natural resources management.	These regional meetings have attracted resources and enhanced institutional capacity through knowledge transfer, skilling, experience sharing and lesson learning.



5.4	Actively Participate in key MEAs technical meetings, Conventions and related fora for National representation and resource mobilization	18 meetings/ fora	13(72%)	NEMA participated in MEAs technical meetings and conventions of the Convention on Biological Diversity (CBD and the related Protocols, the United Nations Framework Convention on Climate Change (UNFCCC), the United Nations Convention on Drought and Desertification (UNCDD), Rotterdam, Stockholm and Basel Conventions, Minamata Convention on Mercury, and Vienna Convention and Montreal Protocol on ozone depleting substances and protocols.	These MEAs engagements are under funded yet have contributed to financial resources and institutional capacity for environment management and sustainable development in Uganda especially in regard to biodiversity conservation, management of chemicals and wastes.
5.5	Engage in National, regional and international engagement levels for devt of SDG indicators (Agenda 2030) and other environmentally related mechanisms	4 engagements	3(75%)	1 national forum for VNR for SDGs and 2 global meetings on SDGs (the High Level Political Forum (HLPF) and the UN General Assembly (UNGA).	These engagements have contributed to the implementation of SDGs and other MEAs in Uganda.
<b>Enhance MEAs project coordination and implementation function</b>					
5.6	Support specific MEA action plans, integrate them National Development Plans and coordinate preparation of annual reports on MEAs	2 action plans integrated	2(100%)	On 5th December, 2019 the Basel Ban Amendment entered into force but with critical issues still debated in regards to e-waste and plastics of which Uganda is currently addressing under its development agenda. Besides, Uganda has continued to implement its National Biodiversity Strategy and Action Plan (NBSAP) while at the same time participating in the post 2020 Global Framework for Biodiversity.	All these processes require or lead to the mainstreaming of environment management into the national development framework (the NDP and the sector development plans (SDPs).
<b>Participate in Regional and UN system processes</b>					

5.7	Effectively Participate in International and regional conferences relevant to NEMA functionality.	5 conferences	5(100%)	Bilateral meetings on Africa and Least Developed Countries (AFLDC)-2 hosted by the African Development Bank, assisted by UNITAR to prioritize proposed AFLDC-2 country projects from the consolidated country projects will provide global environmental benefits, identify interventions to address Africa's challenges and opportunities, the roles, and responsibilities of all AFLDC-2 project partners. The Pre- Cop meeting for Minamata – Ghana, the Climate Change meeting in Madrid, the 8th Session of the Governing Body of the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), in Rome, Italy and the Indigenous Peoples and Local Communities (IPLCs) Working Group and SBSSTA (Convention on Biological Diversity -CBD) Meetings in Montreal, Canada among other. Uganda is currently one of the co-chairs in the CBD Post 2020 biodiversity framework development process. All these interactions have led to increased international collaboration and partnership and additional financing of the ENR sector.	These are relevant engagements for resource mobilization and institutional capacity enhancement for environment management in Uganda.
5.8	Undertake National , Regional and International Subscriptions for enhancing Uganda's environmental Agendas and other agenda related to NEMA functionality.	5 subscriptions	5(100%)	NEMA facilitated fora on CBD, Minamata Convention, UNCCD, Basel Convention and UNFCCC.	All MEAs fora require co-funding for effective domestication.
<b>Strengthen Networks with MDAs and LGs on Service Delivery</b>					
5.9	Engage National and LG leaders in enhancing NEMA functionality.	3 engagements with national and local government leaders	1(33%)	The United Nations University (UNU) – Land Restoration Training programme had a longstanding collaboration with NEMA, Uganda, and Makerere University, which has seen several Environment Officers, from Local Governments, and the academia ( Makerere University). The 3 year project has led to three (3) training like the recent training held in October, 2019; where 25 participants were trained of which 19 were male and 07 were female. The capacity building support from UNU-LRT will provide skills in Sustainable Land Management, Land Restoration and Linkages with Climate Change.	Participation in the MEAs and other relevant Conventions or international obligations enhance institutional capacity and resource mobilization for environment management initiatives. Most of the biodiversity conservation and chemicals management projects at NEMA are supported by MEAs.

Meeting communities in Mayuge during the demarcation of Lake Victoria in South Busoga



Concrete pillars used demarcate the 200 meter buffer zone of the lake

Thousands turned up for the EACOP public hearings in Kakumiro, Rakai and Mubende districts





NEMA staff receiving book at a training on customer care for management and staff facilitated by CEMM group

NEMA ED Dr. Tom Okurut addressing staff members at a training on customer care for management and staff facilitated by CEMM group



### Actual/expected outcomes from KRA 5

The participation of NEMA in and the coordination of the MEAs and other regional/global fora has contributed to;

1. The domestication of the conventions, protocols and commitments that relate to biodiversity conservation and sound chemical management in Uganda through policies, plans, programs and projects;
2. Institutional capacity through conferences, workshops, training and technical support that have facilitated knowledge transfer, skill development, experience sharing and lesson learning among MALGS, civil society, the academia, the media and other institutions in Uganda; and
3. Enhanced resource mobilization (increased external funding especially from MEAs) for ENR management in Uganda.

## 3.0 Implementation of the Multi-Lateral Environmental Agreements (MEAs) and Off-Budget Projects

### Strengthen networks with CSOs and Private sector

Broad-based engagement with fifty (50) Civil Society Organizations (CSOs) and the private sector in the Eastern region on their role in supporting lead agencies ineffective environmental management raised a number of issues. These include; the need to form a network of environment defenders so that they can work together through the formation of social media platforms for CSOs, engage media and investigative journalists to bring out environment degraders and key occurrences, train CSOs on information and current laws particularly an extensive discussion on the NEA (2019), and sensitization of people on the importance of how to support the environment management function that NEMA spearheads and improve service delivery.

The United Nations University (UNU) – Land Restoration Training program has had a longstanding collaboration with NEMA, Uganda, and Makerere University, which has seen several environment officers, from the Local Government, and academics, from Makerere University. The 3-year project has led to three (3) pieces of training and the recent training held in October 2019 of which 25 participants (19 male and 07 female) were trained in Sustainable Land Management, Land Restoration, and Linkages with Climate Change. Also, the Green Climate Fund accreditation process is ongoing with a gap analysis and preliminary form filling exercise completed. This has been coupled with continuous collaborations with the Global Green Growth Institute Uganda country office to attain accreditation under the Global Climate Fund (GCF).

### Strengthen Multilateral Environment Agreements (MEAs) and enhance implementation

To increase domestication of Multilateral Environment Agreements (MEAs) several regional and international training workshops, conferences and meetings were attended to strengthen the capacity of countries in implementing MEAs these included capacities for national focal points to assume their primary responsibility for implementing the Basel and Rotterdam conventions within their respective national settings. This led to the Basel Ban Amendment entering into force but with critical issues still debated in regards to E-waste and plastics of which Uganda is currently addressing under its development agenda.

Besides, bilateral meetings and interactions on areas such as Africa and Least Developed Countries (AFLDC)-2 hosted by the African Development Bank, assisted by UNITAR to prioritize proposed AFLDC-2 country projects from the consolidated country projects that will provide global environmental benefits, identify interventions to address Africa's challenges and opportunities, the roles, and responsibilities of all AFLDC-2 project partners. The Pre- Cop meeting for Minamata – Ghana, the Climate Change meeting in Madrid, the 8th Session of the Governing Body of the International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA), in Rome, Italy and the Indigenous Peoples and Local Communities (IPLCs) Working Group and SBSSTA (Convention on Biological Diversity -CBD) Meetings in Montreal, Canada among other. Uganda is currently one of the co-chairs in the CBD Post 2020 biodiversity framework development process. All these interactions have led to increased international collaboration and partnership and additional financing of the ENR sector.



Mr. Francis Ogwal  
-NEMA, co-chairs  
the CBD Post 2020  
Biodiversity framework  
in Rome, Italy

The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) is an international agreement between governments that aims to ensure that international trade in specimens of wild animals and plants does not threaten their survival. The 18th Meeting of the Conference of the Parties (CoP18) was held in August 2019 Palexpo Geneva, Switzerland where Uganda successfully exited the National Ivory Action Plan (NIAP) process having satisfactorily implemented the NIAP.

Uganda also retained the leopard quota of 28 that provides incentives and a compensation scheme to local communities affected by human-carnivore conflicts to conserve the leopard and other large carnivores in Uganda. Uganda's Dr. Pantaleon Mukasa Banda Kasoma (Board Member of the Uganda Wildlife Authority) has his tenure as a Member of the CITES Animals Committee representing Africa renewed for another three years up to the next CoP19.

Partnerships with development partners like UN Agencies such as UNEP, UNDP, UNOPS, regional/inter-continental blocks like EAC, SADC, COMESA and AU among others, other governments such as Germany, Norway, and Japan; International agencies such as the World Bank, International Monetary Fund (IMF), Global Environment Facility (GEF), European Union (EU) and the Global Climate Fund (GCF), among others; to implement the Sustainable Development Goals (SDGs) have led to access to financial and technical support to develop transformative projects that have led to the restoration of degraded fragile ecosystems, improvement of livelihoods with particular focus to women, youth and children, as well as economic development of the country through infrastructural development projects, hence contributing to national development and subsequent achievement of Vision 2040.

To enhance MEAs through project coordination and implementation, the following projects are being coordinated by NEMA (Table 5). Through collaboration and partnership with other key stakeholders in government, CSOs, academia, district local governments, cities, IPLCs, and media.

Participants led by Deputy Executive Director NEMA, Ms. Christine Akello Echookit at the stakeholder consultative meeting for the Post 2020 CBD Biodiversity framework





Participants led by Director for Environmental Monitoring and Compliance, Mr. Waiswa Arnold Ayazika at the East African Waste Management Conference pose for a group photo at Protea Hotel Kampala

**Table 2: MEAs projects under NEMA coordination in FY 2019/20**

	Projects under coordination by NEMA as of FY 2019/20	Development partner	Project investment portfolio – UGX/USD/ EURO	Timeline	Project key achievements FY2019-20	Status (on track, off track or ahead of schedule)
1	Mainstreaming Biodiversity into the heart of Government decision making - CONNECT project	UNEP- WCMC	5 Million USD	2019/2020	Studies of three natural capital accounts being undertaken under the Natural Capital Accounting Project to inform sustainable development decision making namely: Fisheries Accounts, Tourism and Biodiversity Accounts, Land (soil), and Land (soil) Degradation Accounts. Communication Strategy for the NCA project finalized.	Project is at 85% progress and is currently on track.
2	Strengthening institutional capacity for effective implementation of RIO conventions in Uganda - RIO project	UNDP	1.9 Million USD	2019/2020	The following reports have been developed to guide RIO implementation in the country. a) A national and district capacity assessment for RIO conventions monitoring and reporting, b) a national negotiation strategy for the RIO conventions, c) a gender action plan for RIO implementation. Enhanced south-south cooperation through regional exchange visit by government agencies to learn and improve coordination and implementation of MEAs in Uganda.	Project is at 70% progress and is currently on track.
3	Integrating Natural Capital into Sustainable Development Decision-making in Uganda. - NCA project	Darwin Initiative	355,388 Euros	2019/2020	Needs assessment report for the project on Integrating Natural Capital into Sustainable Development Decision-making in Uganda completed.	Project is at 50% progress and is currently on track.
4	Institutional Capacity Strengthening for Implementation of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing in Uganda - ABS project	UNEP	2.9 Million USD	2019/2020	<ul style="list-style-type: none"> <li>◆ Project has just been approved with no implementation</li> <li>◆ Coordination finalized and approved by GEF.</li> <li>◆ Expected implementation to begin in 2021.</li> </ul>	0%



5	Promoting integrated landscape management approach for conservation of the Mount Elgon ecosystem in Eastern Uganda.	UNEP	10.5 Million USD	2019/2020	Ongoing completion of the Project Document (ProDoc) with other lead agencies and CSOs	0%
6	Biodiversity mapping of essential life support areas (ELSA project)	UNOPS/UNDP	30,000 USD	2019/2020	Virtual project Inception workshop held (13 May to 3rd June 2020). Secondary data collation has been initiated.	Project is at 20% progress and is currently on track.
7	Lake Kyoga Basin Integrated Environment Management and Climate Change Resilience Project.	GCF	XXX?????	2019/2020	Project concept under review by GGGI – Uganda country office.	0%
8	Inclusive Green Growth for Poverty Reduction (IGGPR) Project	UNDP	Ugx 476,000,000	2019/2020	<ul style="list-style-type: none"> <li>◆ Restoration of the bare hills in Ntungamo district (community tree nurseries and tree planting for both conservation and income generation.</li> <li>◆ 2 community groups in Katakwi district introduced to value addition on shea butter products to promote the conservation of the threatened shea tree and livelihoods).</li> <li>◆ Development of community based environmental monitoring and reporting by use of internet and mobilize app. (sensitization and training of selected MDAs and local governments on the use of the digital tools and Apps.)</li> </ul>	Project is at 70% progress and is currently on track.
9	Strengthening National Institutional Capacity in Sound Management of Chemicals and waste project	UN-Environment	250,000 USD	2019/2020	<ul style="list-style-type: none"> <li>◆ Capacity building of government technical staff have been undertaken in chemical management.</li> <li>◆ The chemical and waste database prototype has been developed and is under review.</li> <li>◆ Update of the chemical and waste profile in ongoing as of June 2020.</li> </ul>	Project is at 70% progress and is currently on track.

10.	Global Search for Sustainable Schools Project (GSSSP)	UNEP Under the sub component of Resource Efficiency	USD: 127, 000	2019/2020	<ul style="list-style-type: none"> <li>◆ The GSSSP project seeks to address SDG 12-Sustainable Consumption and Production and to reduce carbon dioxide emissions. Its target is in education institutions.</li> <li>◆ Selection criteria for the schools was developed, the call for the search was advertised, schools have been selected after baseline assessments for the selected schools and activity plans were developed by each school.</li> <li>◆ International Exchange workshop was held in South Africa</li> <li>◆ National workshops and road shows were conducted to familiarize the target schools with the project.</li> <li>◆ Capacity building workshops were undertaken in the 10 selected schools.</li> <li>◆ The continuation of the project is subject to disbursement of the second batch of funds for actual activity implementation.</li> </ul>	Although it is at about 50% implementation, the project is slightly below schedule due to closure of the education institutions which consequently has delayed release of funds for the next activities
-----	---	--	---------------	-----------	---	---

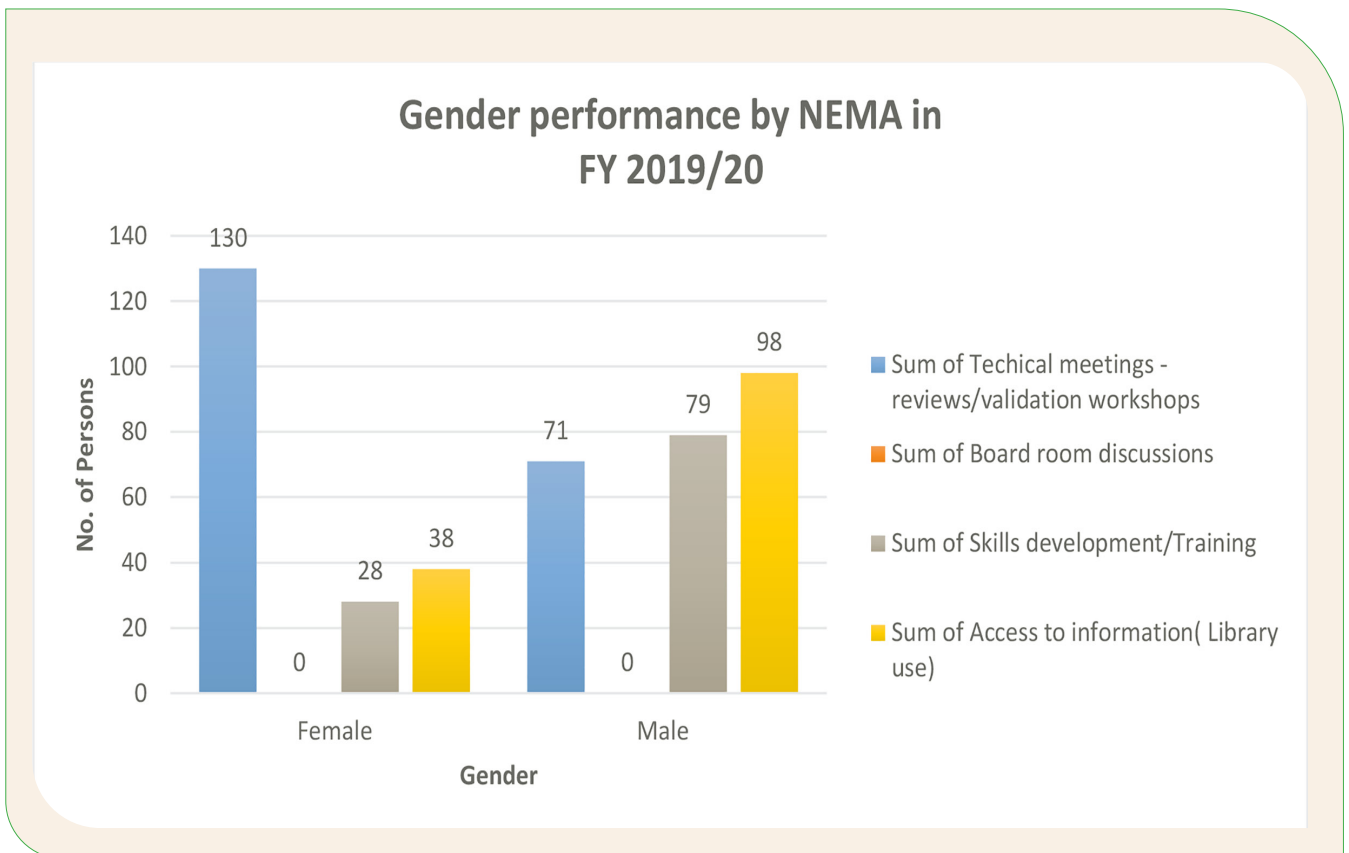
Virtual meetings were held between NEMA, KCCA, NWSC, and MWE-CCD to develop the Green House Gas Inventory (GHG). The development of the GHG through the support of GEF, Conservation International and Africa innovative institute built the capacity of 80 government technical officers as GHG Experts. The meetings among the institutions were to compile the inventory according to the IPCC, 2016 Guidelines. The development of the MRV tool will support the planning, implementation of the Paris agreement as well as reporting on the GHG emissions.

The OECD Biodiversity Land Use and Ecosystems (BLUE) program together with the UNDP Biodiversity Finance Initiative (BIOFIN) convened the 4th Global Conference virtually in April 2020, on Biodiversity Finance in Paris. The key emphasis was on the government to continue supporting the biodiversity conservation for sustainable use for humanity and providing additional financing to biodiversity. Countries were informed that during this time, resources for biodiversity may reduce due to the current COVID-19 global crisis and it was time for transparency in budgeting and implementation of the Aichi targets but all utilizing opportunities that the post-2020 can move forward in future.

### 3.1 Gender Perspectives in the Performance of NEMA in FY2019/20

The participation of both men and women in resource governance and conservation is still underrepresented in decision making however, during FY 2019/20, NEMA engaged 56% females and 44.1% males in all its environment-related activities. 28% of females and 72.1% of males accessed the library, showing a decrease from the previous financial year 2018/19, where 2.2% of females and 1.3% accessed environmental information. More females are being included in technical meetings by NEMA as seen in figure 6 below. 130 females (64,7%) and 71 (35.3%) males attended validation workshops and review meetings. 26% of females and 74% of males attended skills/capacity-building workshops by December 2019; showing no significant changes from FY2018/19 Annual Corporate report.

Figure 9 : Gender performance by NEMA in FY 2019/20



No boys and girls, youth, elderly, and People Abled Differently (PAD) were engaged by the Authority. There is a need to disaggregate information from activities undertaken under-enforcement and compliance by the Authority. This requires some capacity building in gender data collection to enable staff to report effectively upon completion of inspections. Research and experiences increasingly show the transformative power of inclusive decision making and both women's and men's unique differentiated knowledge in successful environmental programming and sustainable development.

## 3.2 Key Performance Challenges in FY2019/20

The key implementation challenges NEMA faced during the FY2019/20 include

- i. Reduced funding due to COVID-19 pandemic affected the implementation of the some of the planned activities and thus impacting negatively on the performance of NEMA.
- ii. Low stakeholders' awareness on the new National Environment Act, No. 5 2019, especially among Lead Agencies in regard to their responsibilities and roles in environment management in Uganda.
- iii. A reduced internal human resource especially during COVID-19 lockdown adversely affected environment management service delivery especially environmental inspections, compliance monitoring, audits, ESIA baseline verifications, awareness education meetings and workshops, among others.
- iv. The continued environmental degradation with impunity by investors, the community, and some political power centres, especially during COVID-19 lockdown.
- v. The low environment management capacity of local governments who are the frontline manager of ENR in Uganda has not been adequately by the Government. The low capacity is characterized by low funding, inadequate number of staff (of whom some need more skills), and poorly equipped ENR Department in District/Municipal Local Governments.

## 3.3 Recommendations for Continuous Improvement

- i. MFPED should shift investments and subsidies towards nature-based and climate-neutral strategies to reduce the after-effects/impacts from the COVID-19 lockdown on the environment.
- ii. The need for institutional enhancement through increased funding, staffing, skilling/training and equipping for ENR management at both central and local government levels. MFPED and the respective MDAs should dialogue to prioritize the current and emerging environmental issues like climate change and its impacts, chemical management, pollution, waste management (especially industrial, municipal and electronic wastes), biodiversity loss, among others.
- iii. There is a need for more strategic multi-media and multi-disciplinary environmental sensitization, public education and literacy promotion programs for all key stakeholders to reduce current apathy on stakeholders' roles and responsibilities, popular and participatory environmental stewardship attitude, and responsiveness among the people. Notably, there is an urgent need for comprehensive awareness program on the new National Environment Act of 2019 to ensure its effective implementation/enforcement among and by all stakeholders.
- iv. NEMA should invest in research to provide more environmental information and innovative ideas and mechanisms for ENR management. In this regard applied and action-oriented research is required to stimulate and catalyze environment management among stakeholders. Possibly, NEMA should partner with the existing research and academic institutions for effective studies and innovations in ENR management.
- v. NEMA should invest in digital innovations (digital information and communication facilities and platforms) through ICT infrastructure improvement (hard/software) for service delivery and to adopt future situations as that of COVID-19 pandemic.
- vi. Government of Uganda should continue to support the respective MDAs to participate in the Multilateral Environmental Agreements (MEAs) to enhance resource mobilization, domestication, and institutional capacity for ENR management in the country.

ISBN 978-9970-881-49-9



9 789970 881499

## **NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)**



Tel: +256-414-251064/5/8

Fax: +256-414-257521

E-mail: [info@nema.go.ug](mailto:info@nema.go.ug)

Website: <http://www.nema.go.ug>