THE REPUBLIC OF UGANDA

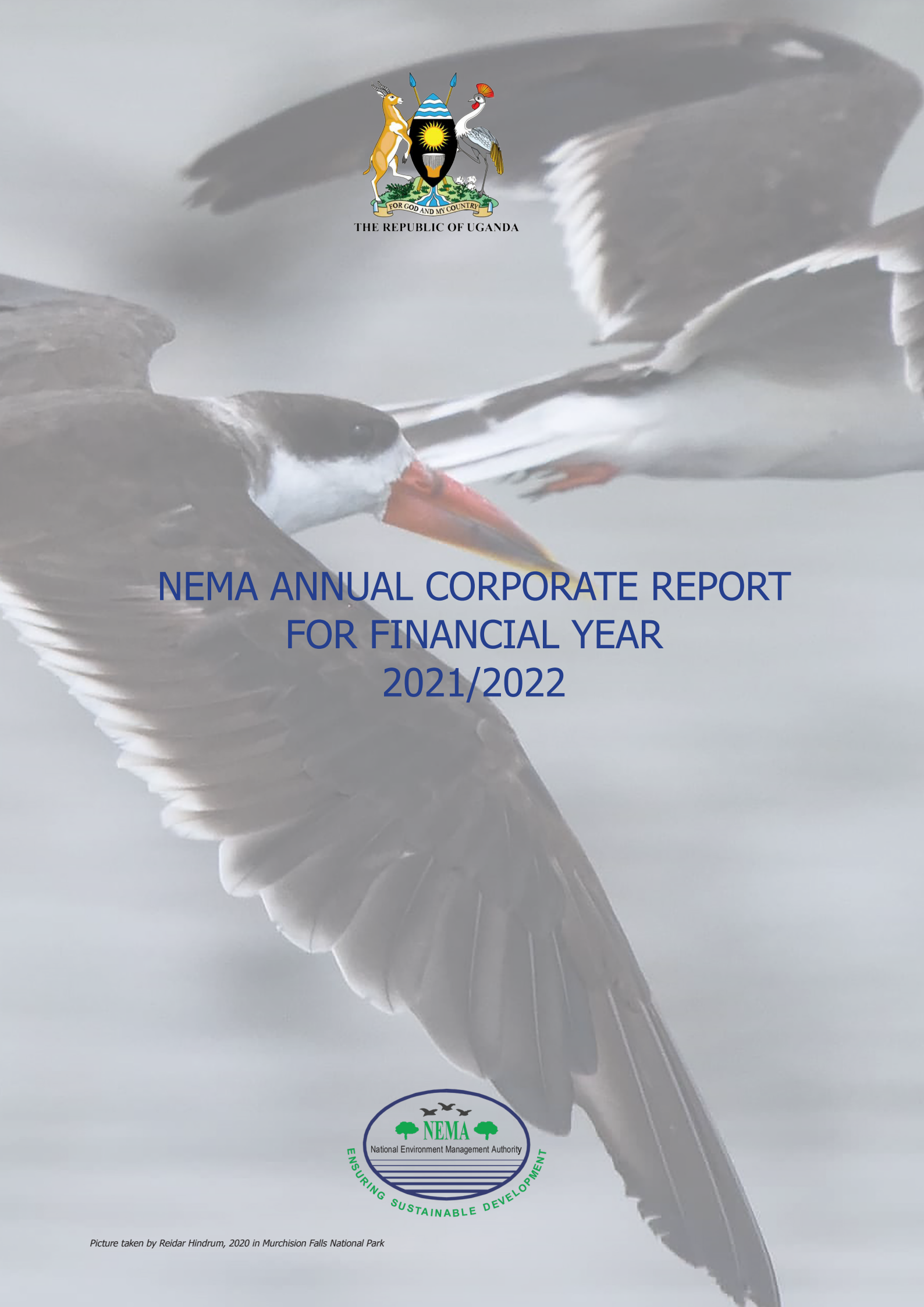
NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

ANNUAL CORPORATE REPORT FOR FINANCIAL YEAR 2021/2022

AUGUST 2022

NEMA
National Environment Management Authority
ENSURING SUSTAINABLE DEVELOPMENT

Picture by Herbert Byaruhanga



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National Environment Management Authority

ENSURING SUSTAINABLE DEVELOPMENT

Picture taken by Reidar Hindrum, 2020 in Murchision Falls National Park

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List of Acronyms

ABS	Access and Benefit Sharing
AGEMP	Albertine Graben Monitoring Plan
AGMP	Albertine Graben Management Plan
AMCEN	African Ministerial Conference on Environment
BIOFIN	Biodiversity Finance Initiative
BOD	Biological Oxygen Demand
BRS	Basel, Rotterdam and Stockholm Conventions
CBD	Convention on Biological Diversity
CEE	Community Environment Education
CNOOC	China National Offshore Oil Corporation
COPs	Conference of Parties
COVID-19	Corona Virus Disease
CSOs	Civil Society Organizations
DEOs	District Environment Officers
EA	Environmental Audit
EACOP	East African Crude Oil Pipeline
EE	Environmental Education
ENR	Environment and Natural Resources
ENRM	Environment and Natural Resource Management
EOC	Equal Opportunities Commission
EPF	Environment Protection Force
ESD	Education for Sustainable Development
ESIA	Environmental Social Impact Assessment
GBF	Global Biodiversity Framework
GEF	Global Environment Facility
GKMA	Greater Kampala Metropolitan Area
GOU	Government of Uganda
GPS	Geographical Positioning System
ICT	Information Communication and Technology
IEC	Information, Education and Communication
IFMS	Integrated Financial Management System
KCCA	Kampala Capital City Authority
KRA	Key Result Area
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
MEAL	Monitoring, Evaluation, Accountability and Learning
MFPED	Ministry of Finance, Planning and Economic Development
MoES	Ministry of Education and Sports
NBS	Nature Based Solutions
NBSAPII	National Biodiversity Strategy Action Plan 2
NDPIII	National Development Plan 3
NEA	National Environment Act
NEMA	National Environment Management Authority

NFP	National Focal Point
NORAD	Norwegian Agency for Development Cooperation
NPA	National Planning Authority
NSOER	National State of Environment Report
NSSF	National Social Security Fund
NWSC	National Water and Sewage Corporation
OEWG	Open-Ended Working Group
OPM	Office of the Prime Minister
PTA	Parent and Teachers Association
SBI	Subsidiary Body on Implementation
SBSTTA	Subsidiary Body on Scientific Technical, and Technological Advice
SDGs	Sustainable Development Goals
SMC	School Management Committee
TCBC	Technical Committee on Biodiversity Conservation
UGIFT	Uganda Government Intergovernmental Fiscal Transfers
UGX	Uganda Shillings
UIA	Uganda Investment Authority
UNBS	Uganda Bureau of Statistics
UNEA	United National Environment Assembly
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
USMID	Uganda Support to Municipal Infrastructure Development
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WED	World Environment Day

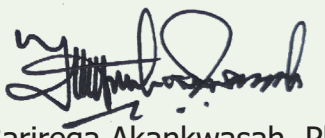
Foreward

The National Environment Management Authority (NEMA) has been in existence since 1995, and has continued to exist under the National Environment Act No. 5 of 2019 Sections 8 and 9; as the Principal Agency of Government that is mandated to regulate, monitor, supervise, and coordinate all activities relating to the environment in Uganda to ensure sustainable development in Uganda. NEMA is required to report annually on the status of implementation of the Key Result Areas (KRAs) that are stipulated in the NEMA's five (5) years Strategic Plan (2020/2021–2024/2025) while taking into account the programs in the third National Development Plan (NDPIII), the ruling government's Manifesto and the Presidential Directives on the management of the environment and natural resources in Uganda.

This report gives details of the activities that NEMA implemented during the Financial Year (FY) 2021/2022.NEMA continued to operate amidst budget cuts that affected most of its planned activities that aimed to enhance environmental compliance and the enforcement of the existing laws, standards, and guidelines; environmental literacy and corporate image enhancement. The Annual Corporate Report (ACR) is a public accountability and transparency tool which displays the outputs and the actual or expected outcomes of implementing the different programs and activities through funding from Government of Uganda (GOU) and external sources, thus enhancing stakeholders' confidence and trust in the Authority.

NEMA appreciates the support from all the relevant stakeholders that include; Government Ministries, Departments, Agencies, Urban Authorities Local governments, multilateral agencies and bilateral development partners, civil society, the private sector, the media, the public, and local communities that complemented the realization of the mandate of the Authority of ensuring sustainable development in Uganda. These stakeholders are expected to play a significant role in ensuring co-responsibility and responsiveness in the stewardship of Uganda's environment and natural resources.

I also wish to thank the NEMA Board of Directors for their strategic guidance and all staff for their tireless commitment and support in the delivery of the mandate of the Authority.



Barirega Akankwasah, PhD
EXECUTIVE DIRECTOR

Statement of Board of Directors' Responsibilities

The Board of Directors of NEMA is responsible, under the National Environment Act, 2019, among others for the proper management of the funds of NEMA. Section 33 of the Act mandates the Board to ensure sound financial management at NEMA.

It is the responsibility of the Board to ensure preparation of financial statements each financial year that give a true and fair view of the state of affairs of NEMA at the end of each financial year and of the surplus or deficit for the year. The Board is also responsible for ensuring that the Executive Director maintains proper books of account, safeguards the assets of the NEMA, and puts in place adequate systems and internal controls in order to minimize errors, fraud and other irregularities.

The Board accepts responsibility for the Annual Financial Statements set out in this report, which have been prepared using appropriate accounting policies supported by prudent judgment and estimates, in conformity with International Financial Reporting Standards and the requirements of public sector accounting. It is the view of the Board that the financial statements give a true and fair view of the state of affairs of NEMA and of the results of its operations for the year ended 30th June 2022.

Nothing has come to the attention of the Directors to indicate that the NEMA will not remain a going concern for the next twelve months from the date of this statement.

Signed on behalf of the Board by:

Prof. James Okot-Okumu
(CHAIRMAN, BOARD OF DIRECTORS)

Barirega Akankwasah, Ph.D
(SECRETARY BOARD OF DIRECTORS)

1.0 BACKGROUND

Picture of Murchision Falls taken by Reidar Hindrum

1.0 BACKGROUND

The National Environment Management Authority (NEMA; the Authority) is a semi-autonomous institution, established in May, 1995, under the National Environment Act, Cap 153, and became operational in December 1995, and continued under the National Environment Act No. 5 of 2019 (Sections 8 and 9), as the principal agency in Uganda, for regulating, monitoring, supervising and coordinating, all activities relating to the environment (NEA Section 9(1) with statutory functions in Section 9(2).

While executing its mandate and functions, NEMA works with the Ministries, Departments , Urban Authorities, Agencies and Local Governments (MALGs), the private sector, civil society organizations, development partners, and other stakeholders to promote effective environment management in Uganda through policy and legal reforms, environmental compliance monitoring and enforcement, integration of ENR values and concerns in the National Development Plans, sectors and local governments. Besides, NEMA supports resource mobilization and capacity building for environment management across sectors and local governments.

NEMA plays a pivotal role in the domestication and implementation of the regional and global obligations or commitments especially the multi-lateral environmental agreements (MEAs) that the Authority coordinates and implements on behalf of the Government of Uganda. NEMA directly coordinates the domestication of MEAs that relate to biodiversity conservation and management of chemicals and to some extent some SDGs such as SDGs-12, 13, 14 and 15. It is important to note that, over the years, these MEAs have greatly contributed to project financing and capacity development for biodiversity conservation and sound chemicals management in Uganda.

The annual performance report for FY2021-22 is premised on NEMA's 5-year Strategic Plan for 2015-2020. The report reflects NEMA's relevance and contribution to the national development commitments that include the NDPIII, the ruling Government Manifesto and the Presidential Directives on the management of the environment and natural resources in Uganda.

Section 15 (d and g), of the National Environment Act obliges the Board of Directors of NEMA to monitor and evaluate the performance of the Authority. Accordingly, this report comprises both the overall budget performance and activity implementation in line with the approved annual work plan and budget for FY2021/22.

2. THE PERFORMANCE REVIEW FOR FINANCIAL YEAR 2021/22

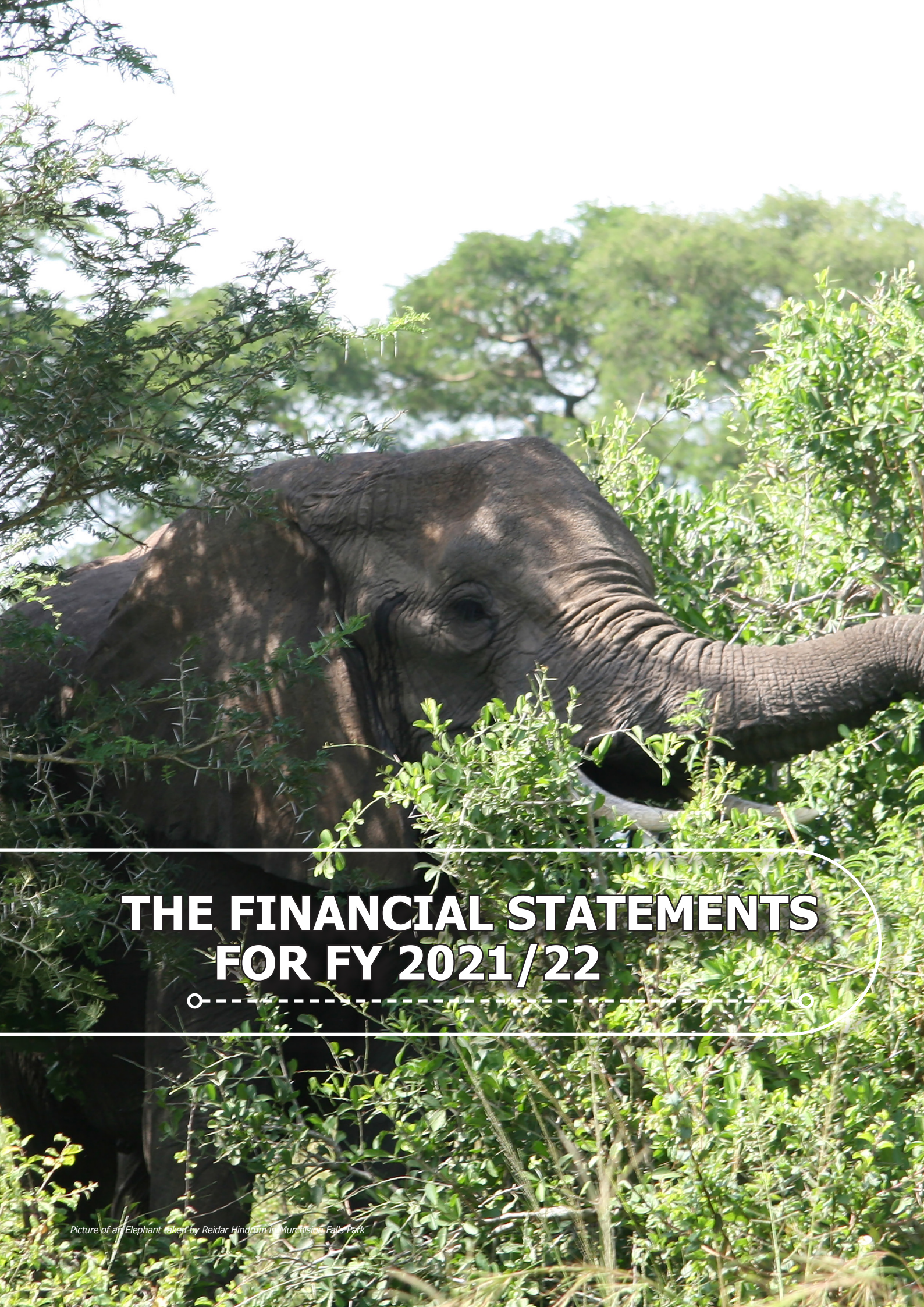
As stated above, the implementation of the approved annual work plan for FY2021/22 has been guided by the national development frameworks and commitments through the 6 Key Result Areas (KRAs) in the 5-year Strategic Plan which include the following:

i. KRA1: Environment Regulation and standards enhanced by 2025;
ii. KRA2: Compliance to environmental laws and standards enhanced by 2025;
iii. KRA3:Environmental governance, partnerships and coordination enhanced by 2025;
iv. KRA4: Environmental literacy and corporate image enhanced by 2025;
v. KRA5: Environmental Planning, Research, Innovation and Development enhanced by 2025; and
vi. KRA-6: Institutional systems and capacity strengthened by 2025.

The Annual Corporate Report (ACR) for FY2021/22 has been compiled with a focus on the following: the budget performance and the activity implementation which include the mainstream activities, externally supported projects and activities, gender perspectives and challenges and recommendations.

The key achievements of NEMA are linked to the 6 KRAs based on annual activity targets and actual performance as highlighted below. The details of the annual performance report are in *annex I* which provides the planned, achieved and unimplemented activities in FY2021/22

NEMA Board of Directors during an inspection of sand mining activities in Lwera in December 2021



THE FINANCIAL STATEMENTS FOR FY 2021/22

Picture of an Elephant taken by Reidar Hindrum in Murchison Falls Park

2.1 THE FINANCIAL STATEMENTS FOR FY 2021/22

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Responsibilities of the Accounting Officer

The financial statements set out on pages 6 to 44 have been prepared in compliance with the provisions of the Public Finance Management Act, 2015 (the Act) and the generally accepted accounting principles for the public sector. They have been prepared on the modified accrual basis of accounting where revenue is recognized when earned with the exception of taxes and grants, which are recognized when received. Expenditure on the other hand is recognized when incurred as further detailed in the accounting policies attached to these financial statements.

In accordance with the provisions of Section 45 and Schedule 5 of the Public Finance Management Act, 2015, I am responsible for and personally accountable to Parliament for the activities of the vote to which I am the accounting officer. Further, I am responsible for the regularity and proper use of the funds appropriated to the vote to which I am the Accounting Officer. I am also responsible for authorizing any commitments made by the vote and for controlling resources received, held or disposed of by or on account of the vote. Finally, I am responsible for putting in place effective systems of risk management and internal control in respect to all resources and transactions of the vote.

Section 45 (3) of the Act require the Accounting Officer to enter into an annual budget performance contract with the Secretary to the Treasury which shall bind the Accounting Officer to deliver on the activities in the work plan of the vote for a financial year.

Sections 50 and 51 of the Act require me to prepare and submit financial statements of my vote to the Accountant General for consolidation and to the Auditor General for audit within the specified timelines using the prescribed formats.

Accordingly, I am pleased to report that I have complied with these provisions in all material respects and I am also pleased to submit the required financial statements in compliance with the Act. I have provided, and will continue to provide all the information and explanations as may be required in connection with these financial statements.

To the best of my knowledge and belief, these financial statements agree with the books of accounts, which have been properly kept.

I accept responsibility for the integrity and objectivity of these financial statements, the financial information they contain and their compliance with the Public Finance Management Act, 2015 as amended.

.....

Accounting Officer [Barirega Akankwasah, PhD]

.....

Date 2/11/2022

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Commentary on the Financial Statements by the Head of Accounts

The approved budget for the Authority for the FY2021/22 was UGX 17.88 Billion compared to UGX. 25.56 Billion in the FY 2020/21. Out of the FY 21/22 budget of UGX.17.88 Billion, UGX.10.76 Billion related to the wage budget, UGX. 6.13 Billion to the Non-wage recurrent budget and UGX. 0.99 Billion to the Development budget. During the FY 21/22, the total warrants against the budget were UGX. 14.18 Billion compared to UGX. 18.81 Billion of the previous year 2020/21. UGX 10.51 Billion related to the wage budget, UGX. 2.83 Billion to the Non-wage recurrent budget and UGX. 0.84 billion to the development budget. The total warrants received represent 79% of the total annual budget, Wage warrants represent 98% non-wage recurrent warrants 46% and Development warrants 85%
The Authority cumulatively spent UGX. 13.38 Billion, UGX. 9.80 Billion was spent on wage, UGX. 2.83 Billion on Non-wage recurrent and UGX. 0.75 Billion on Development activities, reflecting an absorption rate of 94% of the total warrants and 75% of the total budget for the year.

During the FY2021/22, the Authority collected, through the URA web portal, NTR amounting to UGX. 5.93 Billion compared to UGX 8.08 Billion in FY2020/21, and this was directly remitted to the Consolidated Fund.

Comments on the Assets and Liabilities of the vote:

The Vote acquired assets worth UGX. 406,365,870 and did not dispose of any. However, from prior years, the Vote has Investment property worth UGX. 4,354,000,000.

The Authority has debtors amounting to UGX 12.08 Billion of which UGX 10.84 Billion is due from Government Institutions and UGX 1.24 Billion from Private Sector. These debts arose from Environment Impact Assessment Fees that were due from the Authority's clients under the National Environment Act No. 5 of 2019, for the period prior to collecting of funds through URA portal in the FY2019/20.

There are no multiyear commitments.

There was no departure from the stated accounting Principles.

I take full responsibility for the completeness and integrity of these Financial Statements

.....

Head of Accounts [Kasagga Allan]

02/NOV/2022

Date

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Financial Performance

[Based on classification of expenditures by nature]

	Note	Actual 30 June 2022 (Shs)	Actual 30 June 2021 (Shs)
OPERATING REVENUE			
Taxes Revenues	2	0	0
External Assistance	3	0	0
Transfers Received From the Treasury - Consolidated Fund	4	13,381,070,431	18,494,875,926
Transfers received from Other Government Units	5		
Non-Tax Revenues	6	5,933,507,708	8,084,594,955
Total Operating Revenue		**19,314,578,139**	**26,579,470,881**
OPERATING EXPENSES			
Employee Costs	7	9,988,082,927	10,369,286,543
Goods and Services	8	2,511,780,215	7,693,555,969
Consumption of Property, Plant and Equipment (Fixed Assets)	9	406,365,870	307,033,414
Subsidies	10		0
Transfers to Other Organizations	11		0
Social Benefits	12		0
Other Operating Expenses	13	665,641,419	125,000,000
Total Operating Expenses	0	13,571,870,431	18,494,875,926
Excess of Revenue over expenditure from operating activities	0	5,742,707,708	8,084,594,955
Foreign Exchange Gains and Losses	14		0
Finance costs	15		0
Bad debts expense	16		
Transfers to the Treasury	17(a)	5,933,507,708	8,084,594,955
Excess of Revenue over Expenditure	0	**(190,800,000)**	**0**

Accounting Officer [Barirega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Financial Position

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
ASSETS			
Cash and cash equivalents	18	**0**	0
Receivables	19	12,080,461,505	0
Investments	20	0	0
Investment Properties	21	0	0
Non Produced Assets	22	0	0
Total Assets		**12,080,461,505**	0
LIABILITIES			
Borrowings	23	**0**	0
Payables	24	190,800,000	0
Deposits	25	**0**	0
Pension Liability	26	**0**	0
Total Liabilities		**190,800,000**	0
Net assets (liabilities)		**0**	0
REPRESENTED BY:-			0
Net Worth		**11,889,661,505**	**0**

Statement of Changes in Equity (Net Worth)

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
At 1 July - Net worth Last Year (B/F)			
Less: Transfers to the UCF account	17(b)	0	0
+/- Balance sheet adjustments	27	12,080,461,505	
Revaluation reserves		0	0
Add: Excess of revenue over expenditure for the Year		190,800,000	0
Closing Net Financial Worth		**0** **11,889,661,505**	**0**

.....

Accounting Officer [Bariega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Cash flow Statement for the year ended [Direct Method]

	30 June 2022 (Shs)	30 June 2021 (Shs)
CASH FLOWS FROM OPERATING ACTIVITIES		
Revenue from Operating activities (*see below*)	13,381,070,431	**26,579,470,881**
PAYMENTS FOR OPERATING EXPENSES		
Employee costs	9,988,082,927	10,369,286,543
Goods and services consumed	2,511,780,215	7,693,555,969
Subsidies		
Transfers to Other Organizations		0
Social benefits		0
Other expenses	474,841,419	125,000,000
Foreign exchange loss/gain		0
Net Advances paid		0
Domestic arrears paid during the year		**0**
Deposits paid	0	8,084,594,955
Pension Arrears paid during the Year		**0**
Losses of cash		**0**
Letters of Credit receivable		**0**
Total payments for operating activities	12,974,704,561	26,272,437,467
Net cash inflows/(outflows) from operating activities	406,365,870	**307,033,414**
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	406,365,870	307,033,414
Purchase of non-produced assets	**0**	**0**
Proceeds from sale of property, plant and equipment	**0**	**0**
Purchase of investments	**0**	**0**
Proceeds from sale of investments	**0**	**0**
Net cash inflows/(outflows) from investing activities	406,365,870	**307,033,414**
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from external borrowings		**0**
Repayments of external borrowings		**0**
Proceeds from other domestic borrowings		**0**
Repayments of other domestic borrowings		**0**
Net cash flows from financing activities		**0**
Net increase (decrease) in cash and cash equivalents	0	**0**

Accounting Officer [Barirega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Cash flow Statement for the year ended (continued)

For cash flow purposes receipts from revenue comprise

	Notes	30 June 2022 Shs.	30 June 2021 Shs.
Total Revenue as per Statement of Financial Performance		19,314,578,139	**26,579,470,881**
Add : Advances recovered during the year			0
: Revenue receivable collected during the period			0
: Deposits received			0
Total Revenue		19,314,578,139	**26,579,470,881**
Less: Grants received in Kind			
Revenue in Kind (Tax waivers)			
Transfers to Treasury	(17a)	5,933,507,708	8,084,594,955
Revenue Receivable for the reporting period			
Total revenue received for Cash flow statement purposes		13,381,070,431	**18,494,875,926**

Reconciliation of movement of cash during the year

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
At the beginning of the year		0	0
Less: Transfers to the UCF account (Previous Year Balances)	17(b)	0	0
Add/ (Less) : Adjustments in cash and cash equivalents	27	12,080,461,505	0
Net increase (decrease) of cash from the ***Cash flow Statement***		0	0
At the end of the year		**12,080,461,505**	0

For purposes of the cash flow statement, cash and cash equivalents comprise

	Notes	30 June 2022 (Shs)	30 June 2021 (Shs)
Cash and cash equivalents	18	0	0
Cash and bank balances		0	0

Accounting Officer [Barirega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Appropriation Account [Based On Services Voted]

	Initial Approved Budget 30 June 2022 (Shs) (a)	Revised Approved Budget 30 June 2022 (Shs) (b)	Warrants 30 June 2022 (Shs) (c)	Actual 30 June 2022 (Shs) (d)	Variance Revised Budget Vs Actual 30 June 2022 (Shs) (b-d)	Variance Warrants Vs Actual 30 June 2022 (Shs) (c-d)
REVENUE						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	17,879,153,375	17,879,153,375	14,181,404,754	13,381,070,431	4,498,082,944	800,334,323
Transfers received from Other Government units	0	0	0			
Non Tax revenue	0	0	0	5,933,507,708	(5,933,507,708)	(5,933,507,708)
Total Revenue	17,879,153,375	17,879,153,375	14,181,404,754	19,314,578,139	**(1,435,424,764)**	**(5,133,173,385)**
EXPENDITURE - by services voted						
Headquarters	16,889,153,381	16,889,153,381	13,343,404,759	12,629,398,894	4,259,754,487	714,005,865
Development Expenditure	989,999,994	989,999,994	837,999,995	751,671,537	238,328,457	86,328,458
Total Expenditure	17,879,153,375	17,879,153,375	14,181,404,754	13,381,070,431	4,498,082,944	800,334,323
Less: Transfers to Treasury (17a)	**0**	**0**	**0**	5,933,507,708	(5,933,507,708)	(5,933,507,708)
Net Revenue/Expenditure	**0**	**0**	**0**	**0**	0	0

.....
Accounting Officer [Barirega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Appropriation Account [based on nature of expenditure]

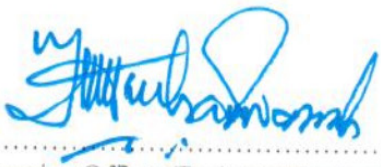
	Initial Approved Budget 30 June 2022 (Shs) (a)	Revised Approved Budget 30 June 2022 (Shs) (b)	Warrants 30 June 2022 (Shs) (c)	Actual 30 June 2022 (Shs) (d)	Variance Revised Budget Vs Actual 30 June 2022 (Shs) (b-d)	Variance Warrants Vs Actual 30 June 2022 (Shs) (c-d)
REVENUE						
Taxes						
External Assistance						
Transfers received from Treasury-UCF	17,879,153,375	17,879,153,375	14,181,404,754	13,381,070,431	4,498,082,944	800,334,323
Transfers received from Other Government units	0	0	0	0	0	0
Non Tax revenue	0	0	0	5,933,507,708	(5,933,507,708)	(5,933,507,708)
Total Revenue	17,879,153,375	17,879,153,375	14,181,404,754	19,314,578,139	(1,435,424,764	(5,133,173,385)
EXPENDITURE - by nature of expenditure						
Employee costs	10,760,921,171	10,760,921,171	10,508,764,515	9,797,282,927	963,638,244	711,481,588
Goods and services consumed	5,449,153,201	5,449,153,201	2,516,997,241	2,511,780,215	2,937,372,986	5,217,026
Consumption of property, plant & equipment	490,000,000	490,000,000	489,999,998	406,365,870	83,634,130	83,634,130
Subsidies						
Transfers to other Organizations						
Social benefits						
Other expenses	1,179,079,003	1,179,079,003	665,643,000	665,641,419	513,437,584	1,581
Domestic arrears paid						
Finance costs						
Total Expenditure	17,879,153,375	17,879,153,375	14,181,404,754	13,381,070,431	4,498,082,944	800,334,323
Less: Transfers to Treasury (17a)	0	0	0	5,933,507,708	(5,933,507,708)	(5,933,507,708)
Net Revenue/Expenditure	**0**	**0**	**0**	0	0	0

Accounting Officer [Barirega Akankwasah, PhD]

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Reconciliation between total expenditure per Appropriation Accounts and per Statement of Financial Performance

	Actual 30 June 2022 (Shs)	Actual 30 June 2021 (Shs)
Total expenditure per Appropriation Account	13,381,070,431	18,494,875,926
Add:		
Letters of credit receivable prior year but delivered during the year		
Accrued expenditure	190,800,000	
Prepayments performed		
Less:		
Letters of credit receivable at year-end		
Domestic Arrears paid		
Non produced assets for the period		
Prepayments for the period		
Total Expenditure per Statement of Financial Performance	**13,571,870,431**	**18,494,875,926**



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Accounting Officer [Barirega Akankwasah, PhD]

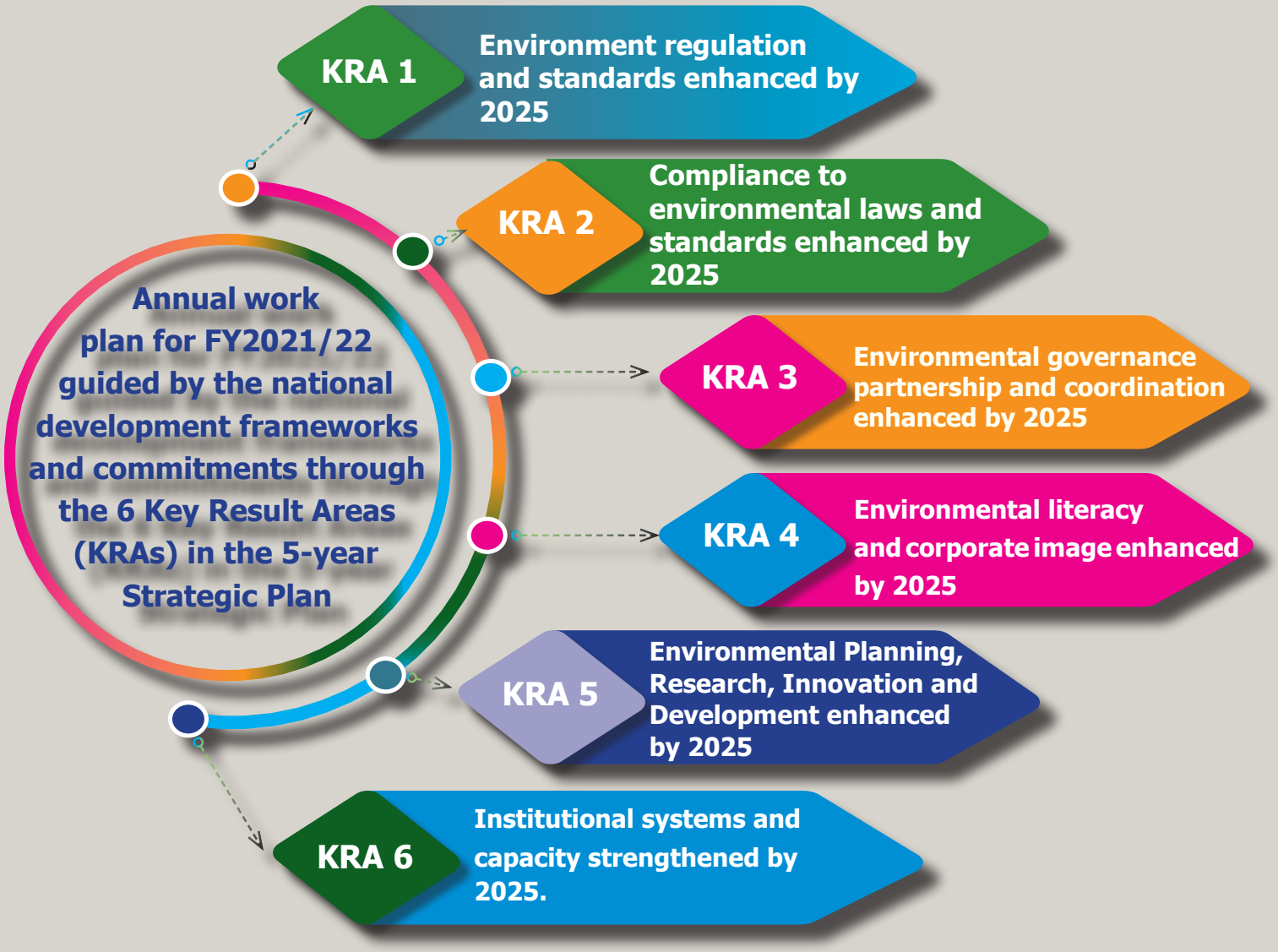
2.2 THE ANNUAL BUDGET PERFORMANCE

The approved budget for FY2020/21 was Ushs 17.88 Billion of which Ushs 16.89 Billion was recurrent while Ushs 0.99 Million was development budget as indicated in Table 1 below:

Table 1: Budget Performance by end Quarter 4 FY2021/22

CUMULATIVE BUDGET PERFORMANCE REPORT BY END Q.4 FINANCIAL YEAR 202/22								
		Approved Budget	**Release by End Q.4**	**Spent by End Q.4**	**Variance between the releases and the spent**	**% Budget Releases by the End Q.4**	**% Budget Spent by the End Q.4**	**% Releases Spent**
Recurrent	Wage	6.722	6.722	6.103	0.619	100%	90.79%	90.79%
	Gratuity	2.017	2.017	1.925	0.092	100%	95.46%	95.45%
	NSSF	0,672	0.589	0.589	0.000	88%	87.65%	100%
	Non Wage	7.478	4.016	4.014	0.002	54%	53.68%	99.95%
Dev't	GOU	0.990	0.837	0.835	0.002	85%	84.34%	99.76%
	Ext.Fin.	0.000	0.000	0.000	0	0.0%	0.0%	0.00%
GOU Total		**17.879**	**14.181**	**13.466**	**0.715**	**79.32%**	**75.32%**	**94.96%**
Total GOU+ Ext Fin (MTEF)		**17.879**	**14.181**	**13.466**	**0.715**	**79.32%**	**75.32%**	**94.96%**
Arrears		0.000	0.000	0.000	0	0.0%	0.0	0.0
Total Budget		**17.879**	**14.181**	**13.466**	**0.715**	**79.32%**	**75.32%**	**94.96%**
A.I.A Total		0.000	0.000	0.000	0	0.0	0.0	0.0
Grand Total		**17.879**	**14.181**	**13.466**	**0.715**	**79.32%**	**75.32%**	**94.96%**
Total Vote Budget Excluding Arrears		**17.879**	**14.181**	**13.466**	**0.715**	**79.32%**	**75.32%**	**94.96%**

NEMA received cumulatively Ushs 14.181 Billion by end Quarter 4 2022, which accounts for 79.32% of the approved Annual Budget of Ushs 17.88 Billion. Of the four (4) categories; Wage, Gratuity, NSSF and Non-Wage the vote received the projected Cash Limits 100%, 100%, 88% and 54% respectively, while Development budget had 85% release. Ushs 14.181 Billion received, the Authority spent Ushs 13.466 Billion by end of Quarter 4, constituting an absorption rate of 94.96% of the total releases received for the FY2021/22.



Inforgraph by Isaac Tindyebwa

2.3 ACTIVITY IMPLEMENTATION ACCORDING TO THE KEY RESULTS AREAS (KRAS)

KRA 1: Environment regulation and standards enhanced by 2025

The key annual targets:

(i) Review and develop 6 laws, regulations and guidelines
(ii) Review and operationalize the Albertine Graben Environmental Monitoring Plan (AGEMP)
(iii) Inspect and audit 50 project sites within the oil and gas sub-region (the Albertine Graben).
(iv) Undertake 40 baseline verification inspections within the Albertine Graben
(v) Undertake 40 joint review activities on the management of the environmental aspects of oil and gas.
(vi) Carry out 1,200 EPF operations that include; environmental monitoring/ surveillance, community policing and enforcement

The achieved outputs:

Three (03) out of six (06) planned regulations were drafted, and national guidelines on biodiversity offset that included draft regulations on air quality and chemicals; and chemical product control were developed. While regulations and guidelines on payment for ecosystem services, operationalization of EPF, express charge system, economic instruments to improve the environment and natural resources management effectiveness, and others are expected to be completed in FY2022/23. Notably, the development partners and non-governmental organizations such as the Norwegian Agency for Development Cooperation (NORAD) and Wildlife Conservation Society (WCS) among others supported the drafting of the regulations on chemicals and the development of the national guidelines for biodiversity offset, respectively. The development partners supported the respective consultancies and the review workshops/meetings, while NEMA provided the allowances or financial facilitations for the participants.

Photo: Review of the environment Protection Force Regulation

The Albertine Graben Management Plan (AGMP) was reviewed by a workshop of 22 participants (13 females and 9 males) from the key ministries, agencies, local governments and civil society. The reviewed AGEMP was approved by the NEMA Board, published and disseminated online.

Further, the AGEMP is being operationalized and so far, NEMA has produced maps and reports, besides continuous monitoring of ground and surface water (rivers and lakes) of the Albertine Graben, below and above biodiversity, key biodiversity hotspots, wetlands, soil health, infrastructure, and the development of a Road Kill App that is used for reporting on animals killed by vehicles on roads within the protected and conserved areas. NEMA also held preparatory meetings with UWA, Hoima, Buliisa, and Kikuube District Local Governments to develop Tier-2 OPSCP in order to establish a response hub in the future.

In addition, NEMA carried out 72 environmental inspections out of 50 targeted sites within the Albertine Graben (oil and gas region), with a focus on facilities in the early works schedule of Tilenga; Tullow Uganda facilities taken over by Total Energies in Buliisa District; and Tullow Uganda facilities taken over by CNOOC in Hoima. More inspections were conducted than the target due to the involvement of other technical officers from the lead agencies.

The Authority carried out 22 (55%) out of 40 targeted site baseline verification inspections on the sites for the Crude Oil Pipeline (EACOP) and associated areas for the workers' camps, quarries and access roads. There are a number of infrastructure development sites like roads and bridges, quarry sites, workers' camp sites, and the Hoima/Kabale airport construction that require interventions from NEMA to ensure biodiversity integrity and environmental sustainability.
In addition, NEMA reviewed 29 management plans to complement the approved ESIA for the Tilenga Project. The management plans provide details of the management and mitigation strategies for the impacts of the various project activities related to the infrastructure being developed for oil and gas production.

Moreover, the EPF undertook 706 operations (59%) in FY2021/22 out of the 1,200 annual target. The 59% performance is lower than that of the previous FY2020/21 (67%) due to low funding. A summary of the operations undertaken by EPF is provided in Table 2 below. Notably, the annual performance indicates that community policing was high due to the need to ensure the public's compliance with the existing environmental laws and standards.

Table 2: Summary of Operations by EPF in FY 2021/22

Operations of EPF in FY 2021/22	Total	Percentage
Arrested violators	119	16.9
Building Materials confiscated or impounded	57	8.1
Community policing/sensitizations	190	26.9
Confiscated Music Equipment	13	1.8
Criminal cases instituted	69	9.8
De-registered and impounded M/V number plates	33	4.7
Enforcement support to NEMA technical teams	44	6.2
Halted illegal environmental activities	62	8.8
Noise pollution warning notices served	45	6.4
Police summons issued	54	7.6
Restoration orders/Improvement Notices issued	20	2.8
Grand Total	**706**	**100.0**

Impounded trucks parked at NEMA following several EFP operations

Suspects arrested at Rubanda Stone Quarry for undertaking activities without ESIA

Public address equipment confiscated by EPF during noise operations

Under the supervision of EPF, Roko Construction Company removed the debris that was dumped in this wetland by one of their truck drivers

Seven people were arrested during this EPF operation for illegally erecting gabions in Lake Victoria

KRA 2: Compliance to environmental laws and standards enhanced

The key annual targets:

(i) Undertake 900 ESIA baseline verification inspections and approve 900 projects
(ii) Undertake and review 1900 compliance inspections and audit
(iii) Carry out 4 multi-sectoral monitoring, inspection and review of high impact infrastructural projects
(iv) Develop Economic instruments to facilitate law enforcement
(v) Undertake 30 litigation activities.

The achieved outputs:

Firstly, in FY 2021/22, NEMA received 3,565 Environment Social Impact Assessment (ESIA)-related submissions, reviewed 2,600, and approved 2,490 of them (69.8%) by the end of June 2022, as seen in table 3 below. Notably, out of these ESIA-related documents that were approved, 829 development projects were approved across sectors out of the planned 900 (92%). The high level of submissions is attributed to the total digital transmission of ESIA-related documents to the Authority. It should be noted that there was a backlog of 965 (27.1%), which is attributed to the ban on the establishment of new fuel stations from November 2020 to November 2021. This led to putting a halt on processing all fuel station-related project documents, comprising TOR and EIS. Besides, the review of all pending documents relating to fuel stations and storage facilities resumed in January 2022; however majority of them are still pending, awaiting for review comments from the relevant lead agencies. The other factor was the COVID-19 pandemic and the associated lock-downs that affected the pace of the review process.

Table 3: Total submissions and approvals of ESIA related documents to NEMA in FY2021/22

Quarters	Submissions	Reviewed	Approvals	Rejected	% submissions approved	% reviewed approved
Q1	355	315	315	0	88.7	100.0
Q2	876	761	715	46	81.6	94.0
Q3	1,171	714	681	33	58.2	95.4
Q4	1,163	810	779	31	67.0	96.2
Annual total	**3,565**	**2,600**	**2,490**	**110**	**69.8**	**95.8**
Backlog	**965 (27.1%)**					

Secondly, in FY 2021/22, NEMA received a total of 1,452 environmental audits (EAs) and responded to 521 (35.9%) out of the annual target of 1000. It should be noted that only 58 facilities were inspected due to the inadequate funding for field verification inspections (see table 4 below).

Table 4: Environmental Audits submissions and responses in FY 2021/2022

Environmental audits	Total Submissions	Response concluded	Percent handled
Q1and Q2 (July -Dec 2021-Half year)	780	264	33.8
Q3 (Jan - Mar 2022)	289	93	32.2
Q4 (Apr - June 2022)	383	164	42.8
Total	**1,452**	**521**	**35.9**

Furthermore, the key areas of non-compliance noted during the review of the environmental audit reports, particularly in the industry sector, include:

(i) Failure to establish appropriate waste water treatment infrastructure and hence low compliance with the standards for effluent discharges.

Photo: NEMA inspectors at NYTIL following reports that the plant was discharging effluent directly into River Nile

(ii) Inadequate or no provisions for proper solid waste management.
(iii) Emissions into the air, particularly from boilers, cement manufacturing processes, and the handling of bagasse and boiler ash.
(iv) Noise generation beyond the set standards, particularly from machinery.

In FY2021/22, NEMA carried out 950 (50%) out of the 1,900 planned environmental inspections across the country. The inspections focused mainly on the industry sector and fragile ecosystems like wetlands, forests, lakeshores and riverbanks. The key industries inspected include sugar processing, beverages and distilleries, steel manufacturing, and cement factories. Meanwhile, authorities focused on inspecting urban fragile ecosystems to ensure their long-term viability in the face of infrastructure development, industries, and urbanization. The key issues handled during compliance inspections include but are not limited to:

(i). Poor waste management causes environmental pollution and health risks, such as molasses from sugar processing, which emits an unpleasant odor; bagasse; emissions from manufacturing processes such as boilers and furnaces; and metal scraps, which pose health risks.
(ii). Noise pollution and limited mechanisms for noise control.
(iii). Poor occupational and health safety conditions due to inadequate availability or use of Personal Protective Equipment (PPEs).
(iv). Inadequate infrastructure to contain wastewater, hence overflows and discharges of untreated wastewater into the environment or wastewater treatment processes are not efficient and hence the effluent discharged is not within the discharge standards, causing foul smells from the facility operations.
(v). Encroachment and degradation of urban fragile ecosystems, especially wetlands, riverbanks, and lakeshores due to infrastructure development, industrialization, urbanization, and farming.

A multi-sectoral monitoring and inspection was undertaken at Isimba Hydropower Plan (HPP) with a focus on the outstanding issues of restoration, especially the Koova Island; water source protection; and mitigation measures to address the issue of floating islands and water weeds.

The development of the economic instruments for effective environmental management, particularly oil and gas in the Albertine Graben, is ongoing with a focus on the review of the current charge system and proposing new and commensurate fees, fines, and penalties. The design will focus on identifying the policy options and gaps; assessing the cost of implementation that will guide the charge and pool rate; and identifying the potential to undertake stewardship and capacity building for sustainability.

NEMA handled 18 (60%) out of the 30 targeted court cases, and the majority of them were existing cases, of which 13 were criminal, while 5 were civil cases. Notably, NEMA won two landmark cases (*Beachside Development Services and Shaffiq Namatiti*), and two additional matters were withdrawn by the plaintiffs themselves. This therefore means that out of the 18, four (04) cases have been concluded. Besides, NEMA was awarded costs in one of the cases, and management is following up the matter.

KRA 3: Environmental governance partnership and coordination enhanced

The key annual targets:

(i). Supervise and mentor 40 local governments on decentralized environment management.
(ii). Carry out 8 performance review meetings with lead Agencies.
(iii). Carry 1 lead agency coordination meeting
(iv). Operationalize the National Environment Platform.
(v). Carry out 4 capacity building and performance review meetings for local governments
(vi). Undertake 4 technical compliance monitoring exercises.
(vii). Undertake 4 greening and capacity initiatives in local governments
(viii). Organize 12 community-based ENR management meetings.
(ix). Support the restoration and protection of 250ha degraded fragile ecosystems through communities.
(x). Participate in 4 regional and international engagements on ENR.

The achieved outputs:

NEMA supervised and mentored 130 (325%) local governments out of the target of 40 on their roles and responsibilities in decentralized environment management as per the NEA No.5 of 2019. The 325% performance is attributed to the support by UGIFT and USMID projects in mentoring local governments on their roles and responsibilities in decentralized environmental management. Consequently, the 130 local governments that were mentored by NEMA and its partners have integrated environmental and natural resources management into their development plans and budgets.

NEMA Board Chair with selected environment officers from the Eastern Region following a training under the UGIFT project

Likewise, NEMA held 2 quarterly meetings with lead agencies on reporting on environmental management, and consequently, 18 lead agencies submitted their reports to NEMA to demonstrate their environmental management functionality (efficiency and effectiveness in ENR management)

Besides, the Environment and Natural Resources Committees of Oyam and Nansana Municipal Council were trained on their roles in decentralized environmental management. The training sessions involved 16 (30 %) and 38 (70%) females and males, respectively.

Additionally, with support from the UGIFT Programme, 35 districts, city and central government lead agency environment officers were trained on sustainable environmental management. The beneficiary local governments included; Kamuli Kayunga, Mukono, Buikwe, Mukono, Municipal Council, Jinja City, Jinja, Kaliro, Namayingo, and Bugiri.

Minister of State for environment Hon Beatrice Anywar, NEMA Board members meeting with chief executives of lead agencies

The lead agencies comprised; the Ministries of Health, Local Government, Gender, Labour and Social Services, Water and Environment, and the Office of the Prime Minister (OPM). The trainings focused on the legal framework for environmental management; the institutional framework for environmental management; the roles of lead agencies in environmental management; mainstreaming of environment and natural resources management in development planning and budgeting processes; and the use of environmental and social safeguard tools and the ESIA process.

Furthermore, NEMA supported the restoration of about 100 ha (40%) out of the 250 ha planned. In this regard, the authority engaged local communities to restore the River Muzizi and Rwizi catchments in Kyenjojo District and Mbarara City, respectively. Besides, NEMA monitored the wetland catchments of Oyitino, Pece-Tochi, Okole, and Ayago wetland systems in Soroti city, the Nomuremu-Rushebeya-Kanyabaha-Kashambya (up to Kisizi Falls) and South Kirumura wetland systems in western Uganda, and carried out a reconnaissance for the restoration of the Nabisasoro-Lubigi Wetland System in Wakiso District.

Participation in regional and international environment fora NEMA with external support, participated in the following regional, bilateral, and global forums on the environment; biodiversity conservation; climate change; chemical management; ozone layer management; and sustainable development:

The 18th Session of the African Ministerial Conference on Environment (AMCEN): The session's theme was *"securing people's well-being and ensuring environmental sustainability in Africa."* It called upon African governments to align green recovery measures through nature-based solutions (NBS) with long-term objectives of strengthening resilience to the impacts of climate change and integrating more ambitious policies and actions to halt and reverse biodiversity loss and restore ecosystem services for environmental integrity (functionality) and human well-being in Africa. Uganda's bid for the AMCEN Presidency will continue to be flagged in future meetings.

The United Nations Environment Assembly (UNEA): The Authority participated in the resumed sessions of the UNEA 5.2 meeting from February 21st to March 4th, 2022, with funding from UNEP to support the remaining substantive matters of the agenda, as well as the Ministerial Declaration under the theme: *strengthening actions for nature to achieve the sustainable development goals*

Preparatory and negotiation meetings were attended as well as side events on Mapping Nature for SDGs, highlighting the pivotal role nature plays in our lives and in social, economic, and environmental sustainable development. Notably, the negotiations of the UN Environment Assembly concluded with 14 resolutions to curb pollution and protect and restore nature worldwide.

Convention on Biological Diversity (CBD): NEMA participated in the resumed session on the 24th Subsidiary Body on Scientific, Technical, and Technological Advice (SBSTTA 24), the third Subsidiary Body on Implementation (SBI-3), and the third Open-ended Working Group on the post-2020 global biodiversity framework-GBF (OEWG-3) on 14th–29th March 2022 in Geneva organized by the Convention on Biological Diversity (CBD) Secretariat and OEWG-4 in Nairobi (21st–26th June, 2022). The session reviewed the SBSTTA-34 and SBI-3 papers and the first draft of the GBF that were prepared during the COVID-19 lockdowns in preparation for COP 15, to be hosted by China. NEMA is the National Focal Point (NFP) for CBD and represents Uganda as the Co-Chair in the GBF process. Besides, NEMA participated in the 4th Open-Ended Working Group of the post 2020 Global Biodiversity Framework in Nairobi from June 21st to June 26th, 2022. As previously stated, the meeting continued from Geneva negotiations in March 2022, which saw the GBF undergo transformation, with various sections still in brackets due to undecided delegates and uncompromised positions. Africa's concerns are to see priority and major inclusion in its decisions and mechanisms for advancing benefit sharing from the use of genetic resources. Governments/ Parties have advanced the text in the GBF for final negotiations and a conclusion will be adopted during COP 15 to be held in Montreal in December 2022. The details and outcome of the Geneva and Nairobi sessions are on https://www.cbd.int/

NEMA and NPA also participated in the 8th Africa Regional BIOFIN dialogue from the 8th to 10th of June 2022 in Zanzibar, Tanzania, where the region focused on how biodiversity in ocean and inland waters can stay afloat and ensure Africa stays afloat with the blue economy is to balance blue economy and biodiversity financing; and balance the approaches of blue and green economy—targeting biodiversity and climate financing. Key issues such as incentives harmful to biodiversity are economic, legal, and institutional incentives that emanate from policies or practices that induce unsustainable behavior that destroys biodiversity, often as unanticipated side-effects of policies designed to attain other objectives. Country experiences were shared to provide more understanding of the potential options available to redesign and prioritize efforts, taking into consideration a full range of social, environmental, economic, and trade-offs; and possible compensation schemes through the re-design and transition processes, including within the COVID-19 context.

*Basel, Rotterdam and Stockholm Convention (BRS):From June 6th to 17th, 2022, the Authority participated in the resumed face-to-face meetings of the Conferences of the Parties (COPs) to the Basel, Rotterdam, and Stockholm Conventions (BRS COPs).*The COPs recognized the need for public awareness of chemical pollution, which is on the rise, and identified the need to prepare key guidelines and proposals as well as build synergies to ensure that critical threats to human health and the environment posed by hazardous chemicals and waste are addressed.

The Minamata Convention: The Minamata Convention on Mercury supported NEMA's participation in the 4th Conference of Parties (COP 4.2) in Indonesia in March 2022 that reviewed and validated the decisions made in COP 3 and the online segment (COP 4.1) that was conducted online in November 2021. The meeting concluded that evaluation of effectiveness should be an integral part of the Minamata Convention, and an extended phase-out of mercury-added products should be mainstreamed within the national activities. Besides, the Convention facilitated a peer learning/ benchmarking trip to Ghana, where the NEMA team participated in a number of meetings with key stakeholders and a field trip to share experiences and learn lessons on policy, institutional and legal frameworks on sustainable artisanal gold mining, financing environment and natural resources management, and involvement of the community, youth, and gender, among others.

*World Urban Forum:*With support from the Municipal Infrastructure Development (USMID), NEMA participated in the 11th Session of the World Urban Forum in Katowice, organized and convened by UN HABITAT from 26th–30th June, 2022 to discuss the world's multiple crises, which are intensifying the rate of urbanization with great transformative force. As observed over the years, there is an increase in vulnerability to climate shocks and crises, environmental degradation, urban health challenges including waste management, public health risks and conflicts, among others. This situation requires integrated and holistic measures to enhance nature-based solutions (NBS) for climate resilience and a circular economy approach to address the 3 global crises of pollution, climate change and biodiversity loss, including greening our cities, change in mindset and addressing environmentally sound management of waste as a human right. Further, the Uganda government is urged to effectively implement the National Urban Policy of 2017 and develop strategies aimed at strengthening relationships, actions and policies to improve urban environments in the context of achieving Sustainable Development Goal 11 — "making cities inclusive, safe, resilient and sustainable."

UNFCCC COP26 is in Glasgow, Scotland. NEMA participated in the UN climate conference (COP26) that reaffirmed the long-term global goal to hold the increase in the global average temperature to well below 2 degrees above pre-industrial levels and to pursue efforts to significantly reduce the risks and impacts of climate change. Likewise, COP26 emphasized the importance of protecting, conserving, and restoring nature and ecosystems, including forests and other terrestrial and marine ecosystems, to achieve the long-term global goal of the Convention by acting as sinks and reservoirs of greenhouse gases and protecting biodiversity, while ensuring social and environmental safeguards.

KRA 4: Environmental literacy and corporate image enhanced

The key annual targets:

(i). Evaluate 140 District Environmental Information Resource Centres
(ii). Transform NEMA Library into National Environment Information Resource Centre.
(iii). Carry out 4 risk assessments /natural resource monitoring through the use of drones
(iv). Conduct 12 awareness and education pragrammes on key and salient environmental issues in the country.
(v). Organize 4 meetings/workshops for local governments on the integration of environment and natural resources in development planning and budgeting processes.
(vi). Print and disseminate 4 categories of IEC materials on key and salient environmental issues in the country.
(vii). Commemorate and celebrate the 2022 World Environment Day
(viii). Sensitize and train 4 community based management educators
(ix). Implement 8 media activities to enhance NEMA visibility and corporate image.

The achieved outputs:

114 (81.4%) out of 140 District Environmental Information Resources Centres were evaluated based on the use of the centres, present facilities and the information materials they have. The findings revealed that out of the 114 evaluated resource centres, 56 (49%) were active, 41 (36%) were semi-active, and 17 (15%) were inactive. Action point by NEMA, May be support equipping and utilization through promotion and regular engagement

Senior Librarian Ms Eva Wamala (NEMA) Handing over books to Mr Collins Inziku during the needs assessment and restocking Maracha district information resource centres

Furthermore, climate risk assessments were conducted by NEMA in Kikuube, Buliisa, Ntoroko, and Bundibugyo districts. The drone-aided assessment focused on the mapping of environmentally degraded areas like lakeshores, riverbanks, and mountainous and hilly areas that are prone to climate change impacts like floods and landslides.

Likewise, the Authority engaged Kabale University and Bishop Stuart University in Mbarara on Education for Sustainable Development (ESD) initiatives such as; compound greening, tree planting, and waste management practices within the university campuses.

Some of the NEMA/Kabale University members on guided tour during Follow-Up Support to University in Sustainable Environment Management Practices

The interventions by NEMA on ESD have enabled universities to integrate environmental, natural resources management, and sustainable development initiatives into their academic and non-academic pragrammes.

In addition, NEMA produced and disseminated key quarterly IEC materials, including the NEMA

Newsletter, WED, and translation of IEC materials on water, plastics, and waste management into Luganda, as well as media programmes and news conferences. However, few IEC materials were printed due to a lack of funding but mainly publicized online. Accordingly, most of the quarterly IEC materials for education/ awareness and information pragrammes produced have been publicized online through the NEMA website and social media platforms.

One of information, Education and Communication materials translated in to Luganda, one of the local language

The National celebration for World Environment Day (WED) 2022 was held in Luwero District on 5th June with the theme "Our Earth, Conserve for Life".

The Minister Hon.Aisha Sekindi planting a tree in commemoration of world Environment Day 2022 at kasana play ground Luwero District.

The key activities included public awareness, media and official statements/speeches, and restoration through tree planting.

In conjunction with Ibanda District Local Government, NEMA organized community-based environmental education and training of educators and development of Community-based education action plans for Nyamarebe, Kicuzi, Ishogororo, and Ruciri sub-counties with the participation of the respective local governments' technical staff and leaders.

Community-based environmental education and training of educators and development of Community-based education action plans for Nyamarebe, Kicuzi, Ishogororo, and Ruciri sub-counties

This intervention aimed at enhancing community-based environment education and awareness pragrammes to promote the participation of the communities in environment protection and biodiversity conservation activities like tree planting, water and soil conservation.

NEMA visited and reviewed school environment education pragrammes (SEEP) in 10 and 20 schools in Tororo and Kumi, respectively. This undertaking reviewed previous SEEP activities that included sensitization on and implementation of school woodlots; compound greening; waste management; sanitation; and water and soil conservation, among others. The review revealed that the implemented activities require more support for impact and to ensure sustainability of the interventions.

Nine (9) public/media statements were released and disseminated to increase public knowledge on emerging environmental issues like plastic pollution and media messages on national days. Besides, a press conference on the occasion of 100 days of the new Executive Director of NEMA was conducted to showcase the new strategic direction that NEMA has taken in service delivery. More so, media trips were organized to environmental hot spots within the Greater Kampala Metropolitan Area with a focus on the

encroachment and degradation of the urban fragile ecosystems. Moreover, TV and radio pragrammes on key and salient environmental issues in the country, like plastic pollution, climate change and biodiversity loss.

Notably, the following were the key media events for the provision of information for publicity and corporate image, and compliments or responses to inquiries, complaints, or concerns from the public, stakeholders, and clients:

(a).In FY2021/22, the key press conferences that were held include; Unveiling of Judith Heard a good will Environment Ambassador, Launch of the Tilenga Biodiversity Program, Launch of activities to mark World Environment Day, the first 100 days of ED and Launch of Air Quality awareness week. A total of 23 press statements were written and issued to the public.

Ms. Judith Heard was unveiled as NEMA's Environment Good Will Ambassador. Ms. Heard is also Miss Environment International-Africa , 2022

(b).An average of 90 social media messages per month were posted on NEMA social media platforms like Twitter and Facebook. The official institutional handles had 21,000 followers on Twitter and 9,172 followers on Facebook as of June 2022.

(c).In FY2021/22 a digital media campaign on social media with influencers under the theme #CoserveUG was also undertaken

NEMA certified Twitter account

(d).Other media pragrammes included talk shows on Capital Gang, on NBS, NTV (on chemicals), World Environment Day (WED) spot messages on Namirembe FM, WED promotion messages on SEE TV, and WED talk shows on CBS and Capital FM.

(e).Twitter followers grew by 74% the Authority tweeter handle was verified and Facebook grew by only 10% as compared to FY2020/21. The slow growth in Facebook followers was due to the official closure of Facebook by the government of Uganda as most people had to use the expensive VPN to access the site. While the growth in Twitter followers is because of a deliberate effort by NEMA Management to improve the provision of vital information for publicity and corporate image, responses to inquiries, complaints, and concerns

Besides, the Authority organized a public dialogue in Tororo District on the integration of environmental education into teaching and learning in schools. This dialogue included school management teams, school management committees, and other stakeholders like the District Education Officers, District Environment Officers, District Inspectors of Schools, sub-county chiefs, parish chiefs, and head teachers of the target primary schools, namely Molo, Achilet, Namwaya, Rubongi, Tororo Army, Papoli, St. Jude Malaba Annex, Kainja, Pagoya, and UTRO. Others included

the chairpersons of school SMC and PTA, environmental patrons, parents, and partners from non-governmental organisations working with schools based in the district. Consequently, environmental education action plans were developed to ensure the implementation and sustainability of the consensus built during the dialogue.

Furthermore, NEMA organized 4 regional workshops for district, city, and municipal local governments on the prioritization and mainstreaming of environmental values and concerns in the local government development plans and budgets. As a result of the regional workshops, the local governments integrated environmental issues into their Budget Framework Papers (BFPs).

With UNEP assistance, Uganda is continuing its advocacy on controlling and reducing plastic pollution, as well as developing a national source inventory for plastic pollution. Based on the information gathered, the inventory will be used to develop a 5-strategy to address plastic waste pollution along the value chain with a comprehensive implementation roadmap, clear targets, and monitoring and evaluation framework.

NEMA supported the protection of Kabaka's lake through public and community sensitization and stakeholders' dialogue. This initiative has been a partnership between NEMA and the Buganda

Kingdom, and local governments in the Greater Kampala Metropolitan Areas (GKMA) that will culminate in the conservation, protection, and restoration of the lake, in order to promote eco-tourism and cultural values within and around the Lake Ecosystem and GKMA.

ED NEMA with a technical team from NEMA and the Director of Tourism of Buganda Kingdom, Owek. John Baptist Kitende, during a fact finding engagement to identify environment breaches on Kabaka's Lake guided by

KRA 5: Environment planning, research, innovation and development enhanced

The key annual targets:

(i). Produce and disseminate the 2020-2021 National State of Environment Report (NSOER)
(ii). Organize 4 ENR management coordination meetings for ministries, agencies and local governments (MALGs)

The achieved outputs:

The draft NSOER for 2020–21 has been produced, with the thematic chapters still undergoing technical review by the respective experts. The theme of the NSOER is *"Harnessing the Environment for Sustainable Cities and Resilient, Prosperous Communities."* Notably, the theme is in alignment with SDG 11, the third National Development Plan (NDPIII) and the Nationally Determined Contribution (NDC) of Uganda. Technical working meetings to draft the National State of the Environment Report 2020 were undertaken where thematic team members from various lead agencies, academia, and NGOs convened to analyse and write their respective chapters under each thematic area so as to understand the environmental conditions through trends, graphical, and map presentations. A draft report for NSOER 2020 has been compiled and is due for final technical review and later submission to NEMA Top Management for further review before consideration and approval by the NEMA Board.

Besides the 4 regional planning and budgeting workshops mentioned earlier, NEMA facilitated meetings for MALGs that focused on the mainstreaming of environmental values and concerns across sectors and local governments, particularly with regard to the Parish Development Model (PDM). Furthermore, NEMA organized meetings with MALGs on issues related to the use of wetlands for irrigation; cancellation of land titles in wetlands; proposed projects in the Rwenzori sub region; and the demarcating of the boundaries of the Samuka Ramsar site, among others. These meetings are aimed at facilitating strategic decision-making on the sustainable management and use of fragile ecosystems like wetlands, riverbanks, and lakeshores.

KRA 6: Institutional systems and capacity enhanced

Key annual planned targets:

(i) Support the function of the Human Resource Development Committee (HRDC)
(ii) Fill all vacant posts within the staff establishment at NEMA
(iii) Implement measures that promote human resource efficiency and effectiveness
(iv) Support Internal monitoring and evaluation function
(v) Support Internal audit function
(vi) Support the Board to perform its function to ensure effective corporate governance.

The achieved outputs:

NEMA has embarked on the development of a web-based and automated recruitment tool that will be used to manage job applications and review processes. The engagements with the system developers and the end users are still going on to ensure appropriate human resource development information and process analytics to facilitate recruitment processes at NEMA. In FY2021/22, 14 staff were recruited under the E3 and E4 scale, of which 3 were males and 5 were females; and 6 project staff under the new project on strengthening institutions to implement the Nagoya Protocol on Access and Benefit Sharing (ABS project). Notably, over 12 vacant staff positions will be filled by the end of FY2022/23.

By the end of FY 2021/22, NEMA had 113 out of the 131 staff establishments with 53 (47%) female and 60 (53.1%) male. The analysis also shows that out of the 23 positions on the E-scale, E1-E3[1] , only 7 (30.4%) positions are occupied by females and 16 (69.6%) are males. Hence, this probably calls for the need to have more women in leadership and strategic positions to ensure inclusive decision-making that affects both men and women within the institution and external clients. Besides, out of the 54 senior staff in E4[2] , 34 (63%) are females and 19 (37%) are males, indicating that there are more females than males in the operations management of the Authority. Out of the 36 support staff in the E5 to E8[3] cohort, 24 (67%) are male and 12 are female; most of the male staff in this category are drivers for the Authority, while 12 (33%) are women who facilitate supportive administrative tasks for the Authority.

Currently, NEMA has a total fleet of 36 vehicles, out of which 15 (42%) have been grounded due to poor mechanical conditions and need repairs subject to the availability of funds (figure 1). Most of the grounded vehicles are for field activities, and therefore, this has adversely affected the field operations, thus immensely hampering the efficiency and effectiveness of the Authority.

Notably, NEMA Management has commenced the process of disposing-off the mechanically weak (grounded) vehicles through the Procurement and Disposal Unit.

1- **E1-E3** Strategic management—dealing with the Authority's final managerial position to achieve future goals.

2- **E4:** Operational management: dealing with the technical and regular functioning of the Authority through running routine business and finalizing goals

3- **E5-E8:** responsible for routine office tasks, but can be co-opted to E4 if other employees are overburdened. This may vary depending on skill and positioning

To enhance the human resource management at NEMA:

(a) reviewed the human resources manual that was approved by the Board of Directors for operationalization;
(b) created a calendar year leave roaster for all employees to help with leave management;
(c) completed staff performance appraisal for fiscal year 2020/21 (ending June 2021); and
(d) Supported staff welfare, including compassionate assistance to bereaved staff families, GPA, and medical insurance.

NEMA carried out a performance assessment of the work program in the regional offices of Mbale and Lira to review the key achievements, challenges, and opportunities in the regions. Besides, the team assessed the existing partnerships and networking among the regional offices, local governments, and other stakeholders. Moreover, the assessment team agreed on key performance improvement measures like joint planning for and implementation of activities such as stakeholders' sensitization and awareness programs, compliance monitoring, enforcement, and restoration of degraded fragile ecosystems. Key issues ranged from operational challenges due to limited budgets to team management and leadership requirements, among others.

NEMA carried out a rapid evaluation of ten (10) schools in the eastern region and Greater Kampala Metropolitan Area with a focus on the previous interventions on education for sustainable development (ESD) strategy and school environment education program (SEEP). The schools include Papoli Christian Primary School, Tororo Army Primary School, Rubongi Primary School, and Molo Primary School in the Tororo district, while Madera Boys and Nakatunya primary schools are in Soroti city.

Briquette storage facility at St. Kizito SS. Namugongo

Reusing plastic in the construction of the mushroom growing facility at St.Kizito SS, Namugongo

In the Greater Kampala Metropolitan Area (GKMA), the schools include: Kizito Secondary School – Namugongo, Gayaza High School – Wakiso, St. Kizito Secondary School – Mbuya Parish, Bugoloobi, and Queen of Peace – Rubaga. The rapid evaluation included key informant interviews with head teachers, deputy head teachers, and environmental education (EE) school coordinators.

The key findings of the rapid evaluation of ESD and SEEP include the following:

1. The majority of the schools have 'talking compounds' and were demarcated in accordance with NEMA guidelines. The schools have fruit gardens and trees within their boundaries that are managed and cared for by the individual schools; however, the long drought spells have resulted in the loss of many of the trees planted, necessitating additional tree planting to replace the

lost trees. Selected schools, like Molo and Rubongi, are also dealing with termite invasion and invasive alien species.

2. The majority of schools (70%) use some form of waste management, maintain clean grounds, and incorporate EE into their curricula. Protection of school boundaries against intrusion by dishonest developers and land developers necessitates community mobilization, collaboration, and engagement in order to ensure the sustainability of the EE in schools. The schools have supported agroforestry, in which teachers grow food in school woodlots while the trees are owned by the whole school. Due to the joint work of the teachers and students in caring for the trees, this has helped the fostering and survival of the trees.

3. Schools like Papoli Primary School have used a portion of the development fee (UGX 5,000) paid annually by each student to support school EE activities. This is an example of innovative finance to support well-established school projects. In order to embrace Papoli Primary School's greening school project idea, other schools (like Poyameri Primary School) visited Papoli Primary School. This promoted information transfer and portrayed the high-performing schools as centers of excellence in greening initiatives. Particular schools use a whole school approach, where the school community (consisting of teachers, parents, and students) participates in project planning, budgeting, and implementation; fosters ownership of the school projects; and ensures the effects are long-lasting.

Box 1: Recommendation for schools to adopt project based learning and strengthen environment nexus.

Mainstreaming and integration of school activities: Having a school strategic plan and linking it to all development frameworks such as the National Development Plans (NDP) III, Ministry of Education and Sport (MoES) Programme plans and ESD related activities are critical to ensure the long-term sustainability of projects that provide the schools with additional benefits in addition to class work. The strategic plan can help to promote sustainability of ESD and SEEP achievements in the absence of trained ESD and SEEP coordinators in schools.

Rotational skilling across the students: rotational skilling of all students/classes will ensure no student is left behind in learning and knowledge sharing. Skills such as making of liquid soap, chalk and candle making, as observed in Queen of Peace Primary School in Lubaga, are particularly important to create innovative minds to develop skills for future vocations and occupational survival/livelihoods.

Source: NEMA 2022 Field evaluation mission report

Internal system checks and field audit inspections were undertaken to, among others, assess the restoration of the degraded and fragile ecosystems in eastern Uganda to verify actions on the ground and value for money. Besides, institutional systems such as the payroll management system, staff salary, financial accountabilities, procurement, accounts, and the implementation of the Board decisions were reviewed by the Internal Audit Department and appropriate recommendations were given to Management for implementation or to the Board for appropriate strategic guidance to Management. Consequently, quarterly internal audit reports were produced and submitted to the Board and Internal Auditor General at MFPED.

In FY2021/22, the Board of Directors performed its oversight roles and responsibilities as follows:

(a). Initiation and continuation of the re-structuring of NEMA as directed by the Cabinet.

(b). Recruitment to fill in vacant posts was done to will improve organizational efficiency and effectiveness.

(c). Enhancing the functionality of the Board by reviewing the Terms of Reference for membership of technical committees on Licensing of Environmental Practitioners, Biodiversity, Soils and Land Use, and Pollution Control Licensing.

(d). Review and approval of the Internal Audit Plan

(e). Reviewing and adoption of management actions recommended by the report of the Auditor General for FY 2019/2020 to ensure compliance and value for money at the Authority

(f). Reviewing of the Annual Performance Report for Fiscal Years 2020–21 is being reviewed done.

(g). Review and approval of the Budget Framework Paper for FY 2022–23.

(h). Reviewing and approval of the National Guidelines for Biodiversity and Social Offsets; the Albertine Graben Environment Monitoring Plan (AGEMP) 2021 to 2026; the draft Air Quality Regulations; and the outline of the National State of Environment Report (NSOER).

(i). Field visits to Mpigi, Kalungu and Masaka districts to assess the state of the impacts of sand mining on the ecosystems, degradation of urban wetlands and general environmental management in the districts

NEMA Board with leadership of Lira City Council following a meeting in 2022

2.4 GENDER AND ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT AT NEMA

NEMA engaged with 768 males and females in FY2021/22, of which 433 (56.4%) were males, while 335 (43.6%) were females. Participation in ENR activities such as training activities, supervision roles and inspections, access to information through the library, and decision-making-board room meetings, showed that there was a significant drop in female participation after FY 2019/20, when 56% of females and 44.1% of males engaged in NEMA environment-related activities. The disparities are due to the COVID-19 measures issued by the government to ensure infection is minimized using Standard Operating Procedures (SOPs) that limit the number of people for any official gatherings. Also more men are heading into strategic positions while women are mainly involved in undertaking operational tasks.

The relationship between gender and ENR management at NEMA: Male employees make up the majority of top and senior management in board rooms where decisions are made (69.6 of staff in scales E1, E2 and E3). Sixty-three percent of the personnel at scale E4 are women, making up a larger proportion of the supervisory and inspection staff. The NEMA library sees more male readers, and men are more likely to attend community sensitization events (barazas). In FY 2021/22, access to the NEMA library for environmental information is shown in Table 5.

Table 5: Summary access to NEMA library in FY 2021/22

Item	**Number**	**Percentage**
GENDER		
Males	96	66.2
Females	49	33.8
Total	**145**	**100.0**
Topics of interest	**Number of times requested**	**Percentage**
ESIA	63	37.5
General Research	30	17.9
Wetlands	20	11.9
Waste management	10	6
Water Resources	5	3.0
Internet access	30	17.9
Sustainable development	10	6.0
Total	**168**	**100.0**
Institution address of visitors		**Percentage**
Universities	112	77.2
Other Institutions	33	22.8
Total	**145**	**100.0**

The participation of both men and women in resource governance and conservation is still underrepresented in decision-making and supervision of ENR management. However, gender-responsive reporting improved in FY 2021/22 as compared to the previous financial years, when the Equal Opportunities Commission (EOC) queried the level of consideration and inclusion of gender equity aspects in environment and natural resources management and gender-inclusive reporting by NEMA.

2.5 THE IMPLEMENTATION OF EXTERNALLY SUPPORTED PROJECTS AT NEMA

i. Development of the Monitoring, evaluation, accountability and learning (MEAL) Framework for the NBSAPII – MEAL Project (2021-2022)

NEMA, on behalf of the Government of Uganda, received financial support from the Wildlife Conservation Society (WCS) through the Norwegian Agency for Development Cooperation (NORAD) to support the development of Monitoring, Evaluation, Accountability, and Learning (MEAL). The framework will support the monitoring of the National Biodiversity Strategy and Action Plan (NBSAPII), which is currently under implementation and requires measurable and result-oriented actions, indicators, targets, and reports based on reliable data and information, transparency, and accountability. Thus, it is only through the MEAL framework that the NBSAPII progress will be tracked and achievements assessed, reviewed, and reported on. A draft MEAL has been developed and will be submitted to the Technical Committee of Biodiversity Conservation (TCBC) and the Board for review and approval.

ii. Strengthening National Institutional Capacity in Sound Management of Chemicals and Waste in Uganda project (2018-2022)

On behalf of the Government of Uganda, NEMA is currently implementing a project titled "Strengthening National Institutional Capacity in Sound Management of Chemicals and Waste in Uganda" funded by UNEP under the Special Programme on Chemicals and Waste. In FY2021/22, this project supported awareness and public education programmes on 10 radio stations across the country and one print medium with a focus on sound chemicals and waste management in Uganda.

iii. Institutional capacity strengthening for implementation of the Nagoya Protocol on access to Genetic Resources and Benefit Sharing project (ABS project) (2022- 2027)

NEMA, on behalf of the Government of Uganda, will be implementing the ABS project with financial support from GEF/UNEP, to contribute to livelihood improvement among local communities and promote biodiversity conservation through sustainable use and equitable benefit sharing of biodiversity-related values. Besides, the project will strengthen the capacity of government institutions and communities that depend directly on the exploitation of natural resources and the high levels of biodiversity in plants and animals in the country that contribute greatly to the ability of the population to secure benefits in terms of food provision and security, medicine, and income-generating opportunities. Consequently, Uganda, being party to the Nagoya Protocol on ABS and a beneficiary of the project, will have the potential to reduce loss of biodiversity through access and benefit sharing arrangements that promote the conservation and sustainable use of biodiversity.

3. CHALLENGES AND RECOMMENDATIONS FOR IMPROVEMENT

Challenges

(i). Budget cuts significantly affected the implementation of the NEMA's planned activities within the annual work plan. This equally affected the performance of the Authority in FY2021/22.

(ii). Limited vehicles to undertake all the planned activities and operations of the Authority. Besides, the unavailability of vehicles affected the responsiveness and agility capacity of NEMA to respond to calls for urgent inspections and required actions.

(iii). The high cost of fuel versus the budgeted fuel, as prices rose during the last 2 quarters of the financial year, affected the majority of the planned activities. Therefore, the Authority had to adjust its performance targets to suit the fuel crisis.

(iv). Inadequate environment monitoring equipment.

Recommendations

(i). There is need to allocate NEMA funds to procure more environment monitoring equipment.

(ii). Continuous lobbying with the government, especially Parliament, the Office of the Prime Minister, and the Ministry of Finance, Planning, and Economic Development to improve on the fleet.

(iii). Need for robust resource mobilization both internally and externally for effective financing of NEMA and Lead Agency activities to ensure effective NEMA Mandate implementation at both the central and local government levels.

ANNEX I: TABULATED DETAILS OF THE ANNUAL PERFORMANCE REPORT FOR FY2021/22 BY KEY RESULT AREAS (KRAs)

A- KRA 1: Environment regulation and standards enhanced by 2025

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 1: Environmental regulations and standards enhanced								
1.01	1.1 Support development and implementation of a legal framework for sound environmental management	Undertake development and review of Laws, regulations and guidelines	ED	6	No. of laws, regulations & guidelines reviewed or developed	3	50%	3 out of 6 planned regulations drafted and national guidelines on biodiversity offset developed. These include draft regulations on air quality and on chemicals and chemical products control. While regulations and guidelines on Payment for Ecosystem Services; Operationalization of EPF, Express Charge System, Economic instruments to improve on environment and natural resources management effectiveness and others are expected to get completed in FY2022/23.
1.02		Undertake Printing, Training & dissemination of environmental laws , regulations and guidelines	ED	4	No. of dissemination engagements undertaken	1	25.0%	Not implemented due to budgetary constraints
1.03		Support to the development of byelaws	ED	2	No of districts supported	0	0.0%	
1.04	1.2 Regulate, monitor and coordinate the environmental aspects of Oil and Gas	Implementation of Albertine Graben Environmental Monitoring plan	PPI	3	No.of AGEMP activities undertaken	2	66.7%	The Albertine Graben Management Plan (AGEMP) was reviewed and updated. Besides, the AGEMP monitoring has been produced.
1.05		Support the development of Tier-2 OSCPs for key Lead Agencies	EMC	4	No of engagements undertaken	1	25.0%	NEMA held preparatory meetings with UWA, Hoima, Buliisa and Kikuube DLGs to develop Tier-2 OPSCP in order to establish a response Hub in future.

1.06		Undertake compliance monitoring and routine environmental auditing of activities with IOCs, LAs, and other stakeholders to ensure holistic sector regulation	EMC	50	No. of project sites inspected and audited	72	144.0%	Seventy two (72) environmental inspections out of 50 targeted sites carried out within the Albertine Graben (oil and gas region) with focus on facilities in the early works schedule of Tilenga, Tullow Uganda facilities taken over by Total Energies in Buliisa District, and Tullow Uganda facilities taken over by CNOOC in Hoima. More inspections were carried out due to the multi-sectoral approach that was used by NEMA team to include other MDAs
1.07		Undertake verification of Audits, ESIA baseline for ancillary developments / projects to the flagship Oil & Gas developments	EMC	40	No. of baseline projects	22	55.0%	Twenty-Two (22) out of 40 targeted site baseline verification inspections were undertaken on the sites for Crude Oil Pipeline (EACOP) and associated areas for the workers' camps, quarries and access roads.
1.08		Support review and joint activities for effective compliance management of the approved ESIAs	EMC	40	No. of management plans reviewed	29	72.5%	Twenty- Nine (29) Management Plans were reviewed to compliment the approved ESIA for the Tilenga Project.
1.09		Support to public hearings, Public Disclosure, and stakeholder engagement for select project (Esp. the Refinery Developments)	EMC	2	No. of public hearings undertaken	0	0.0%	No projects required public hearing
1.10.	1.3 Strengthen the operations of the environmental protection force	Undertake Support to EPF Operations (investigation, surveillance, community policing evidence compilation and prosecution of environmental crime)	EMC	1200	No, of EPF reports on completed operations	706	58.8%	The EPF undertook 706 operations in FY2021/22 out of 1,200 annual target. The 59% performance is lower than previous FYs – 67% in FY 2022/21 and 195% performance in FY2019/20.
1.11		Develop a statutory instrument to operationalize the EPF	ED	1	A statutory instrument developed	0	0.0%	Not implemented due to budgetary constraints

B- (i) KRA 2: Compliance to environmental laws and standards enhanced

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 2: Compliance to environmental laws and standards enhanced								
2.01	2.1 Develop and implement a robust environmental monitoring system	Undertake Environmental Compliance Monitoring and Inspections	EMC	1900	No. of compliance inspections undertaken	950	50.00%	In FY 2021/22, NEMA undertook 950 inspections of which majority were rapid inspections to address the increasing encroachment on fragile ecosystems.
2.02		Response to environmental degredation and enforcement	EMC	4	No. of incident reports	0	0.00%	Mainly reported by EPF
2.03		Undertake Baseline Verification Inspections and approve 900 projects (900 ESIA certificates)	EMC	900	No of Sites Inspected	2,490 (829 ESIA certificates)	276.67%	The over performance in the issuance of EIA certificates is due to the backlog of the previous years that were cleared in FY2021/22 after instituting some internal administrative mechanisms. Out of the ESIA-related documents approved, 829 (92%) out of the 900 planned development projects were approved.
2.04		Undertake Mulitisectoral monitoring, inspection and reviews of high impact infrastructure projects	EMC	4	No. of Projects monitored	1	25.00%	Multi-sectotral monitoring and inspections were undertaken at IsimbaHydroPpwer Plan (HPP) and the findings of the compliance monitoring/inspections show outstanding issues of restoration of Koova Island, water source protection and the need to address the issue of floating islands and water weeds.
2.05		Undertake Training and gazettement of environmental inspectors	EMC	50	No. of inspectors gazetted	0	0.00%	Not implemented due to budgetary constraints

2.06		Facilitate coordination and regulation of Environmental Practitioners	EMC	4	No. of quarterly support activities implemented	1	25.00%	1 quarterly meeting held with the Environment Practitioners; this target was constrained by lack of funding
2.07		Facilitate technical committees	EMC	4	No. of quarterly activities undertaken	2	50%	2 quarterly meetings for technical committees on biodiversity and pollution licensing organized
2.08		Undertake production of an inventory on waste, chemicals and other activities for effective waste and chemicals management	EMC	1	An inventory on waste and chemicals established	0	0.00%	Not implemented due to budgetary constraints
2.09		Operationalize the Chemicals and waste management database	EMC	1	Database in place	1	100.00%	The establishment of the chemicals database was funded extended externally with funding from Stockholm Convention on Persistent Organic Pollutants (POPs)
2.10.		Undertake development and operationalisation of economic instruments	PPI	1	No. of Economic Instruments developed	0.5	50.00%	Development of the economic instruments for effective environmental management and particularly Oil and Gas in the Albertine Graben is ongoing with focus on the review of the current charge system and propose new and commensurate fees, fines and penalties. This activity was initiated but not completed due to budgetary constraints and is now being funded by SMOGP Project
2.11		Develop guideliness for identification and demarcation of wetlands and protection zones of rivers and lakes	EMC	1	Guideliness developed	0	0.00%	Not implemented due to budgetary constraints

2.12		Support to develop and implement a national soil erosion monitoring system based upon earth observation technology.	EMC	1	National Soil erosion monitoring network developed	0	0.00%	Not implemented due to budgetary constraints
2.13		Support improvement of the national soil map using digital soil mapping techniques.	EMC	1	Updated National Soil map	0	0.00%	Not implemented due to budgetary constraints
2.14		Support and promote the implementation of sustainable Land and soil management practices	EMC	500	Area (Ha) where SLM practices are implemented	0	0.00%	Not implemented due to budgetary constraints
2.15	2.2: Strengthen processes for prosecution of non-compliance to environmental laws and standards	Support the Litigation function	ED	30	No. of Litigation cases handled	18	60.00%	NEMA handled 18 cases out of 30 target (60%. 13 of these of the cases were civil cases, and five (05) of the cases were criminal prosecutions. NEMA won 2 landmark cases, (Beachside development services and shaffiqnamatiti) and two (02) additional matters were withdrawn by the plaintiffs, implying that 4 cases were concluded in FY2021/22

B- (ii) Key fragile ecosystems around Greater Kampala Metropolitan Area (GKMA) inspected in FY2021/22

Area	Objective of the inspection	Findings	Recommendation
Uganda Investment Authority (UIA) field inspections with the NEMA Board Chairman and Executive Director	Onsite assessment of project components in wetlands that NEMA has delayed and rejected.	The delayed projects are located in permanent wetlands and the locations are not feasible for project execution	UIA Management should look for alternative dryland to implement the projects.
Kabaka's Lake in Rubaga Division by Buganda Kingdom	High level field assessment to guide the planned restoration of Kabaka's Lake	• The lake is under severe attack and require urgent dredging and restoration. • There are many point source pollution sites that requite intervention by NEMA and KCCA • The is still massive degradation of wetlands in this area	• NEMA should backstop the Task Forces on the Restoration of the lake. • The point Sources pollution should be inventoried and enforcement undertaken. • The wetland degraders should be arrested and prosecuted.
Rosebud Flower Farm in Namulanda, Wakiso District	To assess and verify Media reports that the flower farm had been expanded into Lake Victoria and the LutembeRamsar Site.	• A large section of the existing flower farm is flooded and under water. • The management of Rosebud is trying to redevelop the flower farm by raining the level above the current water levels from the lake. • This is an ongoing expansion of the flower farm without an ESIA.	• The expansion of the flower farm should be stopped. • The developer should conduct an Audit of the existing farm and also ESIA for the proposed expansion. The degraded wetland area should be restored.
Follow up on ongoing developments along the shoreline of Buvuma Island	Assess compliance of ongoing developments to the requirement of the law	Evidence of ongoing development and operation of a facility (guesthouse and bar) at the Lake Victoria shoreline without approvals from NEMA.	The Proponent should be served with an Environmental Restoration Order to demolish structures constructed within the Lake.
Buvuma Resort Beach Hotel (owned by Adrian DunguChairperson LCV, Buvuma Islands)		• The owner has erected gabions in the Lake to create more space for development. • A structure housing a conference hall has been constructed on area reclaimed from the Lake. • There is noncompliance with the Legal framework that governs establishment of development within the protection zone of such major Lakes like Victoria.	

Follow up on Degradation of the Swamp Forest at BwendeMalembo-A along the Shores of Lake Victoria in Kyesiiga S/C, Masaka District	Ascertain level of degradation of the wetland	Land located near/adjacent to Malembo landing site	There is need for continuous monitoring of the activities of the pineapple plantation to ensure that they do not encroach on the wetland that forms a buffer between the mainland and the lake. This wetland is also vital for preventing siltation of the lake which is being accelerated by human activities such as agriculture among others.
	Determine remedies to the degradation	Wetland area originally cut down to expand an adjacent pineapple plantation; however due to past interventions by the Masaka District Natural Resources Office, the plan was abandoned. Signs of a regenerating wetland were observed.	
Follow up on Destruction of Savana Wetland	Ascertain level of degradation in Savana wetland	The wetland in question is of seasonal nature and a very wide section of this wetland has been converted for rice growing.	There is need for immediate interface with the rice growers to prevent further extensions into wetland sections that are still intact.
	Determine remedies to the degradation	Other threats to the wetland are the upcoming eucalyptus plantations as observed along the entire wetland stretch.	A wetland management plan for the wetland should be developed and adopted if the wetland is to be protected from further encroachment.
Mpunge Eco Marina	• Baseline data verification • Suitability of the site for the proposed development • Adequacy of the land to accommodate the various structures	• The site is suitable for the proposed development as the inspection team did not identify any environmental or social encumbrances. • The Lake Victoria shoreline is a major and significant tourist attraction in the Country and the proposal to have a recreation facility fringing the lake will boost the local tourism. • There is vast (50acres) land to accommodate the various components as proposed by the developer. There is sufficient land for development of the project permanent structures and as well regulate others along the shoreline.	• All structural developments should be carried out 50metres away from the lowest water mark. • Carry out phased clearance of vegetation at the project site to minimize the effect of dust to the neighborhood and occurrence of soil erosion. • Apply for and obtain a Lakeshore resource use permit to operate with the protection zone of the Lake. • Maintain all indigenous tree species within the project site and put in place a proper drainage plan at the site to avert siltation of the lake.

Environmental Inspections of two Sites stated in the bids for the New home of the Electoral Commission	Provide guidance to the Inspectorate of Government on the environmental aspects of the two sites	Butabika Site: • The site is a built up environment situated along the Kinawataka-Butabika wetland. • The Environmental aspects of the existing facility (Gems School) were assessed and approved for the school, a change in land use will require subjecting the alterations (design, etc) to new assessment. Bweyogerere, Kira Municipality, Wakiso District: • A structural building exists at the premises; it is not known whether the site was subjected to ESIA before project implementation. • There were no ecologically significant features at the site and the neighborhood is predominantly industrial situated at the periphery of Bweyogere/Buto Industrial area.	Apparently both sites do not have been built up and remodeling them for the occupancy of the Electoral commission does not pose impacts that are unavoidable.

C- KRA 3: Environmental governance partnership and coordination enhanced

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 3: Environmental governance, partnerships and coordination enhanced								
3.01	3.1: Coordinate lead agencies to deliver their mandate related to environmental management	Undertake environment management supervision and inspections of LGs	DSCPE	40	No. of LGs inspected	130	325%	NEMA supervised and mentored 130 local governments on decentralized environment and natural resources management by end of June 2022. The over performance was due to the clustering of districts at regional levels and interventions by other projects like UGIFT and USMID
3.02		Undertake monitoring implementation of lead agency partnerships, undertakings and work plans	PPI	8	No. of undertakings monitored	2	25.00%	2 quarterly meetings held with Lead Agencies on reporting and 18 Lead Agency reports received
3.03		Operationalize the Lead Agency coordination and integration strategy 2018-2023	PPI	1	A strategy operationalized	1	100.00%	UNBS, Ministry of Lands, Housing and Urban Development, National NGO Board, PAU and Wetland Management Department engaged and guided on their roles and responsibilities in the operationalization of the Lead Agency Coordination Strategy
3.04		Undertake environment officers capacity building and performance reviews	DSCPE	4	No. of capacity building and performance reviews	2	50.00%	Environment and Natural Resources Committees of Oyam and Nansana Municipal Council were trained on their roles in decentralized environment management. The training sessions involved 16 (30 %) and 38 (70%) females and males respectively.

3.05		Undertake technical compliance monitoring, verification and assistance of CDM sites in Urban councils and cities	EMC	4	No. of technical compliance monitoring exercises	0	0.00%	Not implemented due to budgetary constraints
3.06		Support greening initiatives and ENR management capacities in urban councils	DSCPE	4	No. of greening &capacity initiatives undertaken	0	0.00%	Not implemented due to budgetary constraints
3.07		Undertake community engagements on environmental management, compliance and restoration	DSCPE	12	No. of community ENR engagements undertaken	4	33.33%	Community–based environment educators were identified in the four sub-counties of Ibanda District: Nyamarebe, Kicuzi, Ishogororo and Ruciri where action plans were developed for future training/ engagements
3.08		Support community driven practical interventions such as woodlots, nursery beds and other alternative livelihoods	DSCPE	50	Area (Ha) restored/ protected by communities	81	162.00%	Not funded by GoU but UGIFT Project that supported 2 sensitization meetings for 200 community members in Isingiro District and restored 81ha of lake Nakivale shores
3.09	3.2 Enhance environmental information generation and reporting by lead agencies and other partners	Develop and implement the NEMA Strategic Plan for Statistics	PPI	4	Quarterly statistics reports produced	0	0.00%	Not implemented due to budgetary constraints
3.10.		Strengthen Early warning systems and disaster assessments	PPI	4	Early warning tools and Disaster Reports	4	100.00%	Disaster risk assessment done in Bundibugyo, Ntoroko, Kikuube and Buliisa Districts
3.11		Undertake training of MALGS in environmental reporting and Natural capital Accounting	PPI	40	No. of MALGS trained		0.00%	Not implemented due to budgetary constraints

3.12	3.3 Enhance institutional engagement in national, regional and international programmes on environment	Establish and effectively participate in national, regional and international partnerships	ED	4	No of engagements	6	150.00%	NEMA led the technical delegation of Officers from the respective ministries, agencies and other stakeholders with the political and strategic leadership of the Minister of Water and Environment at the 18th Session of the African Ministerial Conference on Environment (AMCEN). The Authority participated in the resumed sessions of the UNEA – 5.2 meeting from 21st February to 4th March 2022, with funding from UNEP, the resumed session on the 24th Subsidiary Body on Scientific, Technical, and Technological Advice (SBSTTA 24), the third Subsidiary Body on Implementation (SBI-3) and the third Open-ended Working Group on the post-2020 global biodiversity framework-GBF (OEWG-3) on 14th -29th March 2022 in Geneva organized by the Convention on Biological Diversity (CBD) Secretariat and OEWG-4 in Nairobi (21st-26thJune, 2022. NEMA and NPA also participated in the 8th Africa Regional BIOFIN dialogue from the 8th to 10th June 2022 in Zanzibar, Tanzania.
3.13		Undertake subscriptions to international bodies relevant to NEMA	ED	4	No.of subscriptions	0	0.00%	Not implemented due to budgetary constraints
3.14		Establish and operationalize the National Environment Platform	PPI	1	National Environmental Platform Established	0	0.00%	Not implemented due to budgetary constraints

3.15		Conduct regular dialogues with private sector and CSOs with respect to environment management and their advocacy role	PPI	1	No. of dialogues undertaken	2	200.00%	The Authority organized two (02) public dialogues of which one was in Tororo District on the integration of environment education into teaching and learning in schools while the second public dialogue was held in Ibanda District Local Government on the establishment of a network of Community Environment Education (CEE) and Education for Sustainable Development (ESD) champions.

D- KRA 4: Environmental literacy and corporate image enhanced

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 4: Environmental Literacy and Corporate Image Enhanced								
4.01	4.1 Establish systems for environmental information generation and management	Transformation of the NEMA Library into the National Environment Information Resource Center	PPI	1	NEIRC established	0	0.00%	Not implemented due to budgetary constraints
4.02		Undertake support to environmental resource centres	PPI	140	No. of resources centres supported	114	81.43%	114 out 140 District Environmental Information Resources Centers were evaluated with focus on the use of the centres, the facilities and the information materials they have. The findings revealed that out of the 114 evaluated resource centers, 56 (49%) were active, 41 (36%) were semi-active while 17 (15%) were in-active.
4.03		Establish data sharing protocols, architecture and formulation of new EIN in lieu of new cities	PPI	1	Data sharing protocols established	0	0.00%	Not implemented due to budgetary constraints
4.04		Undertake production of environmental information sharing tools and guidelines	PPI	2	No. of information tools developed	0	0.00%	Not implemented due to budgetary constraints
4.05	4.2 Enhance digitization of processes and use of Information Technology (IT) at NEMA	Undertake risk assessments / natural resource monitoring through use of drones	PPI	4	No. of monitoring/ assessment reports produced	3	75.00%	Climate risk assessment done in Kikuube, Buliisa, Ntorokoand Bundibugyo districts with focus on environmental degradation and climate change impacts like floods.
4.06		Support to the NEMA-UIA One stop centre	PPI	4	No. of activities supported	0	0.00%	Not implemented due to budgetary constraints
4.07		Undertake preventive & maintenance of ICT equipment	PPI	4	Preventive maintenance and Licenses purchased	2	50.00%	Undertaken twice due lack of funding

4.08		Support the IT in undertaking support services and maintenance in Regional Offices	PPI	4	Number of Regional Offices supported	0	0.00%	Not implemented due to budgetary constraints
4.09	4.3 Enhance public environmental education	Undertake a study to establish the level of environmental literacy and awareness in the country	PPI	1	Awareness study undertaken	0	0.00%	Not implemented due to budgetary constraints
4.10.		Undertake literacy and awareness programs on both electronic and print media	DSCPE	12	No. of awareness programs conducted	10	83.33%	Nine (9) public activities were undertaken to increase public knowledge on salient environmental issues, and the visibility of the Authority. Besides, NEMA held a press conference on the occasion of One- Hundred (100) days of a new Executive Director (ED) to showcase the new strategic direction that NEMA has taken in service delivery, highlighting achievements, challenges opportunities, and future plans for the institution.
4.11		Undertake partnership engagements with schools and Local communities	DSCPE	4	No. of engagements undertaken	2	50.00%	Kabale University and Stuart University in Mbarara engaged on education for sustainable development (ESD) initiatives; such as compound greening, tree planting and waste management practices within the university campuses.

4.12		Undertake printing of IEC Materials	DSCPE	4	No of the different categories of IEC Materials printed	2	50.00%	Key IEC quarterly materials included the NEMA News Letter, WED and translation of IEC materails on water, plastics and waste management into Luganda, media programs and news conferences. However, few IEC materials were printed due to lack of funding but mainly publicized online
4.13		Undertake dissemination of developed IEC materials	DSCPE	4	Dissemination exercises undertaken	4	100.00%	Quarterly IEC materials for education / awareness and information programs produced but most of them were disseminated online due to lack of funding for printing
4.14		Undertake the commemoration of the world environment day and other international celebrations	DSCPE	1	WED celebrated	1	100.00%	The national celebration for WED 2022 was held in Luwero District on 5th June with the theme "Our Earth, Conserve for Life''. The key activities included public awareness, media programs and official statements/ speeches, and restoration through tree planting
4.15		Undertake commemoration of national days and events and celebrations	F&A	4	No. of national events celebrated	0	0.00%	Not implemented due to budgetary constraints
4.16		Identify, Train and Monitor activities of the comminity based environment educators	DSCPE	4	No of activities monitored and followed up	1	25.00%	Community-based environment education and training of educators was organized for Ibanda District Local Government. Community-based education action plans developed for Nyamarebe, Kicuzi, Ishogororo and Ruciri sub counties

4.17	4.4 Support implementation of the Global Action Plan (GAP) for Education for Sustainable Development (ESD)	Undertake school competitions in environment management	DSCPE	1	No. of competitions undertaken	0	0.00%	Not implemented due to budgetary constraints
4.18		Undertake review and follow-up visits in education institutions	DSCPE	25	No. of institutions followed up	30	120.00%	10 and 20 schools in Tororo and Kumi visited respectively with focus on school environment education.
4.19	4.5 Enhance NEMA communication, visibility and corporate image	Undertake development of the NEMA communication Strategy	ED	1	Communication strategy developed	0	0.00%	Not implemented due to budgetary constraints
4.20.		Ensure effective communication of NEMA mandate and other critical environmental concerns in the print media, radio and TV	ED	8	No. of communication activities undertaken	6	75.00%	Nine (9) public/media activities were undertaken to increase public knowledge on emerging environmental issues like plastic pollution and media messages on national days. A press conference on the occasion of 100 days of the new Executive Director was conducted to showcase the new strategic direction that NEMA has taken in service delivery. The Authority organized a public dialogue in Tororo District on the integration of environment education into teaching and learning in schools. Media trips organized to environmental hot spots within the Greater Kampala Metropolitan Area. TV and Radio programs on key and salient environmental issues in the country. 23 press statements made, 90 social media messages sent out per month, 21,000 followers on twitter and 9,172 followers on Facebook

E - KRA 5: Environment planning, research, innovation and development enhanced

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 5: Environmental Planning, Research, Innovation and Development enhanced								
5.01	5.1 Strengthen environmental planning at national and sub-national levels	Undertake Preparation of the NSOER	PPI	1	NSOER Prepared	0.5	50%	Draft National State of Environment Report (NSOER) produced.
5.02		Effectively disseminate the NSOER	ED	4	Dissemination exercises undertaken	0	0%	
5.03		Undertake training of MALGs on effective planning for ENR management and prioritization	PPI	2	No. of trainings undertaken	0	0%	The production of the NSOER is still on course
5.04		Support use and application of national ENR mainstreaming guidelines	PPI	70%	Proportion of LAs mainstreaming ENR	0	0%	Not implemented due to budgetary constraints
5.05		Effectively participate in regional Local Government Budget Consultative meetings	PPI	4	No. of regional LGBCW participated in	4	100%	4 regional workshops organized for District, City and Municipal local governments in the prioritization and mainstreaming of environmental values and concerns in the local government development plans and budgets.
5.06		Carry out evidence based quarterly project and activity monitoring & evaluation	ED	4	No. of M&E monitoring activities undertaken	1	25%	Periodic assessment of work program in the Regional offices of Mbale and Lira were undertaken by the Office of the Executive Director
5.07		Carry out half-year and annual results based organizational and activity performance evaluation	ED	2	No. of periodic evaluation reports produced	2	100%	Annual corporate report for FY2020/21 and half-year performance report for FY2021/22 produced
5.08		Carry out rapid results-based impact evaluation studies on education/awareness programs and environmental compliance assistance	ED	1	No. of impact evaluation studies undertaken	0.5	50%	This activity has not been fully completed due to budgetary constraints; to be continued in FY2022/23

5.09	5.2: Institutional Strategic Planning and Implementation Enhanced	Undertake development of Annual and quarterly budget and plans	PPI	5	No. of quarterly and annual work plans developed	5	100%	Annual and quarterly work plans produced, submitted and approved accordingly
5.10.	5.3: Enhance the research function of the Authority	Undertake the development and operationalization of the NEMA research strategy	PPI	1	A research Strategy developed and operational	0	0%	The Research Strategy not operationalized due to lack of funds
5.11		Undertake coordination of research for improved environmental information, management and policy support	PPI	2	No. of coordinated research	0	0%	Not implemented due to budgetary constraints
5.12		Undertake scientific research to inform policy	PPI	1	No of researches undertaken	0	0%	Not implemented due to budgetary constraints
5.13		Develop bankable research concepts and project proposals	PPI	2	No. of Bankable concepts developed	2	100%	2 proposals developed and submitted to PPC:(On strengthening environmental monitoring and compliance project; and The Rwenzori catchment protection and livelihoods improvement project

F -6: Institutional systems and capacity enhanced

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 6: Institutional Systems and Capacity Enhanced								
6.01	6.1: Strengthen the financial resource base and management system	Undertake activities necessary for the accreditation of NEMA to Global Funding Agencies	PPI	2	No. of accreditation activities undertaken	2	100.00%	Accreditation activities for GCF carried out
6.02		Undertake Debt Collection	F&A	40%	Percentage reduction in debts	0	0.00%	Not implemented due to budgetary constraints
6.03		Asset Verification	F&A	1	Asset verification report	1	100.00%	Asset verification done
6.04		Financial Management System annual Technical Support	F&A	1	An updated Financial system	1	100.00%	Functional and effective financial management system is in place
6.05		Undertake training on Financial Management System Upgrades	F&A	2	No. of trainings undertaken	0	0.00%	Not implemented due to budgetary constraints
6.06	6.2 Strengthen the Human Resource Function	Undertake specialized training of NEMA Staff for relevant skills enhancement	F&A	20	No. of staff trained	0	0.00%	Not implemented due to budgetary constraints
6.07		Facilitate staff for Continuous Professional Development programmes& Annual subscriptions	F&A	10	No. of staff facilitated	10	100.00%	Staff professional subscriptions paid
6.08		Facilitate Human Resource Development Committee functions	F&A	4	No. of HRDC engagements undertaken		0.00%	Not implemented due to budgetary constraints
6.09		Support to the Human resource functionality	F&A	4	No. of HR engagements facilitated	4	100.00%	Human resource function supported

6.10.		Staff Recruitment	F&A	2	No. of staff recruitment engagements undertaken	14	700.00%	In FY2021/22, fourteen (14) staff were recruited under E4 scale of which 3 were males and 5 were females; and six (06) project staff under the new project on strengthening institutions on implementing the Nagoya Protocol on Access and Benefit Sharing (ABS project). More staff were recruited as compared to the target due to new vacancies caused by staff resignations, new posts and projects.
6.11		Contract Staff Salaries paid	F&A	131	No. of staff	113	86.26%	By end of FY 2021/22, NEMA had 113 out of 128 staff establishment with 53 (47%) female and 60 (53%) have functioning contracts.
6.12		NSSF contribution paid	F&A	131	No. of staff	113	86.26%	NSSF paid as per the payroll value
6.13		Pay Staff Gratuity	F&A	131	No. of staff	113	86.26%	Gratuity paid as per the payroll value
6.14		Support Staff welfare	F&A	131	Number of staff facilitated	113	86.26%	Break tea and other welfare support provided to staff accordingly
6.15		Pay Medical insurance	F&A	131	No. of staff on medical scheme	113	86.26%	Medical insurance service procured as per the number of staff and the recommended number of beneficiaries
6.16		Annual Staff performance review	F&A	131	Number of staff appraised	113	86.26%	Staff appraisal for FY2021/22 is ongoing
6.17		Pay monthly salary enhancement to staff	F&A	12	Enhancement to staff	8	66.67%	Monthly staff salary enhancement could not be paid up to 100% due to budgetary constraints
6.18		Support the development & operationalization of a NEMA apprenticeship programme	F&A	20	No. of apprentices supported	0	0.00%	Not implemented due to budgetary constraints
6.19		Insurance cover , including GPA, Motor, fire, and all risk	F&A	4	Number of insurance policies covered	4	100.00%	Property, motor vehicle third party, medical and GPA policies covered
6.20.	6.3: Strengthen the administration function	Support to registry	F&A	4	No. of initiatives undertaken	1	25.00%	The Registry only supported to deliver mails upcountry and within the Greater Kampala Metropolitan

6.21		Fuel for Vehicles	F&A	36	No. of vehicles fueled	21	58.33%	21 functioning vehicles out of the 36 were fueled during the FY2021/22
6.22		Quarterly purchase of Stationery	F&A	4	Frequency of purchase of stationery	1	25.00%	Procurement done only in qtr2 due to funding gap. Use gap was bridged by the balance of stationery procured in qtr4 of FY2020/21
6.23		Maintain a working fleet of vehicles	F&A	36	No. of fleet working	21	58.33%	Currently, NEMA has a total fleet of thirty-six (36) vehicles out of which, fifteen (15) vehicles have been grounded due to poor mechanical condition and need repairs subject to the availability of funds
6.24		Support Team Building Activities	F&A	1	No. of team buildings undertaken	0	0.00%	No funding
6.25		Electricity	F&A	12	Bills paid	12	100.00%	Monthly electricity bills paid
6.26		Water	F&A	12	Bills paid	12	100.00%	Monthly water bills paid
6.27		Telecommunication services (Internet, telephone, fax and Modems)	F&A	12	Services provided	12	100.00%	Monthly telecommunication bills paid
6.28		Cleaning services	F&A	12	Services provided	12	100.00%	Monthly cleaning services bills paid
6.29		Security services for all NEMA Buildings and Offices	F&A	12	Services provided	12	100.00%	Security fully provided at NEMA premises in all over the country
6.30.		NEMA Buildings maintained	F&A	100%	Refurbishment of NEMA buildings	40.00%	40.00%	The lift, fire detection and alarm were repaired, intercom, the AC in the server room and UPS serviced, and partial replacement of front pavers. NEF House at Kololo needs repairs. Inadequate funding affected the planned repairs of NEMA house at Jinja road and NEF house at Kololo
6.31		Rent for staff Parking space and for NEF House	F&A	12	Rent paid	12	100.00%	All rent payment for NEMA house and NEF house have been paid.
6.32		Pay Ground and Property Rates	F&A	12	Rates Settled	12	100.00%	
6.33		Rent for Regional Offices	F&A	12	Rent paid	12	100.00%	
6.34		Undertake purchase of small office equipment	F&A	4	Small Equipment Purchased	3	75.00%	

6.35		Support to regional offices welfare	F&A	4	Number of regional offices supported	4	100.00%	All the 4 regional offices in Masindi, Lira, Mbale and Mbarara are functional/operational
6.36	6.4: Enhance the institutional governance function	Facilitate PCE function (meetings and field trips)	ED	2	PCE activities facilitated	1	50.00%	One PCE Technical Committee held on the cancellation of titles in wetlands
6.37		Facilitate NEMA Board functions	ED	4	Board fully functional	4	100.00%	NEMA Board undertook the initiation and continuation of the re-structuring of NEMA as directed by the Cabinet, Recruitment to fill in vacant posts at NEMA for improved organizational efficiency and effectiveness, enhance the functionality of the Board by reviewing the Terms of Reference for membership of technical committees on Licensing of Environmental Practitioners, Biodiversity, Soils and Land Use, and Pollution Control Licensing, reviewing and approval of the Internal Audit Plan, reviewing and adoption of management actions recommended by the report of the Auditor General for FY 2019/2020 to ensure compliance, reviewing and approval of the Annual Performance Report for FY 2020/21, reviewing and approval of the Budget Framework Paper for FY 2022/23,reviewing and approval of the National Guidelines for Biodiversity and Social Offsets, the Albertine Graben Environment Monitoring Plan (AGEMP) 2021 to 2026,and the draft Air Quality Regulations and the outline of the National State of Environment Report (NSOER).
6.38		Facilitate Board field activities	ED	4	No. of field activities	2	50.00%	Field visits to Lubigi wetlands, Masaka and Mpigi districts to assess the state of the ecosystems and general environment management in the areas. Only 2 field visits funded due to budgetary constraints

6.39		Carry out ED's Office high level and strategic field activities and engagements with key stakeholders	ED	4	Quarterly strategic activities undertaken	2	50.00%	Only 1st and 2nd quarter activities funded due to budgetary constraints. These included monitoring of the restored fragile ecosystems in eastern Uganda and environment management in the new cities
6.40.	6.5: Strengthen statutory and other management functions	Support to procurement operations including contracts, evaluations and disposal	ED	4	No. of Quarterly procurement operations supported	4	100.00%	All procurement requisitions handled as per the funds available. 208 macro and micro procurements completed
6.41		Develop an internal procurement manual	ED	1	A manual developed	0	0.00%	Not implemented due to budgetary constraints
6.42		Develop and implement a risk management framework for NEMA	ED	1	Risk framework developed	0	0.00%	Not implemented due to budgetary constraints
6.43		Review the current internal audit charter and manual	ED	1	Internal audit charter developed	0	0.00%	Not implemented due to budgetary constraints
6.44		Carry out system and field audit inspections	ED	4	Quarterly Audit reports produced	4	100.00%	Quarterly internal audit carried out and reports submitted to the Board of Directors and Internal Auditor General.

G - Development Budget

Code	NEMA Strategic Intervention	Planned Activities	Lead Dpt	Targets	Performance Indicators	Targets achieved	performance rating	Details of activity output
Key Result Area 2: Compliance to environmental laws and standards enhanced								
2.10.	2.1 Develop and implement a robust environmental monitoring system	Procure real-time and portable monitoring equipment for monitoring environmental parameters and consumables for operating the NEMA Laboratory	EMC	10	No. of equipment procured & Laboratory equipment operational	2	20.00%	Only items (Heavy Metal Analyzer and Portable Multi Parameter) procured due lack of funding
2.20.		Undertake purchase of PPEs	EMC	100	No. of sets of equipment's purchased	200	200.00%	60 pairs of safety googols, 20 pcs of brim sun gat, 20 pcs of industrial bump caps, 20 pcs of reflective straps, and 80 pcs of industrial safety vests
Key Result Area 3: Environmental governance, partnerships and coordination enhanced								
3.10.	3.1: Coordinate lead agencies to deliver their mandate related to environmental management	Support the establishment of a national and regional E- waste collection centers	EMC	1	No. of E-Waste collection centres established	0	0	Not implemented due to budgetary constraints
3.20.		Undertake restoration activities	EMC	250	Area (Ha) of area restored	100	40.00%	NEMA supported the restoration of about 100 out of the 250ha planned. In this regard, the Authority engaged local communities to restore the River Muzizi and Rwizi catchments in Kyenjojo District and Mbarara City respectively. Besides, NEMA monitored the wetland catchments of Oyitino, Pece-Tochi , Okole , and Ayago wetland and the theAwoja wetland system in Soroti city, the Nomuremu-Rushebeya-Kanyabaha-Kashambya (up to Kisizi falls) and South Kirumura wetland systems western Uganda, and carried out a reconnaissance for the restoration of Nabisasoro-Lubigi Wetland System in Wakiso District.
Key Result Area 4: Environmental Literacy and Corporate Image Enhanced								

4.10.	4.2 Enhance digitization of processes and use of Information Technology (IT) at NEMA	Undertake acquisition of ICT and GIS equipment and Software	PPI	10	No. of assorted equipment procured	10	100.00%	10 GPS and Noise meters were procured and delivered at NEMA.
4.20.		Under take purchase of computer accessories for effective IT equipment performance	PPI	30	No. of assorted accessories	28	93.33%	28 ICT items procured: 4 laptops, 3 color printers , 4USB docking stations, 4 large Display Monitors and 13 desktops
Key Result Area 6: Institutional Systems and Capacity Enhanced								
6.10.	6.2: Strengthen the human resource function	Procure Furniture and Fittings	F&A	10	No. of furniture purchased	9	90.00%	9 out of 10 fittings of which, one set of cat 6 cables, Three small unmanaged of sixteen (16) port switches replaced, IFMS upgrade done on accountants systems, windows patches upgraded, and Kasperskay antivirus updated.

ANNEX II: STATUS OF CASES IN FY 2021/22

Key Outputs	Key Targets	Means of Verification	Timeline (Quarter)
Conducting civil litigation(drafting pleadings and attending to Court matters)	Kimbowa Francis and 6 others VS NEMA(c/s No.15/2019) at Mbarara	Court attendance.	(Court Direction) 17th January 2022 (joint scheduling memorandum)31st January 2022 (Filing trial bundle)14th February 2022 (Witness statements) 28th February 2022
	Uganda Law Society & Others versus NEMA. Msc 151/2021	Court attendance	Attended court on 3/3/2022. Directed to file submissions by 27th March 2021.
	Ssebagala and 15 others Vs NEMA(misc. case no 211/2021	Court attendance	(meeting with the co respondents)31st January 2022 (Filing a report to court) 11th February 2022
	Ahumuza Emmanuel Vs NEMA(C.S No. 39/2020) Dennis Sserungogi Versus NEMA	Court attendance Court attendance	Court attendance (9th February 2022) Filing witness statements (18th February 2022) Case was heard and concluded, waiting to visit Locus and make submissions.
	NissiMbabazi& Others versus Ag, & Others	Court Attendance	Came up for hearing on 23/03/2022. Matter adjourned to a future date to be fixed by court.
	David Sserunjogi& Others Versus Pr. Bugingo, NEMA and KCCA.	Court attendance.	Matter withdrawn and case closed.
	Alert Guards and Security Systems Ltd Vs NEMA(CS No.342/2021)	Court attendance	Court attendance (12th January 2022) Filing submissions in reply (31st January 2022) Receiving ruling (15th March 2022)
	Entebbe Girls Secondary School Versus NEMA & Others	Court attendance	Attended Court on 22nd Jan, 2022 to receive ruling but it was not ready. Ruling will be on notice.
	Godfrey KandebeNtambirweki& others versus NEMA & ATC.	Court Attendance	Court Attendance o 2nd March, 2022. Matter Withdrawn.
	Beachside development services versus NEMA, NFA & Others	Court attendance	Judgement delivered in favor of NEMA and all the rest of the defendants.
	Kansime grace versus BirungiClemencia.	Court attendance.	Matter Came up for Mention on 24th March, 2022. Fixed for hearing on 20th May, 2022.
	ShafickNamatiti& others versus NEMA and JVL.	Court attendance	Case dismissed. NEMA awarded costs.

Providing an oversight role in the initiation and revision of laws to align them with the Act.	Participation in online meetings to draft the National Environment (Chemicals and Chemical products Control) Regulations.	• Report from the meeting • Draft Regulations formulated.	2nd February 2022; and 15th February 2022 Another Meeting took place on 22nd -25th March, 2022.
	Participation in online meetings to draft the National Environment (Economic Instruments) Regulations • Cleaned the draft PES Guidelines.	Zero draft generated. Draft Sent to SLO for further review.	3rd March 2022 18th January, 2022
Concluded work on Regulations.	Concluded review exercise for Air Quality Regulations and Standards.	Draft refined and finalized.	Draft presented to the Board for noting and approval on 09th March, 2022.
Providing legal advice to other departments	• Extension of validity of the ESIA Certificate for National Cement Company (ESIA Certificate No.8766) • Extension of validity of ESIA Certificates no.7907 and no.9394 issued to mineral oil company ltd; and transfer of the certificates to m-power oil company limited. • Transfer of ESIA Certificate No.13157 from Chesak Alfred Mangusho to Tororo Cement Limited • Extension of validity of ESIA Certificate for National Oil Cement (No.7951) • Worked on change of name for Yako Uganda Ltd. • Responded to African Power Initiative advising them to fill in the form for application for extension of ESIA certificate. • Handled Renewal of ESIA certificate of Allied Busia Sugar. Wrote to client advising them to submit to the Authority a schedule of compliance of the areas identified during audit • Responded to Nile fibre-board advising them to submit to the Authority a schedule of compliance of the areas identified during audit • Reviewed application by Victoria Cable Ltd.	Number of correspondences internally and externally issued. Number of correspondences internally and externally issued. Number of correspondences internally and externally issued. Number of Responses issued. Number of Responses issued.	January to March 2022 January to March 2022

	• attended and provided secretariat services to top management meetings held on- a. 10th January 2022 b. 24th January 2022 c. 7th March 2022 d. 14th March 2022	• minutes generated and circulated	January to March 2022
	• attended and provided secretariat to the Board Committee meeting on a) 17th February 2022; b) 9th March 2022. c) 25thFebruary 2022.	• minutes generated and circulated.	February to March 2022
Advising and participating in drafting and implementation of Multi and Bi lateral treaties and conventions. **General Advisory.** **Prosecution Function.**	Attended a meeting on the Implementation of the compliance committee for the Paris Agreement. Attended and participated in a National Dialogue on Transboundary Watercourses and international Lakes at Protea Hotel, Entebbe. Read and commented on the proposed wetlands Bill by Ministry of Water and Environment. Ug Vs Kalanzi Godfrey EPPU-NEMA & Noor Gyagenda EPPU-NEMA SD23/11/02/2021 Ug Vs Nakawoya CRB 358/2021 Uganda Vs Kitokelsma and Moses Kasule CRB 069/2021 Ug Vs KawuleSaidi (to find details of the particulars in the police file)	Reviewed draft for the Modalities, procedures and guidelines for the compliance committee. Roadmap drawn Documented feedback Perused the files and forwarded to the OC CID-NEMA to have them forwarded to ODPP for sanctioning The case was heard and two witnesses were presented. Perused the file, and Management guided that a response letter be issued to Energo project, to fulfill three conditions; restoration of the site that was degraded, commit not to have the truck used again for environment degrading activities and proof that the drive was on a frolic of his own, before being given back, the truck.	Participated in the 7th- 11thMarch, 2022. 15th and 16th February, 2022. 7th - 10th March 2022 Attended Court on 24th February, 2022. Matter was adjourned to 28th March, 2022. We are yet to obtain response.

ANNEX III: STATUS ON LICENCES/HANDLING OF WASTE

Developer name	Date of submission	Waste license type	Status /License No.	Date of decision	Inspection
Rwenzori Bottling Company	7/20/2021	Own/operate a waste treatment/disposal facility	WTP/120/2021	26th Oct/2021	no
G.B.K Dairy Products Uganda Limited	9/15/2021	Own/operate a waste treatment/disposal facility	Issued- WTP/112/2021	26th Oct/2021	no
ASK International Limited	9/16/2021	Own/operate a waste treatment/disposal facility	Pending – Publication of Public notice		no
Koyinawo Waste Management Services Limited	9/17/2021	Own/operate a waste treatment/disposal facility	Issued –WTP/016/2022	4th April/2022	no
Busia Sugar and Allied Limited	10/7/2021	Own/operate a waste treatment/disposal facility	Pending – Publication of Public notice		inspected
Hima Cement Limited	10/21/2021	Own/operate a waste treatment/disposal facility	Issued-WTP/026/2022	22nd/ April/ 2022	no
Mount Meru Millers Uganda Limited	12/17/2021	Own/operate a waste treatment/disposal facility	Pending- Publication of Public Notice		no
Shengli Engineering Construction Company Uganda Limited	2/11/2022	Own/operate a waste treatment/disposal facility	Deffered		no
Sino textile Industry Company Limited	2/24/2022	Own/operate a waste treatment/disposal facility	Pending- Publication of Public Notice		yes
Premier Distilleries Limited	6/14/2022	Own/operate a waste treatment/disposal facility	Pending decision on the Next committee Meeting		no
A & M Executive Cleaning Services Company Limited	6/20/2022	Own/operate a waste treatment/disposal facility	Pending decision on the Next committee Meeting		no
Hima Cement Limited	6/29/2022	Own/operate a waste treatment/disposal facility	Pending decision on the Next committee Meeting		no
Fine Spinners Uganda Limited	7/1/2022	Own/operate a waste treatment/disposal facility	Pending decision on the Next committee Meeting		no
Rwenzori Bottling Company	7/20/2021	Storage of wastes	Issued- ST/011/2022	4th April/ 2022	no
Africa EMS Nyamwamba Limited	8/1/2021	Storage of wastes	Issued No. ST/93/2021	26th Oct/2021	no
Chongqing International Construction Cooperation	8/30/2021	Storage of wastes	Issued – ST/122/2021	26th Oct/2021	no
China State Construction Engineering Corporation Limited	8/30/2021	Storage of wastes	Issued-WTP/125/2021	26th Oct/2021	no
Green Label Services Limited	11/8/2021	Storage of wastes	DEFFERED		yes
Modern Distillers Limited	1/28/2022	Storage of wastes	Pending- Publication of Public Notice		yes
Kansai Plascon Uganda Limited	2/21/2022	Storage of wastes	Pending- Publication of Public Notice		no
Eco Power Uganda Limited	3/14/2022	Storage of wastes	Issued- ST/013/2022	4th/ April/ 2022	no
Rwimi Ep Company Limited	3/14/2022	Storage of wastes	Issued- ST/012/2022		no
Hima Cement Limited	5/30/2022	Storage of wastes	Issued -		no

Karmod Prefabricated Company Limited	6/24/2022	Storage of wastes	Pending decision on the Next committee Meeting		no
Nile Breweries Limited	6/28/2022	Storage of wastes	Pending decision on the Next committee Meeting		no
Enviroserve Uganda Limited	7/9/2021	Transportation of waste	Deferred		yes
Doracon services Limited	7/5/2021	Transportation of waste	Issued – TR/107/2021	26th Oct/2021	no
Heemah Trading Company Limited	7/6/2021	Transportation of waste	Issued – TR/119/2021	26th Oct/2021	no
Globe Clean Services Uganda Limited	7/14/2021	Transportation of waste	Issued – TR/085/2021	26th Oct/2021	no
Globe Clean Services Uganda Limited	7/14/2021	Transportation of waste	Issued – TR/086/2021	26th Oct/2021	no
Globe Clean Services Uganda Limited	7/14/2021	Transportation of waste	Issued – TR/087/2021	26th Oct/2021	no
Ochagoro Holdings Limited	8/1/2021	Transportation of waste	Issued – TR/022/2022	4th April/2022	no
Oludhuba Enterprises	8/7/2021	Transportation of waste	Deferred		no
White Nile Consults Limited	8/17/2021	Transportation of waste	Issued		no
Armstrong Global Solutions SMC Limited	8/30/2021	Transportation of waste	Issued- TR/105/2021	26th Oct/2021	no
Clean and Green Services Limited	9/2/2021	Transportation of waste	Issued- TR/007/2022	4th April/2022	no
Topklyn Uganda Limited	9/14/2021	Transportation of waste	Issued –TR/106/2021	26th Oct/2021	no
Koyinawo Waste Management Services Limited	9/17/2021	Transportation of waste	Issued –TR/017/2022	4th April/ 2022	no
Koyinawo Waste Management Services Limited	9/17/2021	Transportation of waste	Issued –TR/018/2022	4th April/2022	no
Green Kingdom Limited	9/17/2021	Transportation of waste	Issued TR/095/2021	26th Oct/2021	no
Green Kingdom Limited	9/18/2021	Transportation of waste	Issued TR/099/2021	6th Aug/2021	no
Ecoserv Limited	9/21/2021	Transportation of waste	Issued TR/077/2021	26th Oct/ 2021	no
Epsilon Uganda Limited	9/22/2021	Transportation of waste			no
MotaEngil	9/22/2021	Transportation of waste	Issued – TR/126/2021	26th Oct/2021	no
Koyinawo Waste Management Services Limited	9/22/2021	Transportation of waste	Issued – TR/019/2022	4th April/ 2022	no
Association of Cesspool Truck Owners of Uganda Limited	10/15/2021	Transportation of waste	Pending – Publication of Public Notice		no
Kato Contractors Limited	10/22/2021	Transportation of waste	Issued -		no
Green Label Services Limited	1/3/2022	Transportation of waste	Issued- TR/005/2022	18th Feb/ 2022	yes
Green Label Services Limited	1/3/2022	Transportation of waste	Issued- TR/004/2022	18th Feb/ 2022	yes
Desheena Investments Limited	1/5/2022	Transportation of waste	Issued- TR/021/2022	4th April/ 2022	no
NabugaboUpdeal Joint Venture	1/17/2022	Transportation of waste	Deferred		no
Webale Metal Solutions	1/28/2022	Transportation of waste	Deferred		no

Kyabazinga Oil industries (EA) Limited	2/17/2022	Transportation of waste	Deferred		no
Green Label Services Limited	2/18/2022	Transportation of waste	Issued TR/004/2022	18th Feb/ 2022	yes
Epsilon Uganda Limited	2/25/2022	Transportation of waste	Deferred		no
Vila Unique Enterprises Limited	3/10/2022	Transportation of waste	Issued- TR/024/2022	4th April/ 2022	no
Enviroserve Uganda Limited	2/17/2022	Transportation of waste	Issued – IM/029/2022	28th June/2022	yes
Kansai Plascon Uganda Limited	2/21/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Med Sap Africa Limited	2/24/2022	Transportation of waste	Deferred		no
Kamasimba Commercials-SMC Limited	3/3/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Kemre Group Uganda Limited	3/7/2022	Transportation of waste	PENDING – payments		no
AEN Holdings Limited	3/11/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
NyangaOburofa Enterprises Limited	3/22/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Jociss General Company Limited	4/7/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Serenity Investments Uganda Limited	4/19/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Multicare Services Limited	4/20/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
MOTA-ENGIL ENGENHARIA E CONSTUCAO AFRICA	5/19/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
MOTA-ENGIL ENGENHARIA E CONSTUCAO AFRICA	5/19/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Hill Top Enterprises Limited	5/11/2022	Transportation of waste	Pending decision on the Next committee Meeting		no
Ecoserv Limited	5/30/2022	Transportation of waste	Issued –TR/118/2021		no
Ecoserv Limited	6/20/2022	Transportation of waste	Issued –TR/030/2022		no
Ecoserv Limited	6/20/2022	Transportation of waste	Issued - TR/031/2022		no
Ecoserv Limited	6/24/2022	Transportation of waste	Issued - TR/032/2022		no
Rugarwana Industries Limited	6/27/2022	Transportation of waste	Pending decision on the Next committee Meeting		no

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