



THE REPUBLIC OF UGANDA

# Coordination and Integration Strategy 2018 -2023

*Leveraging on coordination for effective integration  
of environment management issues*



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)



THE REPUBLIC OF UGANDA

# Strategy on Coordination and Integration of Environment and Sustainability Issues into Lead Agency Plans and Operations 2018 -2023



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Issues Into Lead Agency Plans and Operations 2018 -2023**

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# ACRONYMS AND ABBREVIATIONS

AIA	Archeological Impact Assessment
ARDC	Aquaculture Research and Development Center
CAA	Civil Aviation Authority
CSOs	Civil Society Organisations
DFR	Directorate of Fisheries Resources
EIA	Environmental Impact Assessment
ERA	Electricity Regulatory Authority
FPPs	Focal Point Persons
KCCA	Kampala Capital City Authority
LA	Lead Agency
LECs	Local Environment Committees
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MoH	Ministry of Health
MOU	Memorandum of Understanding
MWM	Municipal Waste Management
MWE	Ministry of Water and Environment
DWRM	Directorate of Water Resources Management
DEA	Directorate of Environmental Affairs
NaFIRRI	National Fisheries Resources Research Institute
NARO	National Agricultural Research Organisation

NCHE	National Council for Higher Education
NDP	National Development Plan
NEA	National Environment Act
NEMA	National Environment Management Authority
NWSC	National Water and Sewerage Corporation
OPM	Office of the Prime Minister
PFMA	Public Finance Management Act
SMEs	Small Scale & Medium Enterprises
SOPs	Standard Operating Procedures
SWOT	Strengths Weaknesses Opportunities Threats
TV	Television
UBOS	Uganda Bureau of Statistics
URA	Uganda Revenue Authority
URSB	Uganda Registration Services Bureau



# FOREWORD

**N**ational Environment Management Authority (NEMA) is the principal agency in Uganda for the management of the environment and coordinates, monitors and supervises all activities in the field of environment. This mandate is executed in partnership and coordination with Ministries, Departments and Agencies (MDAs) and other partners. The National



**Dr. Tom.O.Okurut**

Environment Act (NEA) Cap 153, stipulates the different functions of NEMA, relationship with lead agencies and delegation. The first two functions require NEMA to coordinate implementation of Government policy and the decisions of the policy committee and to ensure the integration of environmental concerns in overall national planning through coordination with the relevant Ministries, departments and agencies of the Government. A number of developments have been made with respect to coordination and integration including strategic planning, formulation of environment regulations, standards and guidelines and NEMA continues to steer the process of sound environment management. Despite the interventions, a number of gaps manifest particularly with enforcement and compliance to environment regulations by both Lead Agencies, the public and other stakeholders. This is the reason why a strategy on coordination and integration has been developed.

The strategy on coordination and integration of environment and sustainability concerns into Lead Agency plans and operations is thus a response to the challenges currently experienced in management of our environment already identified. The focus of the strategy is to mainstream environment management planning within the MDA and Lead Agency framework. Lead Agencies will be the entry point into all sectors of the economy and the public. The process will however involve more than lead agencies, engaging all stakeholders including Civil Society Organisations particularly Environment and Natural Resources oriented organisations, the academia, private sector, and media, among others. The approach has been collaborative enlisting participation of key stakeholders to guarantee ownership and sustainability. In the five years of the strategy, Standard Operating Procedures, a compliance assessment and reporting system and several other planning and budget tracking systems will be developed. The expectation is that environment management will be integral to Uganda`s overall development planning and management.

I encourage all stakeholders to embrace the strategy, adopt and operationalize it during planning and implementation and share both success stories and challenges during and after the implementation period.



**Dr. Tom.O.Okurut**

**EXECUTIVE DIRECTOR**

**NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)**

# EXECUTIVE SUMMARY

The NEMA Lead Agency Coordination and Integration strategy is premised on the National Environment Act Cap 153 and the 2015-2020 Strategic Plan. The strategic plan is intended to provide for coordination of policies and actions for effective management of the environment in Uganda. Among the objectives of the strategic plan is to accommodate the lessons learnt from the implementation of the previous 2009/2010-2013/2014 Plans. Salient among the lessons was low level of compliance to regulations, guidelines, and standards of environmental management at all levels and limited support of Lead Agencies to environment policies and laws. The coordination and integration strategy thus is a response to the past and current lessons and aims at enhancing participation of Lead Agencies with respect to implementation and compliance to their environment management mandate.

The overall objective of the strategy is to promote sustainable environment management through integration of environment and sustainability concerns into Lead Agency plans and operations. The specific objectives are; to guide, strengthen and enhance compliance to integration and implementation of environment and sustainability plans by Lead Agencies; improve coordination and reporting of environment management plans and operations by Lead Agencies; engage stakeholders particularly decision makers for understanding and empowerment of NEMA and Lead Agencies to effectively execute their environment management mandate; and, to mobilise resources for budgetary support of environment management activities. Successful implementation will involve integration of environment management issues into lead agency plans and operations resulting into effective environment management.

The strategy will be implemented under five priority areas that include; improving coordination and reporting of lead agency plans and operations; enhancing and enforcing compliance to environment management functions and plans by Lead Agencies; building capacity of both NEMA and Lead Agencies and providing technical backup to Lead Agencies; resource mobilization and budgetary support of environment management functions; and engagement of decision makers for effective implementation of planned environment management activities within NEMA and Lead Agencies. This rhymes with the challenges already identified and are envisaged to provide effective responses.

The implementation and realisation of the priority areas will be done through; establishing Standard Operating Procedures (SOPs) between NEMA and Lead Agencies on key result areas. The SOPs will provide guidelines for undertaking actions by both NEMA and Lead Agencies. A compliance assessment system will be developed and will provide the tools for planning, tracking and monitoring implementation of lead agency activities while a reporting system will be established to provide for feedback for improvement of existing systems and processes.

NEMA will spearhead the process of integration in consultation with Lead Agencies. A technical team will be formed and made of selected personnel from NEMA and Lead Agencies. The team will provide direction and technical guidance to NEMA and Lead Agencies with respect to implementation. The total budget for the coordination and integration strategy for the period 2018 to 2023 is estimated at UGX 4,305,000,000= (Four billion, three hundred and five million). The primary source of funding for this strategy will be contributions from NEMA and Lead Agencies and other partners. NEMA will have the overall responsibility of mobilising resources and ensuring efficient and effective use.

# INTRODUCTION

## 1.0 Introduction

National Environment Management Authority (NEMA) is the principal agency in Uganda for the management of the environment and coordinates, monitors and supervises all activities in the field of environment. According to the National Development Plan (NDP) II, the authority is responsible for environmental quality and management. The mandate of NEMA is executed in coordination with Lead Agencies (LAs). According to the National Environment Act (NEA) 1995, a Lead Agency can be a Ministry, Department, Parastatal Agency, Local Government system or Public officer in which or in whom any law vests functions of control or management of any segment of the environment. The Act further states that a Lead Agency cannot be released from performing its duties as prescribed by law irrespective of NEMA's intervention. Among the key functions of NEMA is to ensure the integration of environmental concerns in overall national planning through coordination with the relevant Ministries, Departments and Agencies (MDAs) of the Government. Effective execution of this environmental function is therefore subject to adoption and incorporation of environment concerns into the planning and operations of Lead Agencies.

Since 1995, NEMA has put in place a number of mechanisms to support Lead Agencies and enable integration of environmental concerns. These include mobilization and sensitization, training and capacity development, joint projects including resource mobilization, enforcement, awareness creation and provision of equipment to facilitate environmental functions,

among others. The State of Environment Report, Environmental Impact Assessments, review of budget framework papers among others are prepared jointly with Lead Agencies participating in collection and compilation of data. A number of projects including, the Build Project, Payment for Ecosystem Services project (June 2010-April 2014) and Municipal Solid Waste Management (MSW) project have been implemented jointly with Lead Agencies. Partnerships have also been established through Memoranda of Understanding (MoUs).

In a bid to improve coordination between NEMA and Lead Agencies, an office in charge of Lead Agency coordination was designated in 2017 with the responsibility of ensuring integration of environment and sustainability concerns into lead agencies' plans and activities. While there exists a multiplicity of environment management issues for integration, analysis of literature reinforced by views from consultative meetings and discussions among key departments within and outside NEMA, points to a number of key concerns. These are presented in Box 1 and 2.

## **1.2 Linkage with National Development and Institutional Frameworks**

The coordination and integration strategy is premised on the National Environment Act (NEA), Cap 153 and the NEMA Strategic Plan (2015-2020). The plan is intended to provide for coordination of policies and actions for effective management of the environment in Uganda. Among the objectives of the strategic plan is to accommodate the lessons learnt from the implementation of the previous 2009/2010-2013/2014 Plans. Salient among the lessons was low level of compliance to regulations, guidelines, and standards of environmental management at all levels and limited support of Lead Agencies to environment policies and laws.

**Box 1 and 2: Key critical issues for coordination and integration generated during interface with target NEMA and Lead Agency officers**

**Box 1: Issues from NEMA**

1. Environment data/statistics: Lead Agencies (LAs) should generate reports and share environmental statistics and related information. Some sectors do not provide data for the reports as required.
2. NEMA to specify the type of data and information that it needs from LAs and support such agencies where they may be limited in collection (Oil and Gas Data).
3. Harmonization of data collection frameworks and periods: the state of Environment Report is prepared after every two years while wetlands inventory is five years.
4. MoUs reviewed and updated to include emerging issues and specify NEMA Focal Point Persons and Vice Versa, among others.
5. Compliance of environmental issues by LAs particularly on enforcement that is sometimes left to NEMA resulting into legal implications due to inaction of LAs.
6. Prompt payment of outstanding payments LAs particularly EIA fees.
7. Improve working relations between NEMA and LAs: LAs perceive each other as substitute rather than complementary partners.
8. Designation of contact or focal Point persons by each lead agency to be in charge of environmental issues integration.
9. LAs need to emulate and integrate environmental and sustainability issues within their institution policies and practices, including energy saving, paperless initiatives, etc.
10. Capacity building and equipping LAs in assessment, inspection, and regulation, among others.

**Box 2: Issues from Lead Agencies**

1. Delays in EIA processes and other requests.
2. Inadequate coordination with MDAs in operations, communications.
3. Creating understanding on mandate, roles and responsibilities.
4. Clarification on which agencies qualify to be 'Lead Agencies'.
5. Need to share EIA fees as LAs also contribute towards the certification process.
6. Lack of appropriate/ updated guidelines as the existing ones appear outdated.
7. Need for financial support to LAs.
8. Need for training of LAs.
9. Ease in information flow and sharing.
10. NEMA needs to provide feedback on EIA approvals that deviate from LAs recommendations.

**Source: NEMA, 2018**

The integration strategy aims at enhancing participation of Lead Agencies as a means to increasing their support with respect to implementation and compliance.

In addition to the National Environment Act and strategic plan, there are several other instruments that support integration of environmental concerns into sectoral plans and programmes. Article 39 of the National Constitution, 1995, guarantees every Ugandan the right to a clean and healthy environment while Article 245 mandates Parliament to protect and preserve the environment for sustainable development. The 2015 Public Finance Management Act (article 9) requires Budget Framework Papers to take into consideration balanced development taken to be integration of environment, society and economic concerns. Uganda Vision 2020 which is in line with Vision 2040 aspirations focuses on achieving a middle income status. The vision is captured in the National Development Plan II that aims at strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth. The coordination and integration strategy contributes to a number of National Development Plan II targets including increasing forest cover to 24% and wetland cover to 13 % of land surface, among others. The strategic documents already mentioned are in line with the global Multilateral Environment Agreements (MEAs) and all the 17 Sustainable Development Goals and 169 targets of the Agenda 2030 as they aspire for sustainable development that can be realised through effective environment management. The aspirations are better realised through integration of environment and sustainability concerns into all sectors of the economy, particularly Lead Agencies. Further, the Uganda Green Growth Development Strategy 2017/18–2030/31 is to operationalize green growth principles and accelerate the implementation of Global Development Goals, Uganda Vision 2040 and



the second National Development Plan (NDPII). The strategy focuses on resource efficiency, equity and social inclusiveness, low emissions and sustainable economy among others, as means to achieving inclusive economic development and environment sustainability. Environmental sustainability is the ultimate objective of the integration strategy.

Several other statutory instruments and directives provide guidance on environment management within specific sectors. Environment management is a decentralized function as implied and spelt out in the Decentralization Policy, 1994 and the amended Local Government Act, 2015. There are also key Presidential Directives and Priorities, that relate directly to environment management and NEMA in particular, including; fast tracking mechanisms for approval of EIAs, stopping encroachment on forests, wetlands, river banks and lake shores, promoting a clean and healthy environment, protecting the Shea Butter tree species, setting up a fund to support resettlement of people settled in vital ecosystems wetlands; and scaling up provision of Water for Production Delivery strategies (NEMA 2018). All these will be realised within the NEMA-Lead Agency arrangement that is captured in the coordination and integration strategy.

## **2.0 SWOT Analysis**

A situational analysis was conducted in reference to NEMA and Lead Agencies with respect to the external opportunities and obstacles facing and likely to face these institutions in the next three years and internal strengths and weaknesses. The findings are shown in Figure 1.

**Figure 1: SWOT Analysis of NEMA as the strategy principal agency**

<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Mandate of NEMA as principal Agency</li> <li>2. Strong governance and management</li> <li>3. Highly qualified and experienced staff</li> <li>4. Successful integration at lower local governments</li> <li>5. Strong relationship with some lead agencies</li> <li>6. Operationalisation of regional offices by NEMA and some Lead Agencies</li> </ol> <p><b>Strategies to consolidate the strengths</b></p> <ol style="list-style-type: none"> <li>1. Retooling to meet the strategy aspirations</li> <li>2. Enhancing staff development and motivation</li> <li>3. Establishing regular contact,</li> <li>4. Establishing MOUs</li> </ol>	<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Dependence on government funding</li> <li>2. Limited commitment among partner agencies</li> <li>3. Limited regulatory instruments to enforce integration</li> <li>4. Staffing gaps</li> <li>5. Limited technical capacity in some fields e.g radiation</li> </ol> <p><b>Strategies to manage the weaknesses</b></p> <ol style="list-style-type: none"> <li>1. Mobilise more resources</li> <li>2. Setup joint projects with partners</li> <li>3. Develop, review and update regulations</li> <li>4. Capacity building (technical and equipment)</li> <li>5. Undertake strategic studies of environmental concerns e.g. Environmental Assessments</li> </ol>
<p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Existing MOUs with some Lead agencies</li> <li>2. Best practices by some Lead Agencies</li> <li>3. Competent staff in some lead Agencies</li> <li>4. Available supporting legal framework</li> <li>5. Ongoing amendment of the national environment act</li> <li>6. International will and support</li> <li>7. Supportive local and central governments</li> </ol> <p><b>Strategies to harness and utilize the opportunities</b></p> <ol style="list-style-type: none"> <li>1. Enter into MOUs with partners</li> <li>2. Organise exchange visits</li> <li>3. Provide credits &amp; incentives</li> <li>4. Initiate joint proposal development and programme implementation</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1. Overlapping mandate of NEMA and lead agencies</li> <li>2. Politicization of environment management function</li> <li>3. Mistrust and lack of coordination between agencies</li> <li>4. Limited capacity of lead agencies</li> <li>5. Low compliance to existing regulations</li> </ol> <p><b>Strategies to mitigate, minimize or neutralize or avoid the threats</b></p> <ol style="list-style-type: none"> <li>1. Review and redress the law</li> <li>2. Create awareness and understanding</li> <li>3. Establish MOUs</li> <li>4. Provide training</li> <li>5. Develop and deploy compliance systems</li> </ol>

**Source: NEMA, 2018**

### 3.0 Need for the strategy

The mandate of NEMA is to take responsibility for the management of the environment in Uganda. A number of initiatives have been undertaken in this regard. Amidst the drive and initiatives to integration, a number of challenges have also come up. Lessons from the 2009-2014 NEMA Strategic Plan point to the most pressing as, lack of awareness and appreciation of the services that the environment provides and inadequate appreciation of the problems of environmental degradation; low levels of compliance to regulations, guidelines, and standards of environmental management at all levels; and limited support of Lead Agencies to environment policies and laws. These have also been echoed in the National Development Plan II (2015). The current NEMA Strategic Plan (2015-2020) further points out weak coordination in planning and implementation of activities, limited budgetary support to Lead Agencies, to undertake environment management functions; and limited legal and policy framework that empowers NEMA in carrying out its functions. The Annual Budget Monitoring Report, 2016/17 notes that overall, NEMA's performance was ranked at 79% and continued ensuring sustainable environment and natural resources management, though weaknesses in compliance and enforcement measures still existed (MFPED 2017). Other issues include limited budget, capacity and skills, inadequate equipment and collaboration, among others. As a result, both NEMA and Lead Agency Environment Management targets have not been met. There is also mounting public, governance and political pressure on both NEMA and Lead Agencies to show cause as to their relevance. Most of NEMA's functions are integral and realisable within the Lead Agencies' operations framework - a call for coordination and integration. To ensure NEMA executes its mandate, there is need to strengthen efforts towards

coordination and integration of environment management functions by Lead Agencies. This is the background against which a coordination and integration strategy is developed.

## **4.0 Objectives**

The overall objective of the strategy is to promote sustainable environment management through integration of environment and sustainability concerns into Lead Agency plans and operations.

### **4.1 Specific objectives**

1. To guide, strengthen and enhance compliance to integration and implementation of environment and sustainability plans by Lead Agencies;
2. To improve coordination and reporting of environment management plans and operations by Lead Agencies;
3. To engage stakeholders particularly decision makers for understanding and empowerment of NEMA and Lead Agencies to effectively execute their environment management mandate; and,
4. To mobilise resources for budgetary support of environment management activities within NEMA and Lead Agencies.

## **5.0 Integration Strategy Outcomes**

The successful implementation of the plan will enhance effective coordination and integration of environmental concerns by Lead Agencies, resulting into sustainable environment management in the country. The following results are expected:

1. Effective partnerships and working relations between NEMA and

- Lead Agencies established;
2. Improved coordination and enhanced capacity of Lead Agencies to undertake environmental functions;
  3. Adequate resource mobilised for environment management;
  4. Political support provided and resources allocated to Lead Agencies to perform environment management functions; and,
  5. Improved compliance.

## **6.0 Guiding Principles**

The development, implementation and review of this strategy was open, participatory and engaging so as to solicit information and tap into as many view points as possible. The strategy will be underpinned by the following principles:-

- i) Implementation will be a shared responsibility with joint management programmes run between Lead Agencies and NEMA as need arises and as stipulated in the mandate of agencies involved. This will be reflected in planning, budgeting and funding and implementation; among others. Standard operating procedures will be developed to guide implementation of joint programmes.
- ii) Harmonisation: agency policies, plans and operations will be checked to eliminate duplication and overlapping roles. Every agency will therefore ensure that it verifies operations against its mandate. A compliance system will be developed to guide alignment of plans and priorities within respective mandate.
- iii) Building partnerships and networks: integration will require strengthening partnerships between Lead Agencies and NEMA and beyond. The

partnerships will result into bigger networks that will provide linkages and support during the implementation of the strategy and ensure sustainability. The Lead Agency Coordination unit in NEMA will spearhead partnerships through initiating Memoranda of understanding.

- iv) Interdependence: agency policies, plans, operations and activities are interdependent and inclusive and cannot be isolated or attributed to one agency more so with environment management. Input of one agency could be the output of another and vice versa. Implementation of this strategy will therefore require partnerships in reviewing operations and tasks as interdependent and inclusive.
- v) Flexibility and dynamism: while standard operating procedures will be provided for different assignments, there will be room for adjustment and flexibility upon prevailing circumstances. Innovations and creativity will be encouraged and supported to arrive at better outputs and outcomes.

## **7.0 Strategy Development Process**

Development of the coordination and integration strategy followed a participatory approach in which stakeholders were identified and engaged throughout the process. The participatory approach was meant to build consensus on key strategy issues, enhance ownership, establish and widen networks, linkages and partnerships that would be necessary for subsequent implementation. The process started with review of existing literature, records and review of efforts and strategies already undertaken. The review was also meant to assess the existing gaps and identify possible entry points. Results of the review were presented in a report that would later be used for the remaining strategy development process. Consultative

meetings were held with selected NEMA staff to get their views on both integration issues and related strategies.

A number of meetings were organized in which representatives of Lead Agencies were engaged in generating the strategy components and discussion on the structure of the document. Follow up meetings and telephone discussions would be conducted for clarification where needed. The generated views were consolidated into a draft integration document which was presented to NEMA Top Management for adoption and later validated by both NEMA and Lead Agencies. The validated strategy was presented to NEMA Board for approval.

## **8.0 Coordination and Integration Strategy Components**

The strategy will be based on five main components reported as Key Result Areas (KRAs), namely; coordination and reporting, enhancement and enforcement of compliance, building capacity, resource mobilization, and engagement of stakeholders for understanding and empowerment of NEMA and Lead Agencies. These components are inter-linked and are expected to inform effective integration of environmental concerns within Lead Agencies. All the components are presented alongside the context and strategies while related techniques are presented in Appendix II and III.

### **8.1 Coordination and reporting of Lead Agency plans and operations**

#### **Context**

Weak coordination has been cited among the factors hampering effective operations. In addition, the number of Lead Agencies has increased since the enactment of the National Environment Act in 1995 and so have

the roles and responsibilities. There are instances of duplication and overlapping responsibilities while delays are reported in management of documents between NEMA and Lead Agencies. A number of Lead Agencies do not submit annual reports as required by law while some do not participate in preparation of the State of Environment (SOE) reporting. This creates gaps, mistrust and at times poor working relations. It needs to be noted that NEMA has improved on its working relations with Lead Agencies evidenced by joint participation in monitoring and enforcement of laws, development planning, project management and reporting. While relations between NEMA and Lead Agencies have improved over time, there is need for collaboration as a means to effectively manage the environment. This calls for a deliberate coordination and integration arrangement to harmonise and improve relations and existing efforts for effective environment management.

## Strategies

- i. Establish Standard Operating Procedures between NEMA and Lead Agencies with respect to reporting, management of joint operations and follow up systems, among others.
- ii. Develop and operationalise a reporting framework based on agreed targets and key performance indicators.
- iii. Organize peer review mechanisms to improve on environmental sustainability-focused reporting by MDAs and Local Governments.
- iv. Introduce joint quarterly press briefings with Lead Agencies.
- v. Designate Focal Point Persons within all Lead Agencies for regular follow up and update
- vi. Strengthen working relations with Lead Agencies with regard to integration of environment and sustainability concerns. This will be possible through MoUs, exchange visits, short term placements, joint events including retreats, information sharing and establishing communication platforms.



## **8.2 Enhance and enforce compliance to environment management functions and plans by Lead Agencies**

### **Context**

There exists various laws and regulations with regard to compliance to environment management. These include the National Constitution, 1995, National Environment Act Cap 153, National Environment Management Policy, 1994, Local Government Act, 1997 as amended in 2015, and other supportive laws including various statutes, regulations and standards. In addition, there are other supportive communications and documentation including Presidential Directives, Budget call circulars, Ministerial Policy statements, to mention but a few. Despite these instruments, compliance to environment management remains low largely due to lack of a compliance enforcement system. Some laws however, need to be updated to cater for emerging challenges. Therefore there is need to develop a compliance system but also revise laws and regulations to empower both NEMA and Lead Agencies to execute their mandate effectively. The strategy will target both existing and new legal frameworks, mechanisms and arrangements for execution of the environment management function.

### **Strategies**

- i. Establish a compliance assessment system that provides guidelines, tools and mechanisms for planning, weighing, tracking and monitoring of integration of environmental issues within specific Lead Agencies.
- ii. Support on-ongoing reviews of policy and regulatory frameworks to empower NEMA and Lead Agencies to enforce integration.
- iii. Develop and update regulatory frameworks including regulations and standards to cater for emerging environment management issues.
- iv. Strengthen environmental protection systems to reinforce and support Lead Agencies in environmental compliance. This will

include lobbying for expansion of environment protection force creation of an environmental unit within judiciary and gazetting of more environment inspectors, among others. It will also involve operationalization of Local Environment committees.

### **8.3. Build capacity and provide technical backstopping to environment management agencies**

#### **Context**

Institutional capacity of both NEMA and Lead Agencies is limited by knowledge, skills and resources. Due to the technical nature of some of the environment management functions, a number of Lead Agencies have consistently reported inadequate capacity to manage related environment functions while some do not possess the equipment and technology. Among the areas for capacity development include; assessment and inspections particularly with respect to emerging issues such as e-waste, climate change, Oil and Gas, among others. Specific and specialized skills and equipment in the area of radiology, Archeological Impact Assessment (AIA) among others are inadequate and will need to be provided to both NEMA and Lead Agencies to ensure effective integration.

#### **Strategies**

- i. Mobilise resources to support scholarships for training, retooling, skills acquisition, equipment and tools for both central and local government agencies.
- ii. Participate in joint staff development support and capacity building with Lead Agencies.
- iii. Establish a mentorship program to groom and develop NEMA and Lead Agency personnel.
- v. Jointly lobby for government approval and allocation of resources for staff recruitment and development.

## 8.4 Resource mobilization and budgetary support of environment management functions

### Context

Funding of environment management functions of Lead Agencies is mainly from the Central Government. Budget allocations to the environment and natural resources sector unfortunately remain lower than what is required. According to the 2015 NEMA Strategic Plan, the sub-sector's share of the national budget has stagnated at between 0.5-1 % over the last 5 years and has therefore affected operations in the sub-sector. Operationalisation of the strategy will require exploring additional sources of funding that may not be realized within existing funding mechanisms. Lead Agencies also expressed the need for resources to facilitate effective implementation. This calls for a deliberate resource mobilization strategy to supplement what already exists.

### Strategies

- i. Develop and operationalize a joint resource mobilization strategy that explores new sources of funding.
- ii. Support implementation of the financing solutions/mechanisms through implementation of the Biodiversity Finance plan.
- iii. Organise annual environment and sustainable development innovation events.
- iv. Conduct research on key integration issues and use it for resource mobilization.
- v. Fundraise from donors and initiate mechanisms for innovative resource mobilization including pledge donors, legacy giving and corporate funding among others.
- vi. Engage the private sector through Public Private Partnerships.

- vii. Continuously lobby governments at the centre and local levels for dedication of environmental levies/taxes to environment management.

## **8.5 Engagement of decision makers for effective implementation and management of planned environmental activities within NEMA and the main lead agency budgets**

### **Context**

The activities of NEMA and Lead Agencies are poorly reported sometimes due to political and public misunderstanding of the mandate of environment management agencies. This has consequently impacted on chances of increasing funding. Many people perceive NEMA as an implementer rather than a coordinating and monitoring agency. Environment management function is at times politicized and often results into undue interference during operations of NEMA and Lead Agencies. The need to engage decision makers and leaders who influence public opinion, budget allocations and implementation through creating understanding and improving publicity for NEMA and Lead Agencies is therefore urgent. Political and public support of environment operations will enable effective execution of environment management functions at all levels.

### **Strategies**

- i. Dialogue and lobby decision makers both at central and local government levels to appreciate the need for environment management and adequately fund Lead agency environmental concerns.
- ii. Lobby international partners to influence budget allocation towards environment management by Lead Agencies.
- iii. Engage the public and environment oriented CSOs to conduct advocacy for Lead Agency environment and budgetary support functions.

- iv. Continuously involve policy makers in environment operations through constant operations and updates.
- v. Use media advocacy to create publicity and political and public understanding of NEMA and Lead Agency functions.
- vi. Update existing communication strategy to showcase NEMA`s achievement and presence to inform and interest public and policy makers on the Authority`s relevance.
- vii. Promote, establish and operationalize a national think tank for all MDAs, Local Governments, Civil Society, the private sector, the academia and research institutions, religious institutions such as churches and Mosques, Indigenous Peoples and local Communities (IPLCs), Local Leaders cultural institutions and the media.
- viii. Development of public education, awareness and community participation strategy aimed at changing individual perception, behaviours and attitudes and stimulating individual responsibility towards environment management.
- ix. Establish and operationalize a national think tank for all MDAs, Local Governments, Civil Society, the private sector, the academia and research institutions, religious institutions such as churches and Mosques, Indigenous Peoples and local Communities (IPLCs), Local Leaders cultural institutions and the media.

## **9.0 Stakeholders-Lead Agencies**

The list of NEMA stakeholders and partners has already been generated in the 2015 - 2020 Strategic Plan. Ten categories identified included MDAs, Parliament, Development Partners, and Media among others. MDAs that are Lead Agencies are expected to be primary stakeholders and their roles are already specified in their respective mandate while the specific issues of integration have been provided in Appendix II. The Specific MDAs are specified in Table 1. A stakeholder map is further shown in Figure 2

while a stakeholder matrix has been developed to show the power-interest relationship and strategies to manage the identified stakeholders and attached as Appendix I.

**Table 1: Key Lead Agencies -MDAs targeted for environment integration**

<p><b>Ministries</b></p> <p>Office of Prime Minister, Water and Environment, Energy and Mineral Development, Finance Planning &amp; Economic Development, Tourism, Trade &amp; Industry, Justice &amp; Constitutional Affairs, Works and Transport, ICT &amp; National Guidance, Agriculture, Lands, Internal Affairs, Security, Health, Education, Local Government, Gender, Labour &amp; Social Development.</p>	
<p><b>Directorates/Departments</b></p> <p>Environment Affairs, Water Development, Water Resources Management, Public Prosecutions, Wetlands Management, Climate Change, Fisheries Resources, NaFIRRI &amp; ARDC, Department of Museums and Monuments, Petroleum Exploration and Production and Department of Geological Surveys and Mines, among others.</p>	<p><b>Authorities</b></p> <p>Local Government , Electricity Regulatory Authority, National Meteorology Authority, Uganda Wildlife Authority, National Forestry Authority, Uganda National Roads Authority, KCCA &amp; urban authorities, Uganda Investment Authority, Uganda Revenue Authority, Atomic Energy Council, Petroleum Authority of Uganda, CAA, UBOS, UNBS, NCHE, NWSC, NARO etc.</p>

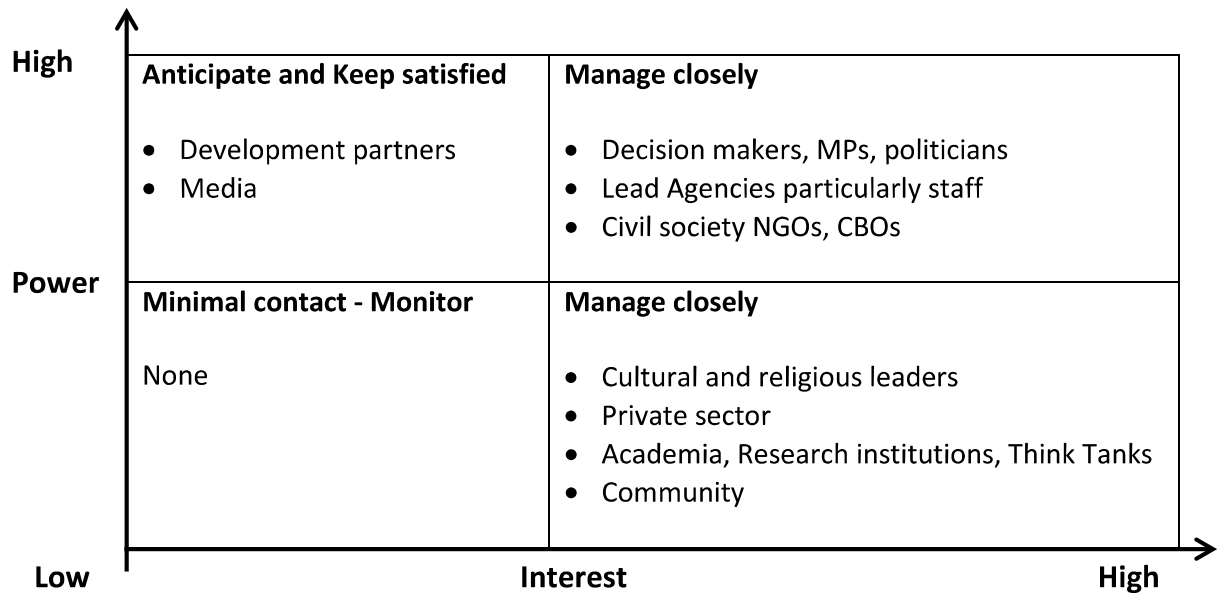
*\*\*Note: Some of the parastatals such as UNRA may not be Lead Agencies in the strict legal definition but are high impact agencies on environment and have already entered into MOUs with NEMA.*

**Source: NEMA, 2018**

## 9.1 Other stakeholders

While Lead Agencies are the primary target for the strategy, a stakeholder analysis conducted has shown that there are other equally important groups that will affect or be affected (Appendix I). These are illustrated in Figure 2.

**Figure 2: Stakeholder map for the integration strategy**



Source: NEMA, 2018

The stakeholder map in Figure 3 shows decision makers and Lead Agencies as stakeholders with high power and interest in the strategy and therefore need to be managed closely. Equally important are the development partners, media and CSOs while private sector and academia among others need to be constantly informed and updated about progress with implementation of the strategy. The reasons why these groups of stakeholder are important are stated below.

- i). **Politicians, elected officials and powerful individuals:** environment management function has over the years been politicized with many incidences where leaders and decision makers implicitly or publically support degradation of the environment. Their involvement in this strategy will be crucial for successful integration. Among the officials to be targeted include:- Members of Parliament, Ministers, local government leaders and individuals that sway both government and public opinion with regard to environment management. These will be continuously involved and engaged for support.

- ii) **Civil Society Organisations: Community/Neighbourhood, faith based and non-governmental organizations.** These organisations both at community and national level have been involved in integration strategy supportive services including sensitization, mobilization, funding and capacity building among others. Their interface with community members will be helpful especially with Lead Agencies particularly with local governments that deal with grassroots communities.
- iii) **Media-TV, newspapers, radios among others broadcast and publicise environmental management functions.** The media is the ear and eye of the public and influences and shapes opinions which are critical for the success of the strategy. A deliberate effort will be made to create media allies for both publicity but also advocacy for increased support of integration and environment management.
- iv) **Environmental groups and associations:** while some of these groups could be part of CSOs networks already mentioned, they need specific target as they are particular to environment. Their take and viewpoints on integration and environment management are vital. Pro and anti-environmental advocacy groups and organizations will be brought on board for increased understanding and support.
- v) **Private sector/businesses:** the private sector is mainly made up of people and companies that generate output that affects the environment. Principal and Lead Agencies will therefore benefit from engaging such entities to support environment management including financing, uptake and adoption of environmentally friendly and sustainable business practices and advocacy, among others.



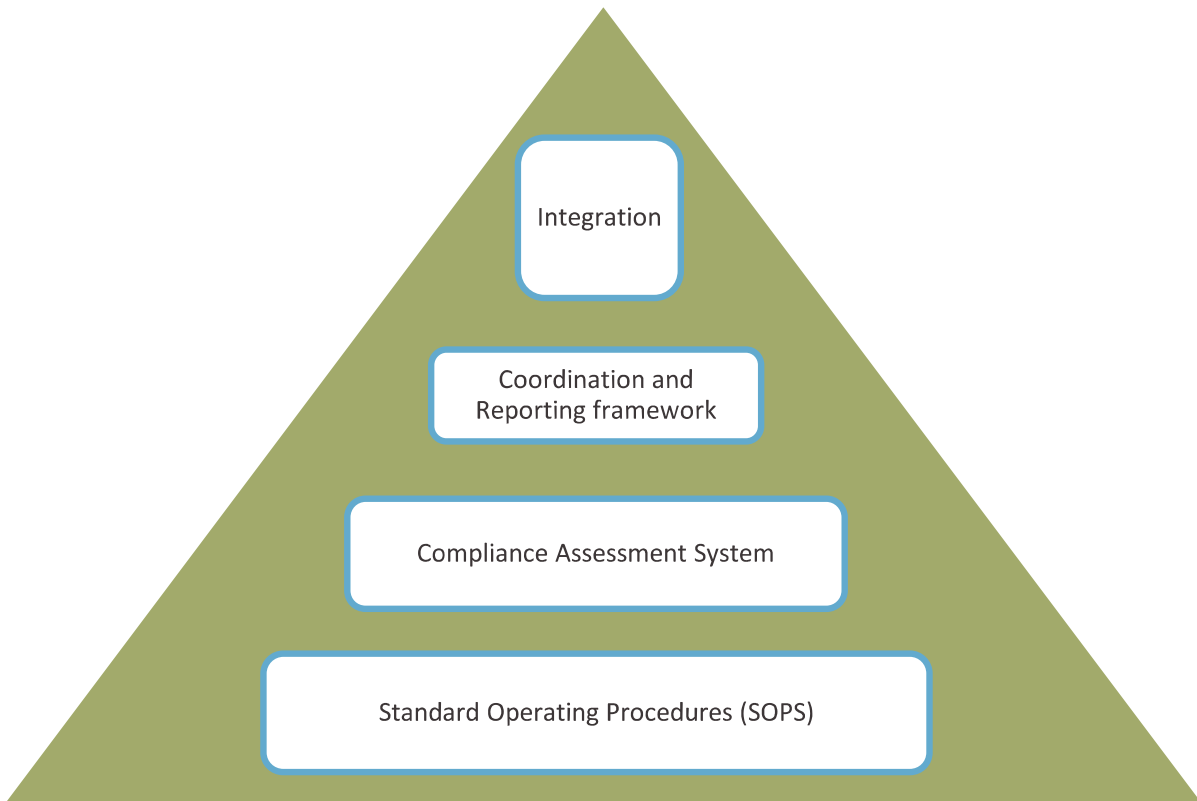
vi) **Development partners:** In addition to providing support, development partners have both the opportunity and ability to lobby government and influence decision making towards better environment management. They are also expected to build capacity and provide technical guidance in the execution of key environment management functions.

## **10.0. Approach and implementation arrangement to integration**

The main approach to implementing the strategy will be participatory with shared roles and responsibilities across the different Lead Agencies. Lead Agencies will be consulted in generating key integration issues and participate in strategy development. They will in addition, validate the proposed integration plan for ownership purposes. NEMA will spearhead the process of coordination and integration in consultation with Lead Agencies. A technical team on coordination and integration will be formed and made of selected personnel from NEMA and Lead Agencies. The team will be composed of maximum nine (9) members. The team will provide oversight direction and technical guidance to NEMA and Lead Agencies in all issues of integration. The Terms of Reference and composition of the technical team will be spelt out in a separate document.

Implementation of the strategy is envisaged to start with establishing Standard Operating Procedures (SOPs) for both internal and external functioning of key units within the authority particularly the Lead Agency coordination unit. Development of SOPs will be participatory involving Lead Agencies concerned. The established SOPs will spell out issues of coordination and integration and related strategies in addition to the steps to interaction between NEMA units and Lead Agencies. SOPs will in effect

**Figure 3: Integration approach**



**Source: NEMA, 2018**

establish the rules of engagement. They will also spelt out procedures of collaborations, reporting, communication, joint assessments and inspections, among others.

Once the SOPs are clearly developed, the process of developing a compliance assessment system will be initiated. The Ministry of Water and Environment and partners had initiated the process of developing the compliance system, with the strategy in place system, NEMA will work closely with the Ministry together with other partners including Office of the Prime Minister, National Planning Authority and Ministry of Finance, Planning and Economic Development to ensure that an appropriate system is in place. The system will involve guidelines and a set of tools for

planning, tracking and monitoring compliance. These tools are important as they will capture both the aspects of operationalization of SOPs but also mainstreaming of environment issues within sectorial /Lead Agency plans and practices. They will also enforce mainstreaming during planning but also track progress during implementation. Constant communication through structured reporting will be critical for analysing progress and challenges for improvement in subsequent periods. NEMA will provide administrative and operational support for implementing the plan in consultation with line departments and the implementation team. The Lead Agency Coordination unit will be the secretariat of the implementation team. Every Lead Agency will designate a Focal Point Person-an office/officer responsible for overseeing identified coordination and integration issues within the respective institution. Some of the focal officers will be members of the implementation team. It is expected that focal officers will be gazetted inspectors and will be deployed by NEMA when need arises.

## **11.0 Budget**

The total budget for the coordination and integration strategy for the period 2018 to 2023 is estimated at UGX 4,305,000,000= (Four billion, three hundred and five million). Implementation phase accounts for more than 95% of the estimated cost. The biggest amount of resources during implementation is in the area of capacity building (22%). As expected successfully integration will require adequate financing but also building capacity to oversee and implement the strategy. Engagement of stakeholders accounts for 21% while the least amount will be spent on development of the strategy.

**Table 2: Budget and work plan for 2018-2023 integration strategy**

	Strategy timeline & budget	2018	2019	2020	2021	2022	2023	~Budget (000)
<b>1</b>	<b>Develop an integration strategy</b>							80,000
A	Generate concept note							
B	Generate views & validate with NEMA and Partners							
C	Approval of strategy and production							
<b>2</b>	<b>Coordination and reporting of Lead Agency plans and operations</b>							780,000
<b>3</b>	<b>Building Capacity</b>							955,000
<b>4</b>	<b>Enhancing and enforcing compliance to mandates and plans for environment and sustainability</b>							600,000
<b>5</b>	<b>Resource mobilization</b>							830,000
<b>6</b>	<b>Engage Decision Makers and other stakeholders</b>							960,000
<b>7</b>	<b>Monitor and evaluate plan</b>							100,000
<b>8</b>	<b>Total</b>							<b>4,305,000</b>

**Source: NEMA, 2018**

The primary source of funding for this strategy will be contributions from NEMA and Lead Agencies and individual stakeholders already mentioned in Appendix I. The strategy is part of the NEMA strategic plan and operationalizes key priority areas which have already been budgeted. NEMA and partners will have the overall responsibility of mobilising resources and ensuring efficient and effective use. The implementation task team will support NEMA in the process of mobilization of funds. It will undertake engagements with MDAs and partners aimed at soliciting for funding and including the strategy interventions during preparation of annual work plans and budgets. The detailed budget is attached as Appendix VI.

## 12.0 Monitoring and evaluation

The integration plan will be prioritized as cross cutting within NEMA and across Lead Agencies and partners. As such monitoring and evaluation will be a shared responsibility. The process will be participatory and shall require multi-sectoral and multi-faceted teams that will at times extend beyond Lead Agencies to NEMA partners including the government, civil society, private sector, public and development partners. The implementation team will undertake monitoring following indicators in Appendix IV and put in place arrangements for evaluation. Stakeholders will actively participate in design of a monitoring and evaluation system, collection and analysis of data and reporting, feedback and dissemination. Process, output and outcome indicators will be periodically designed and reviewed within integration framework (Appendix II, IV and V). Both NEMA and Lead Agency staff will routinely collect and receive progress information from the field and partners and use it for assessment. Surveys, Outcome harvesting, Most Significant Change and Expert Analysis will be used for monitoring and evaluation. Mid-term evaluation will be conducted in 2021, three years after implementing the strategy while terminal evaluation will be conducted in 2023.

## APPENDIX I: Stakeholder Analysis Matrix

Stakeholder Name	Impact How much does the strategy impact them? (Low, Medium, High)	Power/Influence How much influence do they have over the strategy? (Low, Medium, High)	What is important to the stakeholder? Interest (Low, Medium, High)	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Decision makers Members of Parliaments Other politicians	Low	High	Enforcing compliance of environment standards High	- Allocating resources - Creating public education - Formulation of policies and regulations	-Blocking release of funds -De-campaigning	- Lobbying - Engagement meetings
Civil societies NGOs CBOs	Medium	High	Advocacy High	Advocacy, capacity building, awareness and Funding	- De-campaigning - Withhold funding	- Meetings, conferences, media, training
Cultural and religious leaders	Low	High	Promote awareness Medium	Create awareness	- De-campaigning - Failure to participate	- Meetings- conferences- coordination (formal collaborations)
Development partners	Low	High	-funding -training (capacity building) High	- Funding - Capacity building (training) - Information sharing through research activities - Technical support - Support development of SOPs and guidelines	- Withhold the funds and technical support,	- Meetings, conferences, coordination (formal collaborations), Training.
Media Advocacy groups	Low	High	Low	- Publicity	- Negative publicity	- Training - Publicity (participation in publishing and disseminating the strategy)

## APPENDIX I: Stakeholder Analysis Matrix (cont'd)

Stakeholder Name	Impact How much does the strategy impact them? (Low, Medium, High)	Power/Influence How much influence do they have over the strategy? (Low, Medium, High)	What is important to the stakeholder? Interest (Low, Medium, High)	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder
Private sector (SME, Large industries; Business Associations)	High	Low	High	<ul style="list-style-type: none"> <li>- Compliance to policies and regulations</li> <li>- Contribution to an environmental levy</li> <li>- Training (interns etc.)</li> <li>- Facilitate research</li> </ul>	<ul style="list-style-type: none"> <li>- Refusal to participate in implementation of the strategy and compliance to regulations</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings, awareness, conferences</li> </ul>
Academic, research institutions and think tanks	Low	Low	High	<ul style="list-style-type: none"> <li>- Provide research findings (publications)</li> <li>- Educate the students &amp; the public</li> <li>- Development of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Negative publicity</li> <li>- Influence decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Conferences</li> <li>- Workshops</li> <li>- Symposia</li> </ul>
Community members	High	Medium	High	<ul style="list-style-type: none"> <li>- Compliance to the laws and regulations</li> <li>- Monitoring</li> <li>- Reporting (bad practices)</li> </ul>	<ul style="list-style-type: none"> <li>- Destruction</li> <li>- De-campaign (demonstrations)</li> </ul>	<ul style="list-style-type: none"> <li>- Awareness, training, meetings, information sharing through media</li> </ul>
Staff (Lead Agencies )	High	High	High	<ul style="list-style-type: none"> <li>- Development of the strategy</li> <li>- Implementation of the strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Non compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Training</li> <li>- Conferences</li> <li>- Meetings</li> </ul>

## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
1	Ministries OPM, Ministries; MWE, MAAIF, MEMD, MoH, MTTUD, Ministry of Works and Transport among others	<ul style="list-style-type: none"> <li>Policy reviews and updates and oversight</li> <li>Public support for environmental operations and rules</li> <li>Adequate budgets – environment concerns</li> <li>Support independent vote for environment Levies and funds</li> <li>Timely payment of EIA fees</li> <li>Appointment of FPP</li> </ul>	<ul style="list-style-type: none"> <li>Designate Focal Point Persons within all ministries</li> <li>Continuously involve policy makers in environment operations</li> <li>Develop a publicity strategy to showcase NEMA's achievement and presence to inform and interest public and policy makers</li> <li>Lobby for dedication and use of the environment levies for environment management</li> </ul>	<ul style="list-style-type: none"> <li>Letter/circular to all ministries written by relevant authority</li> <li>Engagement meetings/workshops and field visits</li> </ul>
2	<b>Water and Environment</b> Directorates Water Resources Management, Water Development, Environmental Affairs and Wetlands Management Department  Department of Climate Change	<ul style="list-style-type: none"> <li>Ensure coordination and collaboration</li> <li>Participate in joint enforcement and compliance</li> <li>Water and wetlands inventory and data frameworks</li> <li>Catchment planning and management</li> <li>Support assessment and licensing of environmentally related projects</li> <li>Streamline reporting and feedback</li> <li>Manage climate change inventory and data frameworks</li> <li>Ensure constant contact</li> <li>Mainstream climate concerns within the environment discourse</li> </ul>	<ul style="list-style-type: none"> <li>Establish Standard Operating Procedures</li> <li>Develop customized and automated tools and guidelines for tracking and monitoring</li> <li>Introduce joint quarterly press briefings with Lead Agencies</li> <li>Setup joint teams for related overlapping/duplicate or related activities</li> <li>Introduce exchange visits and short term placements</li> <li>Establish joint enforcement and compliance platforms</li> <li>Create a communications platform for ease in communication</li> <li>Designate a FPP for contact and integration of climate change concerns</li> </ul>	<ul style="list-style-type: none"> <li>Consultative meetings</li> <li>Team building events, meetings</li> <li>Formation of task team on tool development</li> <li>Target media center press briefings</li> <li>MoU allocating slots</li> <li>Open Social media platforms (Whatsapp and Facebook) NEMA Lead Agency account</li> <li>MoU</li> <li>Enroll selected officers on Whatsapp group</li> </ul>



## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies (cont'd)

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
	Directorate of Fisheries Resources, NaFFIRI- Fisheries Research	<ul style="list-style-type: none"> <li>• Control illegal fishing                             <ul style="list-style-type: none"> <li>○</li> <li>○</li> </ul> </li> <li>• Control invasion of exotic water weeds, fish and other water animals</li> <li>• Manage conflict of shared water resources with national parks where there is impediment of fisheries research by Wildlife authorities</li> <li>• Stop destruction of fishing breeding sites</li> </ul>	<ul style="list-style-type: none"> <li>• Joint assessments and inspections</li> <li>• Enforcement and compliance</li> <li>• joint enforcement mechanisms</li> <li>• joint monitoring, inspection and implementation where responsibilities overlap</li> <li>• joint training &amp; awareness of fishing communities</li> <li>• strengthen controls and movement of exotic species</li> </ul>	<ul style="list-style-type: none"> <li>• Set up a standing committee</li> <li>• Link with NEMA clusters</li> <li>• Joint teams with other Leading Agencies</li> <li>• Engagement in meetings, workshops</li> <li>• joint monitoring and compliance activities</li> <li>• MOUs</li> </ul>
	ARDC -Aquaculture Research	<ul style="list-style-type: none"> <li>• Control water quality deterioration by fishing communities</li> <li>• Control inappropriate establishment of aquaculture production systems in wetlands and in lakes</li> <li>• Control inappropriate movement of unauthorized fish species for culture from one point to another or importations</li> <li>• Control of potential pollutants and bio-security risks from aquaculture operations considering the entire aquaculture value chain (e.g fish feeds)</li> <li>• Control of fish escapees from fish farms as they might transmit disease to wild fish &amp; cause mass kills</li> <li>• Monitoring water quality</li> </ul>	<ul style="list-style-type: none"> <li>• smooth joint and tight mechanism for licensing &amp; offering permits for establishing aquaculture enterprises in wetlands and in lakes</li> <li>• standard operating procedures for selection of sites for establishment of aquaculture enterprise</li> <li>• strengthening controls to avoid water diseases</li> </ul>	<ul style="list-style-type: none"> <li>• joint teams with other Leading Agencies</li> <li>• engagement in meetings, workshops</li> <li>• sensitization using Mobile Apps or other media</li> </ul>

## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies (cont'd)

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
	National Forestry Authority	<ul style="list-style-type: none"> <li>Protection of forests and threatened flora</li> <li>Environmentally benign tree species</li> <li>Deforestation including in refugee settlements</li> <li>Sale of forest reserves</li> <li>Public mistrust</li> </ul>	<ul style="list-style-type: none"> <li>Support enforcement and compliance</li> <li>Conduct strategic SEIAs</li> <li>Follow up cancellation of illegal titles</li> <li>Develop publicity strategy</li> </ul>	<ul style="list-style-type: none"> <li>Stand by force</li> <li>Use consultants</li> <li>Writing letters to responsible agencies for title cancellation</li> <li>Engagement meetings and workshops</li> </ul>
	National Meteorology Authority	<ul style="list-style-type: none"> <li>Accurate environmental and weather projections and data</li> </ul>	<ul style="list-style-type: none"> <li>Support data automations and sharing frameworks</li> </ul>	<ul style="list-style-type: none"> <li>Enter into MOU, design online database system</li> </ul>
	National Water and Sewerage Corporation	<ul style="list-style-type: none"> <li>Restoration of environment and Ecosystem around utility networks</li> <li>Tagging utility connections on environmental concerns &amp; rules</li> <li>Integration of environment concerns within projects</li> <li>Catchment protection and management</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen inspection</li> <li>Engagement meetings at policy and operational level</li> <li>Design and apply the monitoring, compliance tool</li> <li>Enforce existing catchment management guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Set up joint committee</li> <li>Hold regular interface meetings</li> <li>-Conduct annual assessments</li> <li>Assessment and monitoring of catchment plans</li> </ul>
<b>3</b>	<b>Energy and Mineral Development</b>			
	Department of Geological Surveys and Mines	<ul style="list-style-type: none"> <li>Environmental concerns in mining licenses</li> <li>Protection of environment and restoration during and after mining</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen joint assessment and inspection</li> </ul>	<ul style="list-style-type: none"> <li>Regular interface meetings</li> <li>Joint teams and follow of environment management plans</li> </ul>
	Directorate of Petroleum Exploration	<ol style="list-style-type: none"> <li>Environmental concerns in petroleum exploration</li> <li>Compliance to environment rules</li> <li>Waste management</li> <li>Compilation of sector SOER</li> </ol>	<ol style="list-style-type: none"> <li>Joint assessments and inspections</li> <li>Appointment of FPPs</li> </ol>	<ol style="list-style-type: none"> <li>Meetings and regular interface</li> <li>Enter into MOU</li> </ol>
	Petroleum Authority of Uganda	<ol style="list-style-type: none"> <li>Environmental compliance of petroleum projects</li> <li>Restoration of ecosystem on oil and petroleum networks.</li> <li>Lack of FPPs</li> </ol>	<ol style="list-style-type: none"> <li>Conduct joint assessments and inspections</li> <li>Design and deploy the compliance tool</li> <li>Establish working relations</li> </ol>	<ol style="list-style-type: none"> <li>Meetings, field visits and regular interface</li> <li>conduct annual assessment</li> <li>Enter into MOU</li> </ol>

## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies (cont'd)

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
	Atomic Energy Council	<ol style="list-style-type: none"> <li>1. Technical capacity and equipment in environment-radiation energy issues</li> <li>2. Lack of joint assessments and inspection</li> </ol>	<ol style="list-style-type: none"> <li>1. Training, mentorship and capacity development</li> <li>2. Establish MOUs</li> </ol>	<ol style="list-style-type: none"> <li>1. Sponsorships for training, workshops</li> <li>2. Engagement and follow up meetings</li> </ol>
<b>4</b>	<b>Justice, Law and Order</b>			
	Judiciary	<ol style="list-style-type: none"> <li>1. Interpretation of environmental policies and rules</li> <li>2. Timely enforcement and compliance of environmental degraders</li> <li>3. Expanding capacity to match environmental concerns- case backlogs</li> </ol>	<ol style="list-style-type: none"> <li>1. Provider tailored training sessions in environment</li> <li>2. Lobby for an environmental unit/desk/officer/more officers</li> <li>3. Support new environment bill on instant sanctions and penalties</li> </ol>	<ol style="list-style-type: none"> <li>1. Specialized training sessions</li> <li>2. Engagement meetings</li> <li>3. Promote bill in meetings and fora</li> </ol>
	Uganda Police Force	<ol style="list-style-type: none"> <li>1. Limited personnel and equipment</li> <li>2. Coordination with community police units</li> <li>3. Engagement of non EPF officers in environment operations</li> <li>4. Isolated operations by EPF in regions without lead agency inspectors</li> </ol>	<ol style="list-style-type: none"> <li>1. Lobby for additional officers</li> <li>2. Advocate for an independent unit outside police command</li> <li>3. Establish working relations with police headquarters and units</li> </ol>	<ol style="list-style-type: none"> <li>1. Engagement meetings</li> <li>2. Support new bill-meetings/engagements</li> <li>3. Enter into MOU</li> </ol>
	Uganda Registration Services Bureau	<ol style="list-style-type: none"> <li>1. Incorporation of environment considerations while registering companies</li> <li>2. Lack of contact</li> </ol>	<ol style="list-style-type: none"> <li>1. Advocate for new policy that incorporates environment aspects</li> <li>2. Establish working relations</li> </ol>	<ol style="list-style-type: none"> <li>1. Lobby and engagement meetings</li> <li>2. Enter in MOU</li> </ol>
<b>5</b>	<b>Municipalities and Urban Authorities</b>			
	KCCA & urban authorities, Local government authorities	<ol style="list-style-type: none"> <li>1. Authorisation and licensing of environmental degraders</li> <li>2. Compliance, monitoring and enforcement of: Wetlands management, control of pollution, regulation of waste and waste operators</li> <li>3. Physical planning with respect to environment issues</li> <li>4. Recruitment of adequate environment officers and capacity development</li> <li>5. Coordination in enforcement, reporting and publicity</li> <li>6. Operationalisation of Local Environment Committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Enhance joint assessments, compliance monitoring</li> <li>2. Training and capacity development</li> <li>3. Enhance information sharing forums for instant feed and action monitoring</li> <li>4. Support recruitment of officers for environment compliance</li> <li>5. Undertake joint resource mobilization for environment</li> <li>6. Support establishment of LECs</li> </ol>	<ol style="list-style-type: none"> <li>1. Enter into MOU and design a compliance tool for monitoring performance</li> <li>2. Workshops</li> <li>3. Whatsapp forum</li> <li>4. Lobby/advocacy meetings</li> <li>5. Joint proposals</li> <li>6. Planning meetings</li> </ol>

## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies (cont'd)

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
	Uganda Export Promotions Board	- Coordination, development, management, with respect to environment	-Establish MOUs for joint environment activities and projects	1. Consultative engagements
	Uganda Free Zones Authority	Coordination development, management, and control of free zones with respect to environment	Establish MOUs for joint environment activities and projects	1. Consultative engagements
	<b>Tourism</b>			
	Wildlife Authority	-Protection of wildlife and threatened fauna, birds etc	-Design the compliance tool -Joint monitoring and compliance	1. 2. Joint teams
	Department of Museums and Monuments	-Incorporation of archeological/cultural heritage aspects in assessments -Protection of underground archeology versus development	-Train and build capacity in archeological/Physical Cultural Resources impact assessments -Engage and sensitize Leading and Implementing Agencies -Implementing Agencies	1. Joint teams 2. Joint teams 3. Joint proposals 4. Training workshops involving site visits
	<b>Agriculture</b>			
	National Agriculture Research Organisation	-Ensure sustainable use of pesticides, chemicals and trials	1. Conduct research on pesticides, chemicals and technologies 2. Engagement in development and post development processes	1. Design joint studies 2. Training workshops
	National Agricultural Advisory Services	-Ensure sustainable use of pesticides, chemicals and technologies -Provide environmentally friendly information and guidance	Need for research on pesticides, chemicals and technologies	
	Coffee Development Authority	-Environment considerations in coffee production and use of pesticides	-Establish MOU -Conduct joint projects including sensitization	1. Hold initial interface meetings 2. Joint teams-training and resource mobilization

## APPENDIX II: Expected roles and key issues for integration within specified sectors and Lead Agencies (cont'd)

SN	Key Lead Agencies -MDAs	Key roles/integration issue	Strategy	Technique
	<b>Education</b>			
	National Council for Higher Education	Integration of environment as across cutting field in higher institutions of learning	-Follow up on mainstreaming of environment across curricular	1. Monitoring and evaluation visits
	Uganda National Commission for UNESCO	Promotion of Education and cultural programmes for environment mainstreaming	-oint programming and assessment	1. Joint projects 2. Follow up meetings
	<b>Public Administration</b>			
	Office of the President	-Supporting directives on wetland restorations -Engagement in enforcement by NEM and partners	1.Enhance involvement in sensitization and mobilisation Leverage on existing FPPs during joint inspections and enforcement	1. Hold joint media briefs 2. Engage FPP in inspections and enforcement
	<b>Social development</b> National Women's council, Youth Council and national council for Disability	-Community empowerment, gender mainstreaming and affirmative action, -Eliminating discrimination -Recognition of social and environmental concerns as integral	1. Develop compliance tool that incorporates environment and social aspects 2. Appointment of FPPs	1. Initiation and consensus building meetings 2. Enter into MOUs
	<b>Science, Technology and Innovation</b>			
	1. Engagement meetings	Uganda National Council for Science and Technology	-Environment considerations in innovations and studies -Designate of FPP	1.Establish MOUs and designate FPPs 3. Incorporate environment concerns in accreditation and clearance of studies
	Uganda Communications Commission	-Restoration of environment and Eco- system around communication network -Environment and social concerns of communication facilities and masts -Capacity building in mast EIAs	Joint compliance monitoring Conduct joint studies on perception and effects of communication networks	1. Set up joint teams 2. Joint surveys

**\*\*Note:** In case of disbanding, merging or reverting specific lead agencies to other entities, the concerned ministries and entities will assume the very assigned roles and responsibilities.

Strategic intervention	Technique/Required/Target	Expected outcome	Indicators	Agency
<b>Enhance coordination, harmonisation and reporting of lead agency plans and operations</b>				
Develop a coordination strategy	Consultative meetings	Effective coordination	Strategy documents Developed	NEMA
Develop Standard Operating Procedures	1 Workshop/meetings	Effective operations	SOPs developed	NEMA
Setup joint teams for overlapping/duplicate activities	2 annual joint operations	Increased harmonization	Joint teams formed	LA/NEMA
Develop customized and automated tools for monitoring key integration issues	4 Meetings, 4 different tools	Effective monitoring	Automated monitoring tool	LA/NEMA
Develop annual assessment system of weighing progress towards integration by Lead Agencies	1 Meeting,	Efficient assessment of progress	Assessment system & tool developed	NEMA
Organise joint quarterly press briefings with Lead Agencies	12 joint briefings	Improved public understanding of NEMA+LA` operations	Press briefings held	LA/NEMA
Train NEMA and its partners and provide technical backup to Lead Agencies on integration	Workshops, fellowship/scholarships 30 Lead Agencies	Effective of discharge responsibilities	No of Lead Agencies with trained staff	NEMA
Designate Focal Point Persons within all Lead Agencies	MOU, At least 10 new FPPs	Improved coordination	Meetings, Appointed FPPs	Lead Agencies
Support coordination of regional branches to establish partnerships for effective integration	MOUs, At least 4 New	Improved harmonization and coordination of region functions	No of MOUs at regional level	NEMA
<b>Strengthen working relations with Lead Agencies with regard to integration of environment and sustainability concerns</b>	<b>Technique/Required/Target</b>	<b>Expected outcome</b>	<b>Indicators</b>	<b>Lead Agency</b>
Negotiate MOUs with Lead Agencies for integration purposes	4 Meetings	Improved collaboration	New MOUs signed	NEMA
Organise exchange visits and short term placements with Lead Agencies	4 Travels/placements	Improved capacity	No of visits made	NEMA/LAS
Organize joint events including retreats	At least 1 retreat annually	Sustainable interpersonal connections and relations	No. of new joint events held	NEMA
Setup a joint staff development initiative fund	A fund existing	Enhanced capacity & performance	Proposal developed	NEMA/Las
Provide mentorship to lead agency personnel	4 paired mentors/mentees	Enhanced competence	No. MOUs with mentorship	NEMA

## APPENDIX III: Summary of key strategy areas, actions, indicators and responsible Agency (cont'd)

Strategic intervention	Technique/Required/Target	Expected outcome	Indicators	Agency
<b>Engagement of stakeholders particularly decision makers</b>				
Organise regular dialogues with decision makers/power blockers to support NEMA/LA	2 Annually	Political support and increased budgetary support	No of meetings	NEMA/LAS
Lobby international partners to influence adequate budget allocation to environment	Engagement meetings, at least 2 annually	Increased international influence and support	No of meetings	
Lobby for fund in which fines and penalties on environmental degradation are allocated to Lead Agencies for environmental management	Engagement meetings, at least 2 annually	Sustainable financing of environment functions	Proposal developed	NEMA/LAS
Conduct research on key integration issues and use it for budget advocacy	Surveys, At least 1 annually	Evidence decision making	Research projects conducted	NEMA
Develop proposals to augment existing sources of funding	At least 2 annually	Adequate funding	No of proposals written	NEMA/LAS
Conduct media advocacy to highlight need for adequate budget allocations	Talk shows, feature articles, 4 Annually	Increased budget allocation	Media interfaces	NEMA
Review of regulatory instruments to enforce integration of environment and sustainability concerns by Lead Agencies	Sponsored meetings/engagements			NEMA/LAS
Conduct reviews of policy and regulatory frameworks to empower the authority to enforce integration	Time review timelines	Effective integration	No. reviews made	NEMA
Propose review of PFMA to require budget framework papers include environment integration	Engagements meetings, 3	Effective integration	Proposal to review developed	NEMA/LAS
Lobby for an environment unit within the judiciary to expeditiously handle environment related cases	Engagements, at least 2 annually	Timely management of environment cases	No of Meetings held	NEMA
Lobby for expansion of environmental protection force to reinforce and support Lead Agencies in environmental compliance	Engagements, Triple existing number	Effective detection, prevention and enforcement	Meetings with Police/ no. of new EPF officers	NEMA
Develop a national publicity strategy to showcase NEMA-LAS, their presence and interest public and policy makers	Meetings, workshops 2	Improved visibility NEMA and LA	Publicity strategy developed, feedback	NEMA/LAS
<b>Resource mobilization and capacity building</b>				
Support implementation of the biodiversity financing plan	Meetings	Adequate facilitation for environment-activities	Biodiversity financing plan supported/ implemented	NEMA/LAS
Organise capacity building and training programmes in resource mobilisation	3 Workshops & meetings annually	Enhanced capacity for resource mobilization	No of proposals approved, amount of resources mobilized	NEMA
Organise annual environment and sustainable development innovation events	1 annual event	An established network for resource mobilization	No of events held	NEMA/LAS

## APPENDIX IV: Monitoring and Evaluation Framework

Coordination and reporting of lead agency plans and operations						
Strategies	Activity	Output	Indicator	Baseline	Target	Source of Verification
Establish Standard Operating Procedures between NEMA and Lead Agencies with regard to integration, reporting and follow up among others	Communicate with all ministries, Lead Agencies	Lead Agencies, Ministries communicated to	No of LAs communicated to,	No of LA	All LA	Letters, emails, acknowledgement receipts
	Conduct engagement meetings/workshops and field visits	Engagement meetings, workshops and field visits conducted	No of Reports, No of meeting held			Reports documented, minutes
	Develop MOUs	MoUs developed	Report, No of meeting held, No of MoUs signed	3	3 Annually	Reports documented, minutes, Signed copies of MoU
	Develop SOPs between NEMA & Las	SOPs developed	Report, No of meetings held	None	All	Reports, minutes
	Conduct Team building events, meetings	Team building events, meetings conducted	No of team building events held, No of meetings held,		All	Reports on TB events held, Minutes
Develop and operationalize a reporting framework based on agreed targets and key performance indicators	Conduct consultative meetings	Consultative meetings conducted	No of consultative meetings held			Reports and/or minutes
	Form task teams on tool development	Task teams on tool development formed	Reporting Tool developed			Progress reports, approved reporting tool
	Designate focal person.	focal person designed	No of LAs with focal point persons, No of meetings held with FPPs			List of FPPs from LAs, Minutes
	Develop a reporting format/template	A reporting format/template developed	Reporting template			Progress report, Approved reporting template



## APPENDIX IV: Monitoring and Evaluation Framework (cont'd)

Coordination and reporting of lead agency plans and operations						
Strategies	Activity	Output	Indicator	Baseline	Target	Source of Verification
	Develop MOUs	MoUs developed and signed	No of MoUs developed/signed, No of Meetings held			Mo developed/signed, Reports/minutes, signed work plans
	Develop an integrated communication and collaboration tool	A communication strategy & plan developed	Approved communication strategy & plan			Reports, signed communication strategy & plan.
	Develop reporting framework for by Lead Agencies and Local Governments	Off and online reporting system	Lead Agency reporting system No of meetings/workshops held,			Minutes, reports
Conduct joint quarterly awareness programmes with Lead Agencies	-Target media center press briefings	Awareness created	No of talk shows held, No of media/press briefings held,			Reports
	-Talk shows,					
	-feature articles,IEC materials					
Designate Focal Point Persons within all Lead Agencies for regular follow up and update	- MOU, Meetings,	Focal point persons appointed, Minutes for the meetings, MOUs approved	No of LAs with FPPs, No of meetings held, No of MOUs discussed and signed			Signed MoUs, Minutes, acknowledged letters
	-Letter/circular to all ministries written by relevant authority					
	- Review meeting of laws, guidelines, regulations		ToRs for the joint monitoring teams, No of meetings held			
Develop guidelines for execution of duplicated and overlapping responsibilities within Lead Agencies	-MOU	Joint-monitoring teams established, Meetings held	No of MoUs signed, No of meetings held, No of assessment reports			Annual reports, minutes, signed MoUs, signed inter-Agency work plans
	-Hold regular interface meetings					
	-Conduct annual assessments					
	-Assessment and monitoring					

## APPENDIX IV: Monitoring and Evaluation Framework (cont'd)

Capacity building						
Strategies	Activity	Output	Indicators	Baseline (2018)	Target	Source of verification
Mobilise resources to support scholarships for training, retooling	Capacity Needs Assessment	Capacity needs report	No. of LAs Assessed Identified capacity needs assessment areas	None	30 Lead Agencies assessed in a year	Baseline report Capacity needs assessment report.
	Capacity development plan	Capacity development plan developed	Percentage of the plan implemented	None	Plan exits and implemented by 2020	Capacity development plan Document
	Proposal Development for capacity Building	Capacity development proposal developed	No. of proposals developed	None	1 proposal developed each year	No. of proposals developed
	Provide Lead Agencies with necessary IEC materials e.g regulations, laws, guidelines, standards, etc.	IEC materials disseminated	No. of materials produced	No. of materials produced	30. beneficiary LAs in a year	No. of distributed copies
Participate in joint staff development support with Lead Agencies	Training Lead Agencies on environmental regulations and best practices, etc.	Trainings conducted	No. of trainings conducted No. of LAs trained No. of topics covered		At least an Annual training	Training workshop Reports
	Quarterly staff capacity development/training/ experience sharing workshops	capacity development/train g/ experience sharing workshops conducted	No. of workshops conducted	None	At least one Quarterly workshop	Workshop report
	Support Lead Agencies to develop specific monitoring and inspections tools	Monitoring and Inspection tools developed	No. of Monitoring and Inspection tools developed	None	Each agency with monitoring tool	Developed Monitoring tool
Establish a mentorship program for NEMA and LAS	Exchange visits between NEMA and Lead Agencies	Exchange visits conducted	No. of exchange visits conducted	None	At least two exchange visits annually	Exchange visit reports
	Conduct a mentor mentee training workshop	Training workshop	No of workshops conducted	None	At least one annually	Workshop report
	Link and attach potential mentees to mentors	Mentee mentor agreements	No of staff mentored	None	At least 3 staff in the mentorship programme in a year	Agreements
	Organize retreats for review of mentorship programme	Retreat	No of staff attended	No	1 retreat annually	Retreat report

## APPENDIX IV: Monitoring and Evaluation Framework (cont'd)

Resource mobilisation							
Strategies	Activities	Output	Indicators	Baseline (2018)	Target	Source of verification	
Develop a joint resource mobilization strategy that explores new sources of funding	Create a technical working group to develop a resources mobilization strategy	Resource mobilization strategy developed	Workshops organized		One strategy	Resource mobilization document	
	Organise capacity building and training programmes in resource mobilization	Capacity building and training programmes organized	No of capacity building programmes developed	None	At least one annually	Training reports	
	Joint proposal development	Joint Proposals developed	No. of joint Proposals developed		At least one joint proposal per year	Proposal documents	
Organise annual environment and sustainable development innovation events and participate in other events	Develop concept on innovation lab	Concept developed	Approved concept	None		Approval Records	
	NEMA – Extend invitations to Lead Agencies on time to participate in WED	Invitations to leads agencies to participate in WED shared/sent	No. of LA invited	TBD	All LA invited	Records	
Conduct research on key integration issues and use it for resource mobilization	Create lead agency annual Platform	LA annual Platform created	No. LA annual Platforms organized	None	One annually	Activity reports	
	Establish a research working group to identify integration issues for research.	-A research Working group established -Research integration issues identified	No. of Research Working group established -No. of research issues identified	None	Two studies annually	Research reports	
	Undertake joint research studies on identified emerging issues	Joint research studies undertaken on identified emerging issues	No. joint research studies undertaken on identified emerging issues	None	One annually	Research reports	

## APPENDIX IV : Monitoring and Evaluation Framework (cont'd)

Resource mobilisation						
Strategies	Activities	Output	Indicators	Baseline (2018)	Target	Source of verification
Fundraise from donors and initiate mechanisms for innovative resource mobilization including pledge donors, legacy giving, corporate funding among others	Develop proposals seeking funding	proposals seeking funding developed	No. of proposals developed			-proposals documents
	Create joint fundraising events for project specific activities.	Joint fundraising events launched	No of events organized	None	One annually	Event reports
Continuously lobby government to dedicate environmental levies to environment management	Crowd funding platforms for specific projects e.g. save Nativubo wetlands	Fundraising platform	No of fundraising projects		One annually	Reports
	Lead Agencies to Approach corporate funders (investors, etc)					
Engage the private sector through Public Private Partnerships	Joint lobbying for environmental levies	Lobbying engagements	No of engagements	Not known	One quarterly	Minutes of meetings
	Create evidence based research to support lobbying.	Resolutions				
	Create joint PPPs for specific projects.	MoUs	No of MOUs/projects		At least two annually	Minutes/MOUs

## APPENDIX IV: Monitoring and Evaluation Framework (cont'd)

Enhance Compliance to environment management functions and plans by Lead Agencies						
Strategies	Activities	Output	Indicators	Baseline (2018)	Target	Source of verification
Develop customized tools and guidelines for monitoring and reporting on key environmental issues relevant to specific Lead Agencies	Consensus building interfaces with LAs	Meetings				
	Engagement meetings to draft compliance tool	meetings and workshops	No of meetings/workshops held.			Reports, meetings
	Developing a reporting format/template	Reporting format/template developed	Approved reporting format/template			Approved reporting template
	Joint teams and follow up of environment management plans	Follow up reports prepared, Follow up meetings held	No of follow up meetings held, No of reports prepared			Reports, meetings
Support on ongoing reviews of policy and regulatory frameworks to empower the authority and Lead Agencies to enforce integration	Assessment and monitoring of Lead Agency plans and operations	Monitoring sessions conducted	Monitoring exercises conducted			Monitoring reports
	Popularise the environment bill by creating understanding among all stakeholders	Sensitization events	No of sensitization fora	5	10	Reports
	Conduct a gap review of existing regulations and standards	Gap review meetings	No of regulations reviewed	16		Review reports
Strengthen environmental protection systems to reinforce and support Lead Agencies in environmental compliance	Engage ministry of Finance for review of PFMA	Engagement meetings	No of meetings		5	Minutes
	Lobby for expansion of EPF	Lobbying meetings	No of meetings/officers added		5	Minutes
	Lobby for creation of an environmental unit within Judiciary	Lobbying meetings	No of meetings			Minutes records
	Gazetting of more environment inspectors in LAs	Gazetted inspectors	No of gazette inspectors			Records

## APPENDIX IV: Monitoring and Evaluation Framework (cont'd)

Engaging decision makers and other stakeholders						
Strategies	Activities	Output	Indicators	Baseline (2018)	Target	Source of verification
Dialogue and lobby decision makers to appreciate the need for environment management and adequately fund lead agency environmental concerns	Organise regular field visits for decision makers	Field Visits	No. of field visits conducted	-	One visit quarterly	Field visit reports
	Host inter-lead agency top level meetings	Meetings	No of meetings held	-	One annually	Minutes/reports
	Organise annual lead agency forum with decision makers	Annual Forum	Category of participants		Annual	Reports
Engage the public and environment oriented CSOs to conduct advocacy for lead agency environment and budgetary support functions.	Develop a publicity strategy to showcase NEMA's achievement and presence to inform and interest public and policy makers	Publicity strategy	Public opinion	Low	High	Public opinion survey
	Initiate MOUs with the CSOs dealing with environment	MOUs	No of MOUs	3	3 Annually	MOU database
	Engage in joint planning with CSOs	Shared plans				
Establish and operationalize a national think tank for all MDAs, Local Governments, Civil Society, the private sector, the academia and research institutions, cultural institutions and the media	Develop Terms of Reference for the think tank	TORs				
	Set up the national think tank within existing structures	Think Tank	Performance rates	None	1	Report
	Monitor and assess performance	Monitoring exercise	No of monitoring visits	-	3 annually	Monitoring report
Lobby international partners to influence budget allocation towards environment-Lead Agencies	Engage and involve development partners in sector activities	Field visits with development partners	No of Visits		One annually	Reports
	Write proposals aligned to environment targeting international environmental funds such as climate funds, green funds etc	Proposal documents	No of proposals developed	5	5 annually	Proposal documents
	Organise Lead agency -donor meetings	Meetings	No of meetings held	3	5 Annually	Minutes/reports

## APPENDIX V: Monitoring and Evaluation Criteria

Key performance questions	Methods, Sources	Frequency & Time	Responsibility
<i>Relevance of the strategy and its Priorities</i>			
To what extent is the strategy still in line with its original objectives and context?	<ul style="list-style-type: none"> <li>• Surveys, Outcome harvesting,</li> </ul>	<ul style="list-style-type: none"> <li>• Midterm 2 years</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>
To what extent is the strategy and its priorities in line with the NEMA strategic plan	<ul style="list-style-type: none"> <li>• Outcome harvesting, Surveys/PESTEL, MSC</li> </ul>	<ul style="list-style-type: none"> <li>• End term 4 years</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>
To what extent is the strategy responding to the priority needs of boundary partners with regard to mainstreaming	<ul style="list-style-type: none"> <li>• Outcome harvesting, progress markers, outcome journals</li> </ul>	<ul style="list-style-type: none"> <li>• Mid-term 2 years</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>
<i>Effectiveness</i>			
What has been the progress on the strategy implementation plan in terms of achieving key progress markers and commitments	<ul style="list-style-type: none"> <li>• Outcome harvesting, Reporting from programme staff, Outcome journal, strategy journal</li> </ul>	<ul style="list-style-type: none"> <li>• Semi-annual reporting</li> </ul>	<ul style="list-style-type: none"> <li>• NEMA staff</li> </ul>
<i>Efficiency</i>			
Were resources used as planned? Were activities and budgetary resources adequate to achieve the expected outputs and policy outcomes	<ul style="list-style-type: none"> <li>• Survey, Outcome harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly and semiannual and End term evaluation</li> </ul>	<ul style="list-style-type: none"> <li>• NEMA staff, Evaluation team</li> </ul>
<i>Outcomes</i>			
Has the strategy achieved its expected outcomes to date and why?	<ul style="list-style-type: none"> <li>• Outcome harvesting, Most Significant Change, Expert Panel Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Every year/Annually</li> </ul>	<ul style="list-style-type: none"> <li>• NEMA staff, Evaluation team</li> </ul>
What are the unexpected outcomes achieved to date?	<ul style="list-style-type: none"> <li>• Outcome Harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Every year/Annually</li> </ul>	<ul style="list-style-type: none"> <li>• NEMA staff, Evaluation team</li> </ul>
<i>Sustainability</i>			
Are the strategy implementation results likely to be sustained?	<ul style="list-style-type: none"> <li>• Outcome Harvesting, Interviews, reports, focus groups with LAs</li> </ul>	<ul style="list-style-type: none"> <li>• End term /4 years</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation team</li> </ul>
Are the key capacities to ensure scaling up and mainstreaming environmental issues in place	<ul style="list-style-type: none"> <li>• Expert Panel Analysis</li> </ul>	<ul style="list-style-type: none"> <li>• End term /4 years</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Team</li> </ul>
What has been the progress on the strategy implementation plan in terms of achieving key progress markers and commitments	<ul style="list-style-type: none"> <li>• Outcome harvesting, Reporting from programme staff, Outcome journal, strategy journal</li> </ul>	<ul style="list-style-type: none"> <li>• Semiannual reporting</li> </ul>	<ul style="list-style-type: none"> <li>• NEMA staff</li> </ul>

## APPENDIX V I: Detailed Budget 2018 -2023

Strategies	Activity	Cost (`000)
<b>Coordination and reporting of lead agency plans and operations</b>		
Establish Standard Operating Procedures between NEMA and Lead Agencies with regard to integration, reporting and follow up among others	Communicate with all ministries, Lead Agencies	10,000
	Conduct engagement meetings/ workshops and field visits	20,000
	Develop MoUs	5,000
	Develop SOPs between NEMA & LAS	150,000
Develop and operationalize a reporting framework based on agreed targets and key performance indicators	Conduct Team building events, meetings	40,000
	Conduct consultative meetings	20,000
Develop a coordination framework to guide all related processes including organization, partnerships and reporting	Form task teams on tool development	10,000
	Designate focal person.	5,000
	Develop a reporting format/template	15,000
	Conduct Consultative meetings -	20,000
Conduct joint quarterly awareness programmes with Lead Agencies	Conduct team building events, meetings	60,000
	Develop MOUs	5,000
Designate Focal Point Persons within all Lead Agencies for regular follow up and update	Develop an integrated communication and collaboration tool	60,000
	Organize peer review mechanisms to improve on environmental sustainability-focused reporting by MDAs and Local Governments	150,000
	-Target media center press briefings	
Develop guidelines for execution of duplicated and overlapping responsibilities within Lead Agencies.	-Talk shows,	150,000
	-feature articles	
<b>Sub Total</b>	- MOU, Meetings,	40,000
	-Letter/circular to all ministries written by relevant authority	
	- Review meeting of laws, guidelines, regulations	60,000
		<b>820,000</b>



## APPENDIX VI: Detailed Budget 2018 -2023 (cont'd)

Strategies	Activity	Cost ('000)
<b>Enhance Compliance to environment management functions and plans by Lead Agencies</b>	<b>Activity</b>	<b>Cost ('000)</b>
Develop customized tools and guidelines for monitoring and reporting on key environmental issues relevant to specific Lead Agencies	Consensus building interfaces with LAs	20,000
	Engagement meetings to develop compliance tool	200,000
	Developing a reporting format/template	20,000
	Joint teams and follow up of environment management plans	150,000
	Assessment and monitoring of Lead Agency plans and operations	60,000
Support on ongoing reviews of policy and regulatory frameworks to empower the authority and Lead Agencies to enforce integration	Popularise the environment bill by creating understanding among all stakeholders	60,000
	Conduct a gap review of existing regulations and standards	30,000
	Engage ministry of Finance for review of PFMA	20,000
Strengthen environmental protection systems to reinforce and support Lead Agencies in environmental compliance	Lobby for expansion of EPF	15,000
	Lobby for creation of an environmental unit within Judiciary	15,000
	Gazetting of more environment inspectors in LAs	10,000
<b>Sub Total</b>		<b>492,000</b>
<b>Capacity building of NEMA and Lead Agencies</b>	<b>Activity</b>	
Mobilise resources to support scholarships for training, retooling	Capacity Needs Assessment	50,000
	Capacity development plan	150,000
	Proposal Development for capacity Building	25,000
Participate in joint staff development support with Lead Agencies	Provide Lead Agencies with necessary IEC materials e.g regulations, laws, guidelines, standards, etc.	150,000
	Training Lead Agencies on environmental regulations and best practices, etc.	200,000
	Quarterly staff capacity development/training/experience sharing workshops	200,000
	support Lead Agencies to develop specific monitoring and inspections tools	60,000
	Exchange visits between NEMA and Lead Agencies	60,000
Establish a mentorship program for NEMA and LAs	Conduct a mentor mentee training workshop	20,000
	Link and attach potential mentees to mentors	10,000
	Organize retreats for review of mentorship programme	30,000
<b>Sub Total</b>		<b>955,000</b>

## APPENDIX VI: Detailed Budget 2018 -2023 (cont'd)

Strategies	Activity	Cost ('000)
<b>Resource mobilization</b>	<b>Activity</b>	<b>Cost ('000)</b>
Support implementation of the biodiversity financing plan	Create a technical working group to popularize and operationalise plan	60,000
	Organise capacity building and training programmes in resource mobilization	60,000
	Joint proposal development	30,000
Organise annual environment and sustainable development innovation events	NEMA – Extend invitations to Lead Agencies on time to participate in WED	
	Create lead agency annual Platform	60,000
	Establish a research working group to identify integration issues for research.	30,000
	Undertake joint research studies on identified emerging issues	150,000
	Develop proposals seeking funding	150,000
	Organise joint fundraising events for project specific activities.	100,000
	Crowd funding platforms for specific projects e.g. save Nakivubo wetlands	100,000
	Lead Agencies to Approach co-operate funders (investors, etc)	
	Joint lobbying for environmental levies	60,000
	Create evidence based research to support lobbying.	
	Create joint PPPs for specific projects.	30,000
<b>Sub Total</b>		<b>830,000</b>
<b>Engage decision makers and other stakeholders</b>		
Dialogue and lobby decision makers to appreciate the need for environment management and adequately fund lead agency environmental concerns	Organise regular field visits for decision makers	80,000
	Host inter-lead agency top level meetings	60,000
	Organise annual lead agency forum with decision makers	100,000
Engage the public and environment oriented CSOs to conduct advocacy for lead agency environment and budgetary support functions.	Develop a publicity strategy to showcase NEMA's achievement and presence to inform and interest public and policy makers	60,000
	Initiate MOUs with the CSOs dealing with environment	20,000
	Engage in joint planning with CSOs	10,000
	Develop Terms of Reference for the think tank	5,000
	Set up the national think tank within existing structures	200,000
	Monitor and assess performance	150,000
	Engage and involve development partners in sector activities	60,000
	Write proposals aligned to environment targeting international environmental funds such as climate funds, green funds etc	200,000
	Organise Lead agency -donor meetings	15,000
<b>Sub Total</b>		<b>960,000</b>
<b>Grand total of priority areas</b>		<b>4,125,000</b>



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