

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)



PERFORMANCE REPORT FOR FY2020/21





NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

PERFORMANCE REPORT FOR FY2020/21

Copyright © 2021 NEMA

All rights reserved.

**Citation: NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)
ANNUAL CORPORATE REPORT FOR 2020/21**

ISBN: ISBN 978-9970-881-31-4

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

P.O. Box 22255 Kampala Uganda

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

Fax: +256-414-257521

E-mail: info@nema.go.ug

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

Editorial team

Fred Onyai (Internal Monitoring and Evaluation Manager): Technical Editorial Manager

Technical Editors:

Margaret Aanyu	(Environment Assessment Manager)
Aidan Asekenye	(Principal Environment Education Coordinator)
Dr. George Muganga	(Principal Lead Agency Coordinator)
Francis Ogwal	(Natural Resources Manager- Biodiversity and Rangelands)
Francis Kateregga	(Ag. Internal Audit Manager)
Monique Akullo	(Senior Internal Monitoring and Evaluation Officer)
Tony Achidria	(Senior Public Relations Officer)
Isaac Tindyebwa	(Senior Environment Education & Materials Production Officer)



AMREF	African Medical and Research Foundation
ASGM	Artisanal and Small-scale Gold Mining
CBD	Convention on Biological Diversity
CBS	Central Broadcasting Services
CECOD	Conservation Efforts for Community Development
CNOOC	China National Offshore Oil Corporation
COPs	Conference of Parties
COVID-19	Corona Virus Disease - 19
CSOs	Civil Society Organisations
DLGs	District Local Governments
DRR	Disaster Risk Reduction
DRRM	Disaster Risk Reduction and Mitigation
EA	Environmental Audit
EAC	East African Community
EEE	Electric and Electronic Equipment
EEE	Environmental Education
EIN	Environment Information Network
EISs	Environmental Impact Studies
ELSA	Essential Life Support Areas
ENR	Environment and Natural Resources
EPF	Environment Protection Force
ESD	Education for Sustainable Consumption
ESIA	Environmental and Social Impact Assessment
ETPs	Effluent Treatment Plants
FAO	Food and Agricultural Organisation
FAWEU	Forum for African Women Educationist Uganda
GBF	Global Biodiversity Framework
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GKM	Greater Kampala Metropolitan
GOU	Government of Uganda
GSSS	Global Search for Sustainable Schools
IBD	International Biodiversity Day
IEC	Information, Education and Communication
KFM	Kampala Frequency Media
KRAs	Key Result Areas
LAEMR	Lead Agency Environment Management Report
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MALG	Ministries, Agencies and Local Governments
MC	Municipal Council
MDAs	Ministries, Departments and Agencies
MEAs	Multilateral Environmental Agreements

MEMD	Ministry of Energy and Mineral Development
MSW	Municipal Solid Waste
NAADs	National Agricultural Advisory Services
NAPs	National Action Plans
NBIL	National Biodiversity Information Landscape
NBS	National Broadcasting Station
NBSAPII	National Biodiversity Strategy Action Plan - II
NCA	Natural Capital Accounts
NCDC	National Curriculum Development Centre
NDP	National Development Plan
NEA	National Environment Act
NEF	National Environment Fund
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NPA	National Planning Authority
NSOER	National State of Environment Report
NSSF	National Social Security Fund
NTV	Nation Television
OEWG-3	Open Ended Working Group - Meeting 3
OfD	Oil for Development
OHS	Occupational Health Safety
PBs	Project Briefs
PET	Polyethylene terephthalate
PPE	Personal Protective Equipment
SBA	Spatial Biodiversity Assessment
SCP	Sustainable Consumption and Production
SCP	Systematic Conservation Planning
SDG	Sustainable Development Goals
SEEP	School Environment Education Programme
SOPs	Standard Operating Procedures
SPS	Strategic Plan for Statistics
TC	Technical College
TPC	Technical Planning Committee
UBC	Uganda Broadcasting Corporation
UGGDS	Uganda Green Growth Development Strategy
UNATCOM	Uganda National Commission for UNESCO
UNBC	University of Northern British Columbia
UNBL	United Nations Biodiversity Lab
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP-WCMC	UN Environment Programme World Conservation Monitoring Centre
UNESCO	United National Educational, Scientific and Cultural Organisation
UNRA	Uganda National Road Authority
UPE	Universal Primary Education
WED	World Environment Day



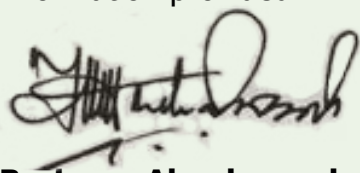
The National Environment Management Authority (NEMA) has been in existence since 1995, and has continued to exist under the National Environment Act No.5 of 2019 Section 8, as the Principal Agency of Government that is mandated to regulate, monitor, supervise, and coordinate all activities relating to the environment (NEA Section 9 (1); and, ensures sustainable utilization of the country's natural resources.

NEMA is required to report annually on the status of implementation of the Key Result Areas (KRAs) that are stipulated in the NEMA's 5 (five) year Strategic Plan (2015/16 –2020/21) while taking into account the National Development Framework, Water and Environment Sector goals and Environment and Natural Resources (ENR) Performance indicators.

This Report gives details of the activities that NEMA implemented during the financial year (FY) 2020/21. The reporting period is unique because of the challenges triggered by the global COVID-19 pandemic that has disrupted economies and affected livelihoods. Nevertheless, NEMA was still able to operate even at the height of the pandemic owing to an automated environmental and social impact assessment (ESIA) review system, which enabled online submission of project briefs and environmental impact statements and other activities implemented virtually/online

More importantly, the Annual Corporate Report (ACR) is a public accountability and transparency tool and enhances stakeholders' confidence and trust in the Authority due to the results arising from implementation of different activities. The ACR depicts key interventions and results based on the implementation of the approved annual work plan and budget (funds) for FY 2020/21, and implementation of project activities supported by funds obtained from external funding sources.

NEMA appreciates the support from all stakeholders including government ministries, departments and agencies, international agencies and development partners, civil society, and the private sector, for their contributions towards management of the environment. I also wish to thank all NEMA staff who tirelessly took part in the coordination and preparation of this Report, and believe that the information provided will be put to use by different stakeholders concerned.



Barirega Akankwasah, PhD
EXECUTIVE DIRECTOR



Statement of Board of Directors' Responsibilities

The Board of Directors is responsible, under the National Environment Act, 2019, for the proper management of the funds of NEMA. Section 33 of the Act mandates the Board to ensure sound financial management practice and ensure that revenue is sufficient to meet expenditure. The Board accepts responsibility for general direction and supervision of NEMA including its finances.

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 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 2021.

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

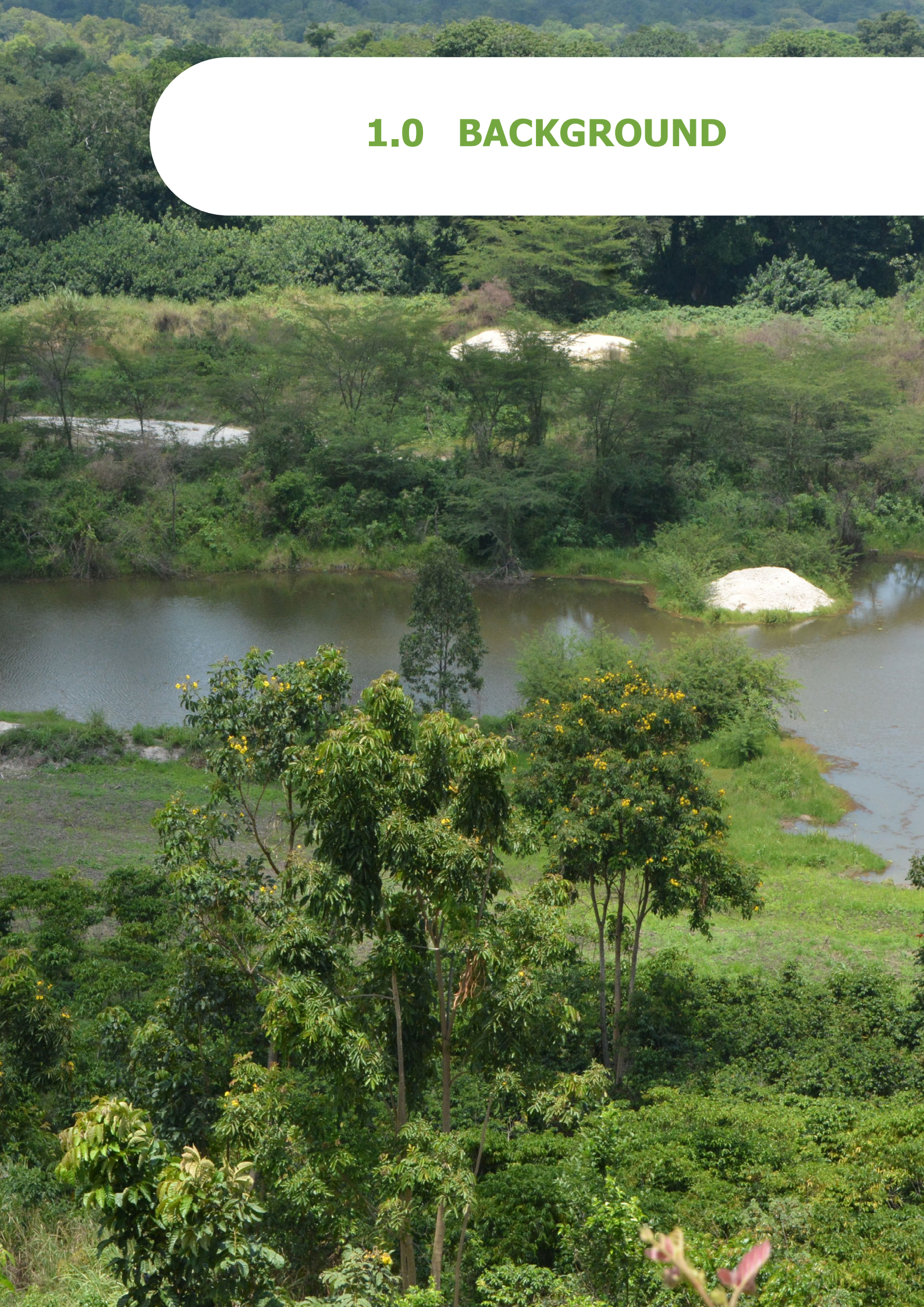


Table Of Contents

Acronyms.....	ii
Forward.....	iv
Statement of Board of Directors' Responsibilities	v
Table of Contents.....	vi
1.0 BACKGROUND	1
2.0 THE REVIEW OF PERFORMANCE OF NEMA IN FY2020/21	3
3.0 THE FINANCIAL STATEMENTS OF NEMA IN FY2020/21	6
3.1 Budget Performance	11
4.0 THE KEY ACHIEVEMENTS IN FY2020/21	12
4.1 Physical Activity Performance	12
KRA 1 ENVIRONMENT COMPLIANCE AND ENFORCEMENT STRENGTHENED	13
1.1 Effective enforcement and compliance with policy, legal and regulations on environment	13
1.2 Environmental and Social Impact Assessments (ESIAs), licenses and Permits	13
1.3 Environmental compliance monitoring, inspections and audit.....	15
1.4 Operations and surveillances by the Environment Protection Force (EPF).....	16
1.5 Support to the management of environmental aspects of oil and gas.....	17
Restoration of well pads and biodiversity conservation	20
Infrastructure development and environmental sustainability	23
1.6 National E-Waste Collection Center	25
1.7 Management of medical and health care and COVID-19 related solid waste	25
1.8 Management of plastics.....	26
1.9 High Impact projects – development infrastructure.....	26
1.10 Supporting restoration and protection of fragile Ecosystems	27
KRA 2 A GREEN ECONOMY APPROACH TO ENVIRONMENT AND NATURAL RESOURCES (ENR) MANAGEMENT DEVELOPED AND PROMOTED.....	29
2.1 Technical support to local governments	29
2.2 Coordination and effective ENR management by Lead Agencies	30
KRA 3 STRATEGIC ENVIRONMENT LITERACY, ACCESS TO INFORMATION AND POPULAR PARTICIPATION STRENGTHENED.....	32
3.1 Environmental greening initiatives in local governments and education institutions ...	32
3.2 Non-formal environment education and awareness programs	33
3.3 Formal environmental education and awareness programs	34
3.4 Informal environment education and awareness programs	35
3.5 Production of information, education and communication materials.....	35
3.6 Support partnership and promote NEMA corporate brand image and identity	36
3.7 Support to Research and Development	36
3.8 Support to improving access to environmental information and networks	37

3.9 Operationalization of the Statistical Plan for Statistics	38
3.10 World Environment Day (WED) celebrations.....	38
KRA 4 HUMAN, FINANCIAL AND INSTITUTIONAL CAPACITY OF NEMA STRENGTHENED TO PERFORM ITS MANDATE.....	40
4.1 Resource mobilization for effective service delivery	40
4.2 Ensuring productive, efficient and effective work force in place	40
4.3 Ensuring efficient, effective, accountable and transparent management systems for service delivery	40
KRA 5 NATIONAL, REGIONAL AND INTERNATIONAL PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT STRENGTHENED.....	45
5.1 National partnerships	45
5.2 Regional partnerships (participation in regional meetings/fora like EAC, AU, AMCEN)	45
5.3 International/global partnerships (Participation in MEAs/Conventions, UN, SDGs and other related international fora).....	45
5.3.1 Projects under coordination by NEMA in FY2020/21	45
5.0 GENDER AND NEMA INTERVENTIONS	51
6.0 CHALLENGES	53
7.0 RECOMMENDATION	54
LIST OF TABLES	
Table 1:The overall GOU budget performance.....	11
Table 2: Development Partners' support through projects	11
Table 3: Review and approval of Environment and Social Impact Assessments (ESIAs)	14
Table 4: ESIA Approval by sectors	14
Table 5: Summary of key non-compliances/observations arising from compliance inspection in FY 2020/21.....	16
Table 6: Activities that supported oil and gas industry in the Albertine Graben.....	18
Table 7: Restoration activities support by NEMA.....	28
Table 8: Lessons learnt and Best Practices for the rapid school evaluation.....	42
Table 9: Livelihood options before and after restoration of Akadot wetland system in Kumi district.....	43
LIST OF FIGURES	
Figure 1: Showing No. of ESIA Approved in FY2020/21.....	15
Figure 2: EPF support activities during FY2020/21.....	17
Figure 3: Direct benefits after restoration	43
Figure 4: Identified improvements in indirect benefits after restoration.....	44
Figure 5: ELSA map showing Uganda's priority areas for protection, restoration and management.....	47
Figure 6: Inclusive participation of men and women in ENR by NEMA in FY2020/21.....	51
Figure 7: Percentage of males and females engaged in FY2020/21 by NEMA.....	52

1.0 BACKGROUND





1.0 BACKGROUND

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

In executing its mandate and statutory functions, NEMA works with the ministries, 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-related values and concerns in the National Development Plans, sectors and local governments, public education, awareness and literacy programmes, institutional capacity enhancement, and networking and partnerships at national, regional and global levels. In addition, NEMA supports resource mobilization for promoting and enhancing environment management efforts across sectors and local governments through support from development partners at bilateral and multi-lateral levels.

In addition, 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. Notably, NEMA coordinates the domestication of MEAs that include those relating to biodiversity conservation, management of chemicals, and to some extent some Sustainable Development Goals (SDGs) especially SDGs 12, 13, 14 and 15. It is also important to note that, over the years, the different MEAs coordinated by NEMA have greatly contributed to financing and capacity development for biodiversity conservation, sound chemical management in Uganda through financing and technical support and training for institutional capacity enhancement across ministries, agencies and local governments. Other MEAs include the Stockholm Convention on Persistent Organic Pollutants (Pollutants), the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Montreal Protocol on Substances that Deplete the Ozone Layer (a protocol to the Vienna Convention for the Protection of the Ozone Layer), and the Minamata Convention on Mercury. These MEAs have contributed to environment management in Uganda especially in regard to biodiversity conservation and chemical management through resource mobilization (projects), partnerships at national and regional/international levels, and institutional capacity building. To-date NEMA has mobilized approximately USD 17,000,000 to support ENR management in Uganda through the MEAs and other partnerships to ensure sustainable development in Uganda.

Furthermore, under Section 15 (d and g) of the NEA, 2019, obliges the NEMA Board of Directors to monitor and evaluate the performance of the Authority and thus, the justification of the submission of the annual performance report to the said Board through the Committee of Finance and Planning of the Board. Accordingly, this Report comprises both the overall budget performance and activity implementation which are in line with the approved work plan and budget.

2.0 THE REVIEW OF PERFORMANCE OF NEMA IN FY2020/21





2.0 THE REVIEW OF PERFORMANCE OF NEMA IN FY2020/21

The performance review of NEMA for FY2020/21 focused on its mandate and statutory functions, while taking cognizance of the National Development Framework, Water and Environment Sector Goals, Environment and Natural Resources (ENR) Performance Indicators, and the Key Result Areas (KRAs) contained in 5 (five) year Strategic Plan (2015/16 to 2020/21). During FY2020/21, NEMA continued to review some the pending regulations, standards and guidelines that support the implementation of the NEA 2019.

Approval of proposed projects and issuance of certificates of approval during the FY 2020/21 mirrored a difficult year the Authority experienced due to the impact of COVID-19 pandemic, hampered service delivery to the public, among other entities by NEMA was greatly affected hampered. Despite the prevailing challenges associated with the COVID-19 pandemic, however, there has been a steady increase in the number of certificates of approval e issued during the financial year due to continued utilization of digital hardware and software.

Continuous environmental compliance monitoring of facilities (projects) and especially those associated with certain adverse environmental and social impacts and/or high environmental risk, for example, industrial and road construction activities, was curtailed and challenging due to limited availability of funds needed for monitoring different facilities/projects. The environmental performance of some sub-sectors, for example, textile, steel, paint and foam industries raised concern amongst the affected communities or entities. Especially concerns related to chemicals, release of harmful gases into the atmosphere, noise pollution, generation and inappropriate handling of waste and discharge of waste-water.

In order to address the issues pertaining to management e-waste, the first National E-waste Management Center for Uganda was has been established to handle serious environmental and social concerns pointing to increasing penetration (usage) and rate of generation and disposal of e-waste arising from electric and electronic equipment (EEE).

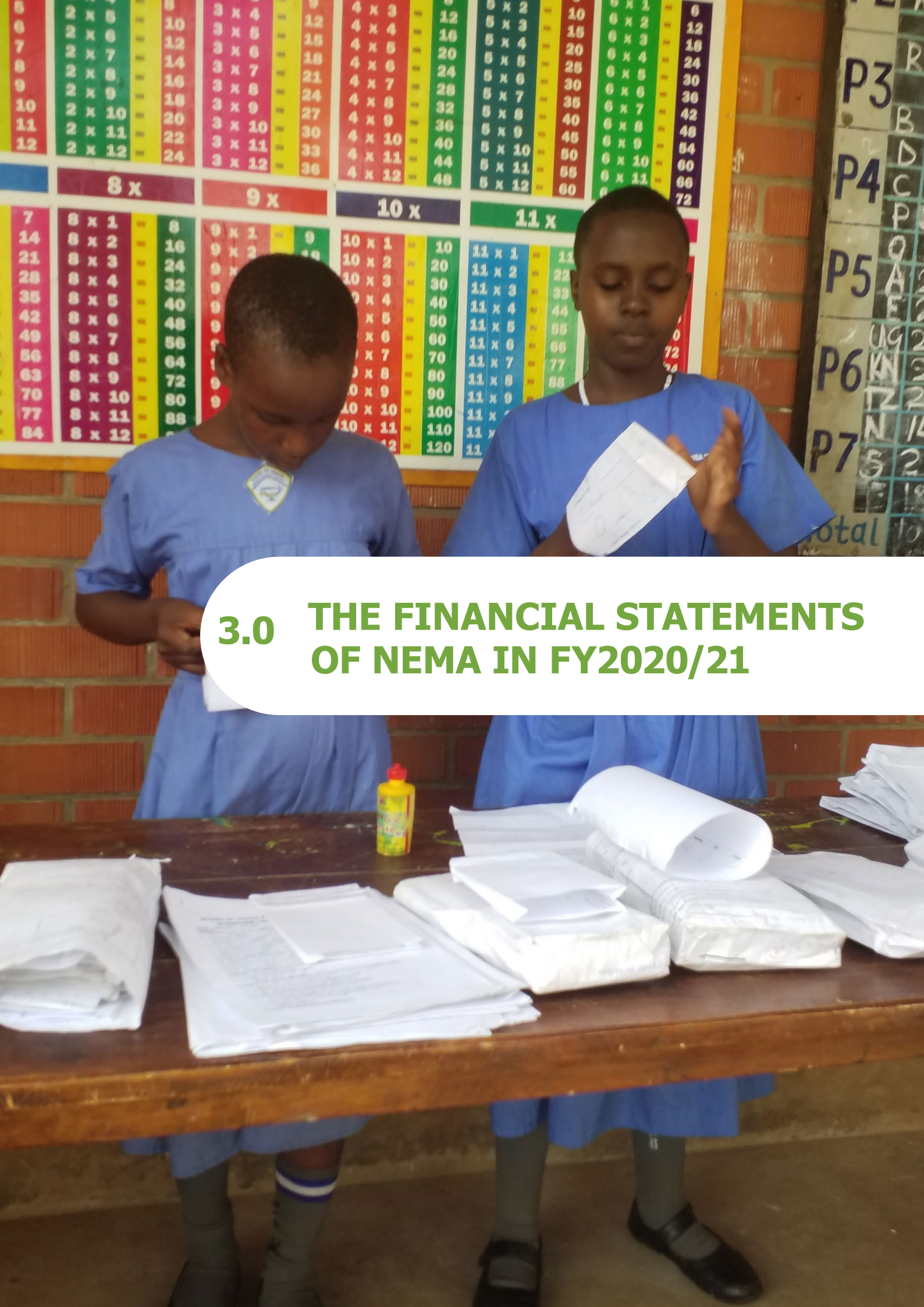
With regard to ecosystems management the Authority observed ecological regeneration in certain key ecosystems, where at least 730 hectares (ha) of degraded ecosystems were protected and restored across the country. This effort, however, will not be sustained due to the increased incidences of environmental crimes. These crimes are mostly happening around Kampala and the greater Kampala metropolitan areas comprising Wakiso and Mukono Districts, particularly during the COVID-19 lockdown period season where enforcement efforts reduced due to reduced human resource base (few environment inspectors) of NEMA. Efforts to strengthen environmental management at the local government through performance review, capacity building, supervision and mentoring of new district leaders were undertaken to focus on the provisions of National Environment Act No. 5 of 2019.

In order to strengthen coordination with and to enhance capacity of district local governments in managing the environment, NEMA continued to undertake mentoring of new district leaders on matters pertaining to their roles in managing different segments of the environment, as provided for under the National Environment Act, 2019. Subsequently, regional networking efforts have been strengthened. Capacity to report on the state of environment in the districts has been enhanced, in line with the provisions stipulated in the NEA, 2019, requiring district local governments to report on the district state of environment. WNEMA is kept abreast of the trends in environmental management in the country, and uses the information in the district state of environment reports, to prepare the national state of environment report for Uganda biennially.

In terms of gender performance, the authority has seen a decline in female participation where 42% females and 58% males compared to FY 2019-20, 37.8% of females participated in technical meetings compared to 32.9% of males.

The Authority has also established other supporting approaches and mechanism to improve on Lead Agency coordination and participation, and environmental awareness and literacy. NEMA has thus endeavored to improve efficiency through the utilization of the Compliance Tool that has been developed, and use of the first Annual Lead Agency Coordination Report of FY 2020/21. In addition, the development of the Environment Awareness Resource Book for Environmental Educators in Uganda, will support implementation of the awareness programmes (including environmental literacy) that address the basics relating to quality of education and the core issues affecting the environment.





3.0 THE FINANCIAL STATEMENTS OF NEMA IN FY2020/21



3.0 FINANCIAL STATEMENTS

Government of the Republic of Uganda
Financial Statements for the Financial Year ended 30 June 2021

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Commentary on the Financial Statements by the Head of Accounts

The approved budget for the Authority for the FY2020/21 was UGX 25.556 Billion. During the period, the total warrants against the budget were UGX. 18.8 Billion representing 74% of the total annual budget. The Authority cumulatively spent UGX. 18.4 Billion reflecting an absorption rate of 98% of the total warrants and 72% of the total budget for the year.

During the FY2020/21, the Authority collected UGX. 8.08 Billion as NTR through Uganda Revenue Authority (URA) and was directly remitted to the Consolidated Fund.

The table below indicates the Budget, Releases, Amount Spent and Variance for the FY2020/21.

Source	Allocation	Annual Approved Budget (UGX)	Released funds (UGX)	Amount Spent	% of funds spent over amount released	Variance between the Approved Budget & Released funds (UGX)	% Released funds/Annual Approved Budget
GOU	<i>Wage</i>	8.74	8.74	8.46	97%	0	100%
	<i>Non-Wage Recurrent</i>	15.83	9.42	9.38	99.60%	6.41	59.51%
	<i>Development</i>	0.99	0.65	0.65	100%	0.34	65.66%
TOTAL		25.56	18.81	18.49	98.3%	6.75	73.59%

The recurrent budget variance between amount released and amount spent on wage was due to vacant positions whose recruitment processes had not been finalized. The variance between amount released and amount spent on non-wage recurrent was due to restrictions on foreign travels brought about by Covid 19 pandemic.

Comments on the Assets and Liabilities of the vote and mention on any significant acquisition and disposal of assets as well as liabilities incurred or settled during the reporting period.

The Authority had capital expenditure relating to purchase of Property Plant and Equipment during the period. There were no disposals during the period.

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]

18/06/2021

Date

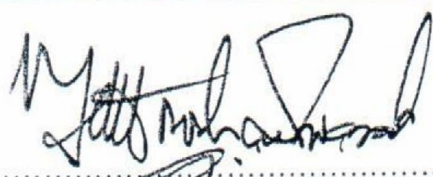
Government of the Republic of Uganda
Financial Statements for the Financial Year ended 30 June 2021

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Financial Performance

[Based on classification of expenditures by nature]

	Note	Actual 30-Jun-2021 (Shs)	Actual 30-Jun-2020 (Shs)
OPERATING REVENUE			
Taxes Revenues	2	0	0
External Assistance	3	0	0
Transfers Received From the Treasury - Consolidated Fund	4	18,494,875,926	19,807,626,934
Transfers received from Other Government Units	5	0	0
Non-Tax Revenues	6	8,084,594,955	3,225,534,238
Total Operating Revenue		26,579,470,881	23,033,161,172
OPERATING EXPENSES			
Employee Costs	7	10,446,940,142	10,202,874,804
Goods and Services	8	7,615,902,370	9,228,898,950
Consumption of Property, Plant and Equipment (Fixed Assets)	9	307,033,414	230,698,512
Subsidies	10	0	0
Transfers to Other Organizations	11	0	0
Social Benefits	12	0	0
Other Operating Expenses	13	125,000,000	145,000,000
Total Operating Expenses	0	18,494,875,926	19,807,472,266
Excess of Revenue over expenditure from operating activities	0	8,084,594,955	3,225,534,238
Foreign Exchange Gains and Losses	14	0	0
Finance costs	15	0	0
Bad debts expense	16		
Transfers to the Treasury	17(a)	8,084,594,955	3,225,534,238
Excess of Revenue over Expenditure	0	0	154,668



Accounting Officer [Barirega Akankwasah, PhD]

Government of the Republic of Uganda
Financial Statements for the Financial Year ended 30 June 2021

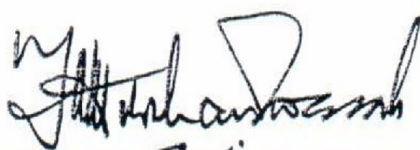
NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Statement of Financial Position

	Notes	30 June 2021 (Shs)	30 June 2020 (Shs)
ASSETS			
Cash and cash equivalents	18	0	0
Receivables	19	0	0
Investments	20	0	0
Investment Properties	21	0	0
Non Produced Assets	22	0	0
Total Assets		0	0
LIABILITIES			
Borrowings	23	0	0
Payables	24	0	0
Deposits	25	0	0
Pension Liability	26	0	0
Total Liabilities		0	0
Net assets (liabilities)		0	0
REPRESENTED BY:-		0	0
Net Worth		0	0

Statement of Changes in Equity (Net Worth)

	Notes	30 June 2021 (Shs)	30 June 2020 (Shs)
At 1 July - Net worth Last Year (B/F)			
Less: Transfers to the UCF account	17(b)	0	0
+/- Balance sheet adjustments	27	0	0
Revaluation reserves			
Add: Excess of revenue over expenditure for the Year		0	0
Closing Net Financial Worth		0	0



Accounting Officer [Barirega Akankwasah, PhD]

Government of the Republic of Uganda
Financial Statements for the Financial Year ended 30 June 2021

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Cash flow Statement for the year ended [Direct Method]

	30 June 2021 (Shs)	30 June 2020 (Shs)
CASH FLOWS FROM OPERATING ACTIVITIES		
Revenue from Operating activities (<i>see below</i>)	26,579,470,881	23,033,161,172
PAYMENTS FOR OPERATING EXPENSES:		
Employee costs	10,446,940,142	10,202,874,804
Goods and services consumed	7,615,902,370	9,228,898,950
Subsidies		0
Transfers to Other Organizations	0	0
Social benefits	0	0
Other expenses	125,000,000	145,000,000
Foreign exchange loss/gain	0	
Net Advances paid	0	
Domestic arrears paid during the year	0	
Deposits paid	8,084,594,955	3,225,534,238
Pension Arrears paid during the Year	0	
Losses of cash	0	
Letters of Credit receivable	0	
Total payments for operating activities	26,272,437,467	22,802,307,992
Net cash inflows/(outflows) from operating activities	307,033,414	230,698,512
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	307,033,414	230,698,512
Purchase of non-produced assets	0	
Proceeds from sale of property, plant and equipment	0	
Purchase of investments	0	
Proceeds from sale of investments	0	
Net cash inflows/(outflows) from investing activities	307,033,414	230,698,512
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from external borrowings	0	0
Repayments of external borrowings	0	0
Proceeds from other domestic borrowings	0	0
Repayments of other domestic borrowings	0	0
Net cash flows from financing activities	0	0
Net increase (decrease) in cash and cash equivalents	0	154,668



Accounting Officer [Barirega Akankwasah, PhD]

Government of the Republic of Uganda
Financial Statements for the Financial Year ended 30 June 2021

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

Cash flow Statement for the year ended (continued)

For cash flow purposes receipts from revenue comprise

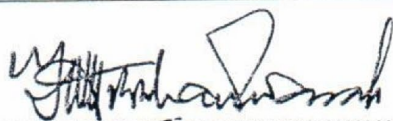
	Notes	30 June 2021 Shs.	30 June 2020 Shs.
Total Revenue as per Statement of Financial Performance		26,579,470,881	23,033,161,172
Add : Advances recovered during the year		0	0
: Revenue receivable collected during the period		0	0
: Deposits received		0	
Total Revenue		26,579,470,881	23,033,161,172
Less: Grants received in Kind			
Revenue in Kind (Tax waivers)			
Transfers to Treasury	(17a)	8,084,594,955	3,225,534,238
Revenue Receivable for the reporting period			
Total revenue received for Cash flow statement purposes		18,494,875,926	19,807,626,934

Reconciliation of movement of cash during the year

	Notes	30 June 2021 (Shs)	30 June 2020 (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	0	0
Net increase (decrease) of cash from the <i>Cash flow Statement</i>		0	0
At the end of the year		0	0

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

	Notes	30 June 2021 (Shs)	30 June 2020 (Shs)
Cash and cash equivalents	18	0	0
Cash and bank balances		0	0



Accounting Officer [Barfrega Akankwasah, PhD]

3.1 Budget Performance

Table 1: The overall GOU budget performance

Budget category	Budget approved	Budget released	Budget spent	% Budget release	% Budget spent	% Budget released spent	Explanation of the variance
Recurrent Wage	6.722	6.722	6.445	100	95.9	95.9	Budget under performance caused by vacancies due to staff turn over
Recurrent Non-Wage	17.844	11.435	11.399	64.1	63.9	99.7	Budget under performance due to budget cuts caused by COVID-19 pandemic and impacts of the lockdown
Development	0.990	0.653	0.653	66.0	66.0	99.9	As above
Total MTEF	25.556	18.810	18.496	73.6	72.4	98.3	As above

Table 2: Development Partners' support through projects

Donor projects coordinated by NEMA for FY 2020/21	Approved Budgets	
Project Name	USD	Implementation status
Strengthening institutional capacity for effective implementation of Rio Conventions in Uganda (RIO) project.	313,000	Ongoing
Mainstreaming biodiversity into the heart of government decision making (CONNECT) project.	126,000	Closed by June 2021
Mapping Nature for People and the Planet in Uganda.	30,000	Closed by December 2020
Integrating Natural Capital into Sustainable Development Decision Making in Uganda (NCA) project.	29,820	Closed by June 2021
Strengthening institutional capacity for sound management of Chemicals project.	118,000	Ongoing
Global Search for Sustainable Schools(GSSSP) project	127,000	Closed by September 2021
Total (USD)	743,820	



4.0 THE KEY ACHIEVEMENTS IN FY2020/21

4.1 Physical Activity Performance

The physical activity performance of NEMA is premised on the KRAs contained in the approved work-plan and budget for FY2020/21. The KRAs are as listed below.

- Environment compliance and enforcement strengthened.
- A green economy approach to environment and natural resources (ENR) management developed and promoted.
- Strategic environment literacy, access to information and popular participation strengthened.
- Human, financial and institutional capacity of NEMA strengthened to perform its mandate.
- National, regional and international partnerships for sustainable development strengthened.



Launch of the National State of the Environment Report 2019-20

KRA 1**ENVIRONMENT COMPLIANCE AND ENFORCEMENT STRENGTHENED****1.1 Effective enforcement and compliance with policy, legal and regulations on environment****Annual targets:**

5 regulations reviewed.

Achieved Outputs:

- (i) Regulations (on air quality, and chemicals) and oil spill preparedness and emergence response plan, reviewed.
- (ii) National Guidelines on Biodiversity and Social Offset developed to guide the country on implementation of projects that may require offsetting areas of biodiversity importance.

1.2 Environmental and Social Impact Assessments (ESIAs), licenses and Permits**Annual targets:**

- (i) 800 baseline verifications undertaken
- (ii) 90 % of ESIAs received and reviewed
- (iii) 100% of environmental audits received and reviewed
- (iv) 100 % of permit (relating to wetland, riverbank and lakeshore use) submissions reviewed
- (v) 100 % of licence application (e.g., relating to waste management, pollution) submissions reviewed

Achieved Outputs:

- i. 893 (112%) baseline inspections were carried out across the country. A total of 1,937 ESIA reports were submitted to NEMA for consideration during FY2020/21, compare to a total of 1,381 in FY2019/20 and 1,618 during FY2018/19. Likewise, 855 environmental audit (EA) reports were received compared to 1087 received in FY2019/2020 and 963 in FY2018/2019. The trend shows a decline due to reduced activities in the month during the months of COVID-19-related lockdowns and reduced activity during national/public holidays.
- ii. Key areas of non-compliance and issues arising from the review of the environmental audit reports particularly in the industry, waste management and water sectors, among which include : inadequate or no provisions for proper solid waste management ; inadequate or no provisions for proper treatment of waste water/ industrial effluent, hence quality of effluent discharge are above permissible limits stipulated in the national effluent discharge standards ; emissions to the atmosphere particularly from steel furnaces, boilers and textile making facilities; noise pollution; the set standards, failure to put in place adequate provisions for occupational safety ; and, occupational and health hazards associated with handling of raw materials including metal scrap generated at steel rolling plants that exposes workers to occupational health hazards.

Table 3: Review and approval of Environment and Social Impact Assessments (ESIAs)

Month	Submitted (PBs + EISs)	Projects Approved (Certificates Issued)	Percentage of approved projects
July	134	97	72.4
August	150	105	70.0
September	122	121	99.2
October	89	98	110.1
November	179	133	74.3
December	218	175	80.3
January	113	71	62.8
February	184	155	84.2
March	169	140	82.8
April	83	201	242.2
May	302	127	42.1
June	130	55	42.3
	1,873	1,478	78.9

Table 4: ESIA Approval by sectors

Project Category	No. of Projects Approved in July– December, 2020	No. of Projects Approved in Jan– June, 2021	Total projects approved	Percent of total Projects Approved
Education Facility	11	6	17	1.2
Energy Production / Distribution	11	11	22	1.5
Fuel Facility/Station	173	221	394	26.7
Information Communication Technology	141	207	348	23.5
Infrastructure - Roads, Housing and Renovations	165	134	299	20.2
Land-use Change – Agriculture., Livestock farming and Forestry	14	6	20	1.4
Minerals, Mining and Quarry	66	31	97	6.6
Oil and Gas	1	1	2	0.1
Processing Industry and Manufacturing	114	89	203	13.7
Waste Management and Infrastructure	8	7	15	1.0
Water Supply and Sanitation	4	13	17	1.2
Wetlands / Fisheries	8	4	12	0.8
Wildlife, Leisure, Recreation and Hotels	13	19	32	2.2
Total	729	749	1,478	100

Some of the notable negative environmental impacts associated with the said categories of projects include: increase in atmospheric pollution caused by emission of different kinds of noxious (harmful) gases, fumes, and particulate matter into the atmosphere; while mining projects create residual impacts which include scarred landscape, degradation of the affected landscape including soil erosion and in some cases disruption of the local hydrology (which may affect the water catchment system), and un-restored mines and murram/gravel borrow-pits.

In addition, these sectors encourage migration of labour to mining areas, and construction sites, and the migrants and surrounding resident communities also engage in petty trade; and, inevitably pressure is exerted on the available / limited social services (water supply, sanitary facilities, and medical services) in the affected localities, and in some cases social-ills including crime may emerge.

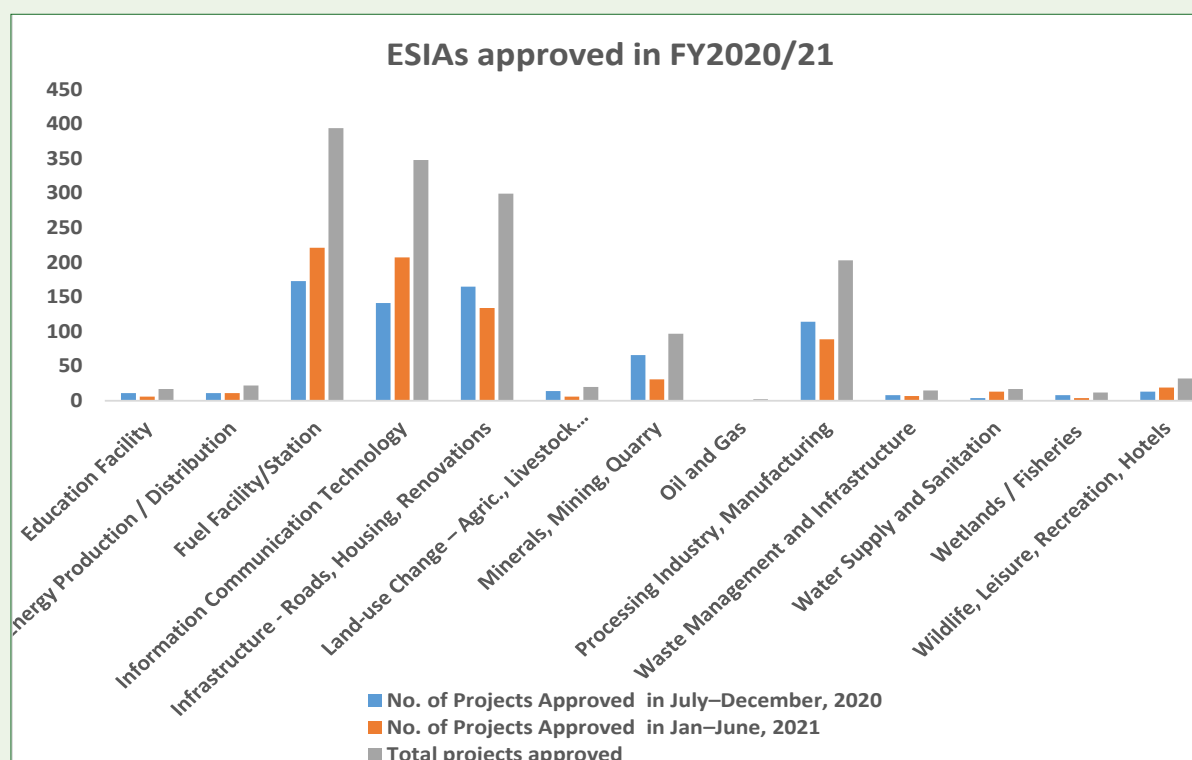


Figure 1: Showing No. of ESIA Approved in FY2020/21

- (i) 82 applications for permits received and 62 (76%) were approved.
- (ii) 60% of licenses submitted were reviewed.

1.3 Environmental compliance monitoring, inspections and audit.

Annual targets:

- (i) 1500 compliance audits and inspections undertaken
- (ii) 40 litigation cases handled

Achieved Outputs:

- (i) 1,350 (90%) environmental inspections and audits were carried out by NEMA. Compliance inspections focused on key sectors of textile, steel industry, and paint and foam industry because of the previous concerns relating to management of chemicals, release of emissions to air, noise generation and waste water discharges. While compliance monitoring focused on air quality, noise pollution and effluent generation in central and eastern Uganda. 55 industrial facilities are being closely monitored.

Table 5: Summary of key non-compliances/observations arising from compliance inspection in FY 2020/21

Sector	Key issues/non-compliances	Proposed mitigation actions
Paint and foam industry	<ul style="list-style-type: none"> ◆ Inadequate or no provisions for management of solid waste generated from the operations of the facilities ◆ Effluent from some paint manufacturing plants does not meet the National Environment (Standards for the Discharge of Effluent into Water or Land) Regulations, 2020 	<ul style="list-style-type: none"> ◆ The need for increased enforcement of the laws, standards and guidelines ◆ The industry should develop self-regulatory mechanisms ◆ Industry to invest in effluent treatment plants (ETPs)
Textile Manufacturing	<ul style="list-style-type: none"> ◆ Emissions above the EAC Air Quality Standards ◆ Discharges do not meet the National Environment (Standards for the Discharge of Effluent into Water or Land) Regulations, 2020. ◆ Inadequate or no provisions for management of solid waste generated from the operations of the facilities 	<ul style="list-style-type: none"> ◆ Increased enforcement of the regulations and standards on air quality ◆ Development solid waste management mechanisms
Agro-Processing Facilities	<ul style="list-style-type: none"> ◆ Noise from running machines, particularly facilities located within settlements. ◆ Emissions to air of particular concern is Reparable Particulate matter. ◆ Effluent discharges particularly from beverage processing plants 	<ul style="list-style-type: none"> ◆ Increased enforcement of regulations and standards on noise pollution and air quality ◆ Development of ETPs
Steel manufacturing plants	<ul style="list-style-type: none"> ◆ Emissions to air from furnaces ◆ Inadequate provisions for safe handling of scrap materials, posing risk to the workers. ◆ No Personal Protective Equipment (PPE) for workers. 	<ul style="list-style-type: none"> ◆ Increased enforcement on regulations, standards and guidelines on waste management, and Occupational Health and Safety (OHS)
Fuel stations	<ul style="list-style-type: none"> ◆ Most of the facilities inspected, particularly in Eastern region were operating without the requisite ESIA approvals and lacked oil interceptors. 	<ul style="list-style-type: none"> ◆ Increased monitoring of the development of fuel stations ◆ There is need for legal instruments to regulate the development and operationalization of fuel stations in Uganda.

(ii) 40 factories were inspected in the Greater Kampala Metropolitan (GKM); Kampala, Wakiso and Mukono with focus on extended producer responsibility (EPR).

(iii) 1 database was developed for sound management of chemicals.

(iv) NEMA with support from Directorate of Public Prosecutions (DPP) Office and Attorney General Chambers attended to 60 litigation cases (participation in case management in courts), mainly civil cases (150%).

1.4 Operations and surveillances by the Environment Protection Force (EPF)

Annual targets:

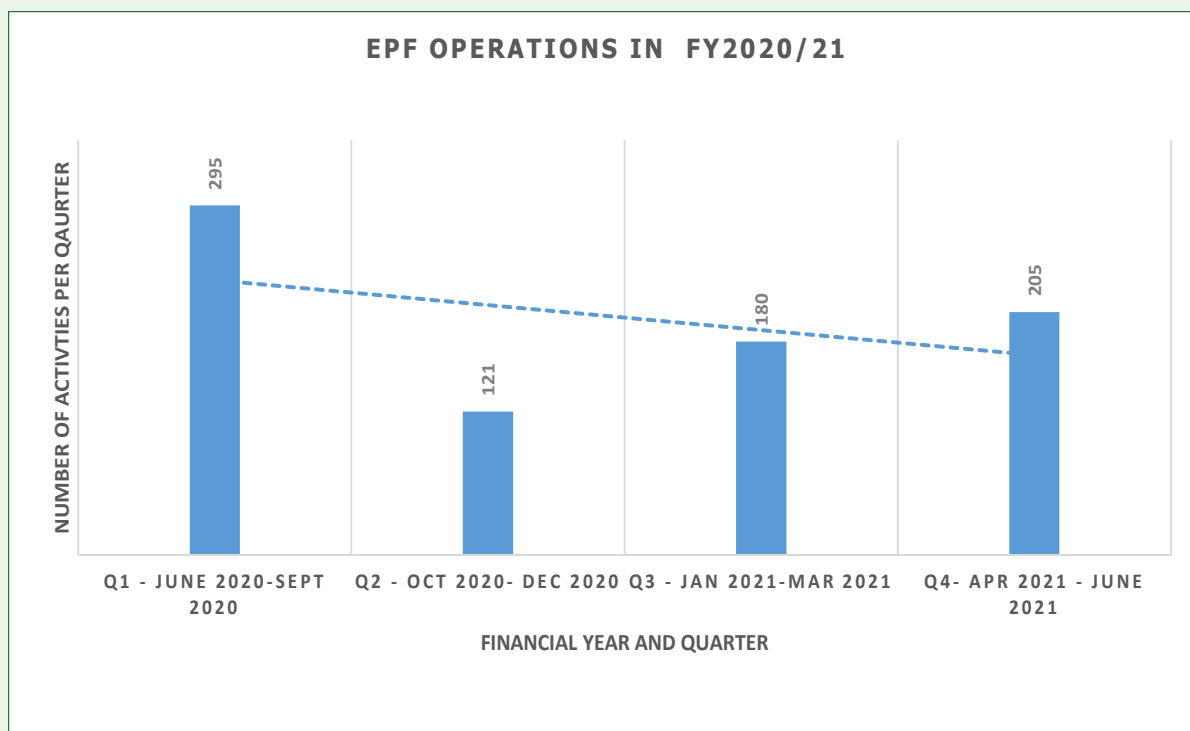
- 1,200 operations handled by EPF
- 200 violations and incidences handled by EPF

Achieved Outputs:

- 801 operations (67%) were undertaken by the EPF in FY 2020/21 with focus on noise pollution, wetland/lakeshore degradation, community policing, enforcement of restoration orders, violations of EIA conditions of approval and regulation of environmentally violating activities such as music functions and events among others. Approximately 26.4% of activities were

focused on community policing conducted to address the high rate of persons arrested for violating environmental laws and degrading the wetlands around Kampala, Wakiso, Gomba, Lira, Mbarara and Sheema districts. It should be noted that, music concerts dropped to 3.6% by December 2020 from 14.8% in FY2019/20 during this current reporting time. This drop has been contributed by the curfew measures that are still imposed by Government due to COVID-19 and hence reducing on music concerts that attract large gatherings in bars that would play loud music which would become a public nuisance as seen in figure 2 below.

Figure 2: EPF support activities during FY2020/21



Source: EPF, 2020

- (ii) EPF handled 224 ((112%)) reported incidences of violations of the environmental laws (environmental crimes) across the country. Most of the crimes relate to (i) above

1.5 Support to the management of environmental aspects of oil and gas

Annual targets:

- (i) 12 monitoring activities undertaken
- (ii) 24 Meetings held with oil companies and other entities.
- (iii) 12 Verification exercises undertaken in the Albertine Graben (AG)
- (iv) 30 review activities undertaken and 12 inspections

Achieved Outputs:

NEMA has continued to operationalize the systems and procedures that have developed to manage the environmental aspects of oil and gas where by all oil and gas- related activities undergo ESIA's, permits and licences, inspections, audit and surveillance monitoring. The key compliance enforcement instruments include the laws, regulations, standards and guidelines. Notably, the inspected and audited oil and gas- related activities have compliance levels of 75-80%.

Table 6: Activities that supported oil and gas industry in the Albertine Graben

Annual targets	Achievements	Remarks
12 monitoring activities undertaken (monthly)	12 monitoring activities carried out (100%)	Field monitoring by Masindi Regional Office
24 meetings held with the oil companies and other entities	20 meetings held (83%)	Meetings organized by Masindi Regional Office and NEMA Head office.
12 verification inspections carried out in the Albertine Graben	12 verification inspections carried	Verification inspections undertaken by Masindi Regional Office and NEMA Head office on oil and gas-related infrastructure like roads, proposed sites for the pipelines, refinery and the airport
30 review activities undertaken	20 review activities undertaken (67%)	Budget cuts affected the activities

1.5.1 High level environmental monitoring in the Albertine Graben by NEMA Top Management

Waste management

Two oil and gas waste management facilities were visited i.e. Nyamasoga Waste Treatment and Disposal Facility established and managed by Enviro Serve, and Kasinja Waste Consolidation Site that has been decommissioned.

(i) Nyamasoga Waste Treatment and Disposal Facility:

- ◆ This facility is located in Hoima District, established and managed by a private company, Enviro Serve. The facility has been designed and established for the management of oil and gas hazardous waste.
- ◆ The facility has two EIA certificates; highly regulated and regularly monitored by NEMA.
- ◆ The facility treats and disposes off both solid and liquid waste such as waste water and leachate.
- ◆ Regular (quarterly and biannual monitoring) is done internally while an annual audit is done by external experts.
- ◆ The facility has an engineered landfill with different liners for leachate detection and management.
- ◆ Besides, the facility has a contaminated storm water dam that is used to trap any contaminated/polluted water within the facility, with regular pollution monitoring and any detected polluted water is collected for treatment to avoid environmental pollution
- ◆ Nyamasoga Waste Treatment and Disposal Facility treated all waste from Total E&P Uganda and part of the waste from CNOOC the duo are oil companies



Waste treatment plant at Nyamasoga Waste Treatment and Disposal Facility



An engineered landfill at Nyamasoga Waste Treatment and Disposal Facility (Check the intact vegetation and the run-off/storm water collection dam in the background)

(ii) Kasinja Waste Consolidation Site:

- ◆ This site was established, managed and used by Tullow Oil Company for oil waste consolidation/containerization and later treated and disposed-off by White Nile Consult.
- ◆ Notably the site was decommissioned after the waste was taken away for treatment and disposal.
- ◆ The site has re-generated naturally and the vegetation cover has recovered to almost the original state (about 80%), although the ecological succession is still in progress.



The decommissioned Kasinja oil waste consolidation site that has re-generated and still undergoing ecological succession.

Restoration of well pads and biodiversity conservation

(i) Mputa 2 oil well

- ◆ Maximum is 100 X 100 metre oil well pad of which 90% has been restored; the 5 x5 metre area is still occupied by the well.
- ◆ Ecological succession is in progress.



Mputa 2 well pad restored (90%) and still undergoing ecological succession

(ii) Mputa 5 oil well

- ◆ Not restored; only the fence, evaporation pit and solid waste removed.
- ◆ Recovering naturally due to the existence of seed banks, top soils and agents of seed dispersals like animals.
- ◆ This is the well where flaring was stopped by NEMA during oil exploration.

(iii) Kasemene I oil well

- ◆ This area is used for the storage of crude oil extracted during the exploration and well testing phase.
- ◆ This well is within the community but it is safe (fenced), secure/safe (security and fire extinguisher) and well maintained.

(iv) Kasemene II oil well

- ◆ Fully restored oil well pad (100 x 100 metres)
- ◆ This well is within the community and therefore it is commendable that it has restored amidst population pressure on land (settlement and cultivation)



Kasemene II oil well pad that has fully restored; check the natural vegetation.

(v) Ngiri oil well

- ◆ Not yet restored; awaits the rig, after which it will be restored.
- ◆ Routine/regular pressure monitoring is done.
- ◆ The well is maintained and safe against any gas leakage.



Ngiri oil well secure, safe and maintained

(vi) Jobi East 4 oil well

- ◆ Fully restored with good progress in ecological succession.



Jobi East 4 oil well pad fully restored with rich plant species and good progress in ecological succession

(vii) Jobi 5 oil well

- ◆ Fully restored and ecological succession in progress, although the plant species are not rich, possibly limited by the availability of seed banks.



Jobi 5 well restored and fully recovered

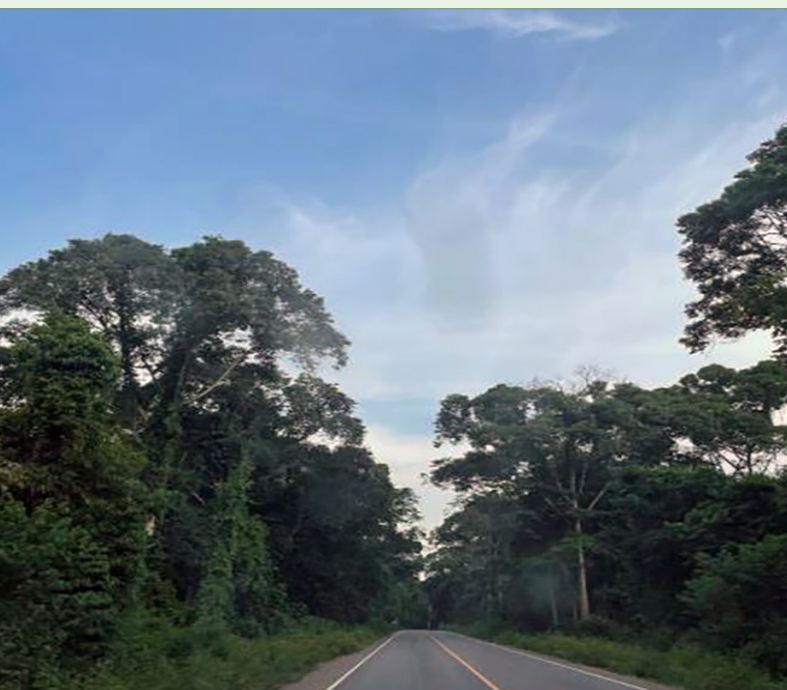
Infrastructure development and environmental sustainability

- The production of oil and gas necessitates the development of a number of infrastructure categories across the oil value chain. Such infrastructure include oil refinery, pipelines and transport infrastructure.
- Currently Uganda has embarked on the development of an oil refinery at Kabaale, pipelines (TILENGA and EACOP), Hoima/Kibaale international airport and a number of roads.
- Notably, like other oil and gas-related activities, all these infrastructure projects have undergone environment and social impact assessment (ESIA) and permitting systems.

Hoima/Kabaale International Airport



Above: The runway and terminal building at Hoima international airport under construction. The project is being implemented within ESIA conditions and international environment management practices and standards; environmental health and safety, and biodiversity conservation being considered



Paraa-Masindi road across Budongo Central Forest Reserve: the tree canopy has recovered after the road construction and thus restoring the habitat for chimpanzees

Paraa Bridge on the Nile:



The construction of Paraa bridge in progress



Slope consolidation at Paraa bidge (to control mass movement (landslide and erosion))

Strategic recommendations

The team made the following recommendations for continuous improvement in the management of the environmental aspects of oil and gas exploration and production in Uganda:

- (i) NEMA, the respective Lead Agencies, the oil companies and other entities should continue ensuring that all oil and gas-related activities are compliant to the environment through regulatory instruments, enforcement and compliance mechanisms such as regular and consistent inspections, monitoring and self-regulatory systems.
- (ii) NEMA and the respective Lead Agencies should ensure that the ongoing ecological succession within the restored sites are not disturbed by other/new activities especially for the sites that are within communities or human settlements (through regular monitoring and inspections)
- (iii) All oil well pads and sites should be restored for full recovery and ecological succession to regain the biodiversity integrity (species richness and functions) of the respective areas.
- (iv) The oil companies should increase and sustain corporate and social responsibilities like water and sanitation projects, environment conservation initiatives, and health and education services within the communities in order to contribute to community livelihoods and build good working relationships or co-existence of the communities with oil and gas activities.
- (v) NEMA and the respective Lead Agencies should invest in continuous public education, awareness and literacy programs to break through the apathy that oil is a curse to environment and society.
- (vi) Local governments should be supported by Government of Uganda to mainstream oil and gas in their plans and budgets. Such support would enhance the capacity of local governments in monitoring and reporting on the oil/gas related activities and thus complimenting the efforts of NEMA and other lead agencies.

- (vii) NEMA, the respective lead agencies and oil companies should prioritize oil and gas waste management, pollution, climate change and biodiversity conservation as major focus especially in regard to energy transition, climate resilience and biodiversity integrity (species richness and ecological functions) for tourism within the Albertine Graben.

The need for action for climate resilience and disaster risk reduction (DRRM) - below: the impacts of climate change within the Albertine Graben:



1.6 National E-Waste Collection Center

Annual targets:

- i. One E-Waste collection Centre established.

Achieved Outputs:

- i. E-waste collection centre established in Bugolobi in Kampala. More regional e-waste collection centres are expected in the new cities and municipalities.

1.7 Management of medical and health care and COVID-19 related solid waste

NEMA drew attention to the management of COVID-19 related healthcare solid waste generated in the country. Monitoring of the healthcare waste management facilities across the country indicates tremendous increase of more than 35% in the generation of healthcare waste at health facilities across the country due to the pandemic. General amount of health care waste generated in 2020/21 alone is estimated at 120,974 tonnes compared to approximately 86,000 tonnes in 2018/19.

1.8 Management of plastics

- (i) 40 plastic manufacturing facilities in the districts of Kampala and Wakiso were inspected and of the 90% of the facilities inspected for producing plastic carrier bags (Kaveera), 45% of the facilities assessed had recycling units. Among the polyethene manufacturer's, recycled material is mostly used in the production of construction sheets, multipurpose polythene bags and plastic carrier bags. While plastics in the PET categories are currently not being directly recycled within the Plastic.
- (ii) It was also noted that, plastic products were not adequately labelled, for instance, for polyethylene carrier bags, only the packaging maybe labelled. It's therefore difficult to trace the respective manufacturers when such products become waste. There is no buy-back mechanism and recycling of waste plastics especially those used for packaging of foods, pharmaceuticals, among others.
- (iii) NEMA in partnership with GTZ and the key MDAs is developing EPR guidelines for the management of PET Plastic waste in Uganda. Notably, this will contribute to the sustainable management of plastic waste in the country.

1.9 High Impact projects – development infrastructure

Annual targets:

- i. (half-year) multi-sectoral monitoring activities in high-impact project areas carried out

Achieved Outputs:

The Musita-Mayuge-Lumino-Busia-Majanji road project under upgrade and implementation by Uganda National Roads Authority (UNRA) was inspected by a team from the key sectors/MDAs and other stakeholders. The inspection was meant to ascertain the environmental performance and compliance of the project activities so as to; develop corrective actions and/or identify enhancement opportunities aimed at safeguarding the environment, minimize risks to human health in accordance with the; National Environment Act No.5 of 2019, National Environment (Audit) Regulations, 2020 with guidance from the Environmental Audit Guidelines for Uganda (NEMA, 1999). The 104Km and 19Km of town roads in selected districts of Mayuge, Namayingo, Bugiri and Busia were inspected to assess any residual impacts and to ascertain the level at which the operations/activities of the project comply with the previous recommendations made resulting from previous site inspections.

Below: Joint inspection of ongoing upgrade of Musita- Lumino-Busia-Mayanya road**1.10 Supporting restoration and protection of fragile Ecosystems****Annual targets:**

- i. 2,520 ha of critical degraded fragile ecosystems restored and protected

Achieved Outputs:

- (i) Support to the protection of fragile ecosystem involved restoration and demarcation of Kiretwa Peninsula, Lake Nakivale shores in Isingiro district, Ntungamo district, Otuke district, Jinja city/ district, Kayunga and Kamuli districts. This was complimented or accompanied by community sensitization on ecosystem management, buffer zone demarcation and protection including removal of illegal structures in the buffer zones, tree planting in the buffer zones to create a live fence. This has led to progressively over 230Ha (see table 2) of degraded ecosystem to be restored, demarcated and slowing gaining ecological functionality as observed during the quarterly monitoring.
- (ii) Restoration of Nyamirima_Kakyerere_Kamiira wetland system: This is located in Nyamirima Cell, Kashozi East ward, Kashozi Division, Sheema Municipality and directly discharges into River Rwizi. Voluntary compliance and physical restoration exercise for the protection of Kakyerere, Nyamirima, Kamiira wetland systems was initiated with formulation of a Memorandum of Understanding (MoU) between NEMA and SINZA Co Ltd and targeting R.Muzizi and its catchment in Kyenjojo.
- (iii) 300ha of degraded ecosystems targeting critical sections of R. Muzizi and its catchments was restored. This was mainly done through mapping, physical restoration through removal of illegal structures.
- (iv) Over 200Ha (approx. 6kms) of degraded land was restored through removal of illegal structures. The restoration covered wetland systems of Kakyerere, Nyamirima, Kamiira areas that directly recharge R. Rwizi located in Nyamirima Cell, Kashozi East ward, Kashozi Division, Sheema Municipality.

Table 7: Restoration activities support by NEMA

No.	City/district	Area by Ha. restored	Status(ongoing/on-track)
1	Ntungamo	50ha of which 20 ha are in Nyamukana town council and 30 ha, are in Itojo sub county. Two (02) nurseries established.	Ecological Regeneration on track.
2	Otuke	30 ha of Oliduru Central Forest Reserve.	Ecological Regeneration on track.
3	Jinja city	Demarcation of the protection zone in Jinja district and Jinja city covering 5 km from Budumbuli, Wairaka and Kaira Town Council. This was undertaken after reconnaissance in Jinja, Mukono and Buikwe.	Community engagement is ongoing.
4	Jinja district	Restoration 10ha of protection zone of River Nile in Butagaya sub-county	Monitoring and enforcement is ongoing.
5	Kayunga	20 ha under restoration of Gangama Local Forest Reserve.	Monitoring and enforcement is ongoing.
6	Kamuli	20 ha of Bulamuti under restoration in Kamuli district.	Monitoring and enforcement is ongoing.
7	Isingiro	100ha of Lake Nakivale shores and of Kiretwa Peninsula was restored through Community sensitisation on ecosystem management, buffer zone demarcation and protection including removal of illegal structures in the buffer zones and tree planting in the buffer zones to create a live fence.	Monitoring and enforcement is ongoing. Ecological Regeneration on track.

Source: DSCPE and EMC Directorates, January 2021

Expected/actual outcomes from the KRA 1 interventions

- (i) Improved case management and litigation service delivery as well as improved compliance to environmental laws and standards by investors/businesses and the community due to surveillances, arrests, prosecutions, and community policing by NEMA technical team and EPF.
- (ii) The NEA No. 5 of 2019 and the new regulations have provided an enabling legislative regime for environmental enforcement and expected to improve on environmental performance across sectors and MDAs.
- (iii) The continuous and consistent environmental inspections, audit and monitoring have improved on facility/activity compliance level. Besides, a number of industrial facilities such as cement sugar processing industries and breweries have developed self-regulatory/internal systems, technologies and practices due to compliance assistance by NEMA.
- (iv) The multi-sectoral monitoring and inspections have contributed to the effective environmental compliance by the road infrastructure and industrial development projects. Notably, the multi-sectoral monitoring provides multi-disciplinary and cross-sectoral dimensions of observations and recommendations for environmental sustainability, social inclusiveness and economic benefits during and after the implementation of development projects
- (v) Joint oil and gas ESIA reviews provided adequate technical inputs and required information from other sectors/MALGs and thus contributing to timely decision making on the projects. The public hearing sessions provided more information and recommendations for appropriate and effective decision making.
- (vi) The restored fragile ecosystems have started re-gaining their ecological functions, services and products (livelihood assets) like water, fishing, grass for livestock and housing, flood control and improvement in microclimate to combat droughts.
- (vii) The systems, procedures and tools developed for the management of the environmental aspects of oil and gas have contributed greatly to environmental compliance by oil and gas-related activities and thus no major incidents of pollution and accidents have occurred in the industry.

2.1 Technical support to local governments

Annual targets:

- (i) 2 Environment Officers' performance review meetings carried
- (ii) 60 local governments supervised and mentored on decentralized environment management.
- (iii) 10 new city authorities sensitized on sustainable city development

Achieved outputs

- (i) Two (02) regional Performance review meetings were held to build capacity for the newly appointed district environment officers. This is to establish a strong institution for decentralized environment management, build consensus on the roles and responsibilities of local governments on environment management with focus on the provisions of the National Environment Act No. 5 of 2019, and strengthen regional networks and reporting on environment management. The performance review involved 45 districts from central and eastern Uganda comprising of District Natural Resource Officers and District Planners. Out of these 20 (62%) were male and 17(37.8%) were female. These performance review meetings enhance the capacity of the District Officers on environment management, integration of environmental concerns in District Development plans and improve functionality/performance of the Officers in the long term.
- (ii) Forty four (44) local governments were supervised of which; nineteen (19) in the Northern region, 4 Local Governments of Paidha, Zombo, Nebbi and Nwoya in West Nile region. While in Bunyoro sub- region, 7 Local Governments of Kasanda, Kakumiro, Kibaale, Kagadi, Buliisa District Local Governments, and Mubende and Masindi Municipal Councils were supervised. In the Central Region, 8 Local Governments of Mpigi and Lower Local Governments of Buwama, Kamengo, Nkozi, Kituntu, Muduuma, Kiringente and Mpigi Town Council were mentored on technical aspects of environment management.
- (iii) The urban authorities that were mentored on decentralized environment management in the context of urban development include: Kasese MC Hima TC, Kitagwenda TC, Hoima and Fort Portal Cities, and Kasese Municipal Council and Hima Town Council, Mitooma, Kyegegwa, Rwampara, Kitgum MC, Amuru TC, Lamwo TC, Pader TC, Zombo TC, Paidha TC, Nebbi MC, Arua City, Gulu City, Nwoya TC, Bukuya, Myanzi, Kassanda TC, Manyogaseka, Naluttutu, Kikadwa, Kalaki TC, Anuria TC, Serere TC and Soroti city. Other issues discussed included capacity gaps, environment integration in departmental and sector budgets. These mentoring meetings involved a total of 103 participants of which 48 (47%) were female and 55 (53%) were male.
- (iv) In addition, NEMA Board of Directors and the Management team sensitized 8 city authorities of the 10 planned (80%) new cities on sustainable development that focuses on economic empowerment, social inclusiveness, environmental/ecological sustainability, land use planning and physical/infrastructure development, and governance (leadership and management) effectiveness. The Board and Management sensitized the city political leaders, the Heads of Departments, and civil society organizations.

2.2 Coordination and effective ENR management by Lead Agencies

Annual targets:

- (i) 28 Lead Agencies effectively coordinated to perform their duties in environment management

Achieved outputs

- (i) 19 (68%) lead agencies coordinated through meetings and submissions of workplans and reports to NEMA
- (ii) NEMA has initiated the development of environmental compliance tool for lead agencies for issuance of compliance certificate by follow up engagement on the issuance of the certificate by National Planning Authority. A harmonized assessment tool is under development and will be piloted by selected entities before scaling up to all lead agencies
- (iii) The Standard Operating Procedures (SOPs) for coordination and compliance to environmental laws have been completed and can be accessed from the website. www.nema.go.ug
- (iv) The first Annual Lead Agency Environment Management report (LAEMR) FY 2020/21 produced and can be found at www.nema.go.ug

Expected/actual outcomes from the KRA 2 interventions

- (i) Environment and natural resources values and concerns have integrated in the National Development Plan (NDPIII), key sectors and District Local government Development Plans. This has been facilitated by the mentoring and mainstreaming efforts by NEMA and its allies within the MDAs and other entities.
- (ii) Promoting energy efficiency through improved cook stoves in schools reduces the use of fuel wood and charcoal and contributes to the national target in Vision 2040 (restoring the forest cover to 24% and implementation of NDPII objective 1 on restoration and maintaining the integrity and functionality of degraded fragile Ecosystems). This will enhance ecosystem resilience by 2021 and contribute to improved biodiversity carbon stocks.
- (iii) At the global level ongoing Government effort on implementing SDGs like Goal 12 on sustainable consumption and production (SCP), Goal 13 on urgent action to combat climate change and its impacts and Goal 15 on protecting, restoring and promoting sustainable use of terrestrial ecosystems, sustainably manage forests, combating desertification, and halting and reverse land degradation and halt biodiversity loss. These activity are linked to global Aichi biodiversity targets 12 on preventing the extinction of known threatened species, Aichi target 14 on restoration and safeguarding of ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, taking into account the needs of women, indigenous and local communities, and the poor and other vulnerable groups.

Below are pictures showing the biogas stove installation process at Gayaza High School from the Bio-slurry pit construction, delivery of the cow dung for the bulk feeding of the Bio-digester, mixing cow dung for feeding the bio digester , Pipe Work for the transfer of the Bio Gas Fuel to School Kitchen ready for cooking



KRA 3**STRATEGIC ENVIRONMENT LITERACY, ACCESS TO INFORMATION AND POPULAR PARTICIPATION STRENGTHENED****3.1 Environmental greening initiatives in local governments and education institutions****Annual targets:**

10 schools supported to initiate and implement greening projects

Achieved outputs:

- i) Twenty (20) schools were selected from 2 sub counties of Mukongoro and Kanyum in Kumi district and a baseline survey was conducted in the schools to assess the level of school greening initiatives. The following were the findings from the baseline survey:
 - a) Primary schools were taking considerable efforts in environmental management.
 - b) Pupils were taught environmental management education inside and outside the classrooms through extra-curricular activities, such as debates and environmental clubs.
 - c) Lack of fencing in all the twenty schools rendered the efforts of the schools futile as stray and roaming animals, and trespassers from the community destroyed the trees that were planted and other school properties.
 - d) Lack of Information, education and communication materials on environment management, un-supportive parents and school community, coupled with insufficient time and lack of funds were among the challenges hindering environmental management in the schools.
 - e) School environment education programs require independent/separate budget item within the UPE funds from Ministry of Education and Sports. Thus, environment management should be integrated as one of the components of UPE funds for specific school environment education projects.
 - f) The need for in-service training to enhance competence in teaching environmental education and continuous sensitization of communities on environment management cannot be underscored.



Kainja Primary School before and after greening



Rubongi primary school before and after; see the clear walkway with flowers



UTRO Primary School refurbishment of the water source

3.2 Non-formal environment education and awareness programs

Annual targets:

- i. 4 non-formal environment education and awareness programs implemented

Achieved outputs:

A total of 24 journalists (11 male and 13 female) from print, electronic and online media outlets practicing in the districts of Busoga sub-region were trained as part of the awareness programs to help address the basics of the quality of reporting on the core issues affecting the environment. The purpose of this non-formal education was to; raise environmental

awareness and enhance environmental literacy, sensitize the media on the role/mandate of NEMA in environment management in Uganda, the role of local governments in decentralized environment management, the state of environment in Busoga, environmental journalism and communication for journalists; environmental legislation and policy in Uganda, tools for effective implementation and the role of a journalists in environmental stewardship. The journalists were also exposed to practical familiarization with biodiversity, environment management and nature conservation.

Partnership meeting was undertaken with ten (10) NGOs working in the greater Masaka area including; Sustainable Living Foundation-(SELUFO)- Kiwangala Lwengo District, Rural Community Initiative for Development (RUCID)-Kalungu District, Kirinda Youth Environment Management & Poverty Alleviation programme-Uganda (KYEMPAPU)-schools, ECO Parents Africa (ECOPA), Kibinge Coffee Farmers' cooperative society, Africa Volunteers, Masaka District Farmers' Association (MADFA), SULIFO-Rukindu, Junior Land Cares (Works in schools), Rural Community Initiative for Development (RUCID). The meeting also attracted selected staff from Masaka, Kalangala, Kalungu, Bukomansimbi and Lwengo DLGs.

The partnership meeting aimed at revitalizing partnerships for sustainable environment management and creating inter-linkages between the Sustainable Development Goals. Overall the meeting met the following objectives; built the capacity of NGOs in sustainable environment management practices, was built, developed partnership which can help in mobilization of additional resources to enhance environment management in communities and education institutions and developed data base and a network of environment-related NGOs that work in communities and schools. The meeting attracted 26 participants 6 female and 20 males.

3.3 Formal environmental education and awareness programs

Annual targets:

- i. 6 formal environment education programs implemented

Achieved outputs:

- i) 6 formal education programs organized in Teso, Karamoja, Mbale and Tororo districts. The intervention focused on follow-up actions and technical backstopping to the DLGs and schools in the implementation of previously agreed action plans on environment management. During the meetings the Districts also provided the update on the level of progress on the agreed actions and the key results achieved in the various districts.
- ii) Forty-three (43) participants (31 males and 12 females) comprising Education and Environment managers (District Education Officers, District Inspectors of Schools, and District Environment Officers) from Albertine region (Fort Portal City, Kasese, Kyenjojo, Kyegegwa, Bundibugyo, Bunyangabo, Ntoroko, Kabarole, Kamwenge and Kitagwenda districts) were trained on the integration of environmental literacy in teaching and learning. The training enhanced the capacity of the participants in environment management, environmental education and literacy with the expectation of developing partnerships in school environment education programs through both curriculum and extra-curriculum activities.

3.4 Informal environment education and awareness programs

Annual targets:

- i. 8 informal environment education programs implemented

Achieved outputs:

NEMA provided technical backstopping to eight (8) Districts of Lango-sub region (Dokolo, Kole, Amolatar, Otuke, Alebtong, Lira City, Apac and Oyam.) The technical backstopping focused on the review of the progress of the implementation of the previously developed action plans in the various districts and support to develop new action plans for environment management for FY 2021-2022.

Celebration of World Environment Day (WED)-This is one of the biggest public awareness and outreach programs that NEMA undertakes every year. Uganda celebrated WED 2021 under the theme **"Restore Uganda's Ecosystems for Sustainable Development"**. The event was hosted by Masindi District Local Government at Nyabyeya Forestry College, a distance of about 32 kilometres from Masindi Town. The theme implored us to make conscious efforts to restore our degraded ecosystems, aware that those systems are not only the storehouses for resources that sustain us economically and socially but also, constitute the life supports system for human and other forms of life. It also reminded us of our duty to save nature and all biodiversity.

Just like in 2020, this year physical gathering to commemorate WED celebrations was limited to around 200 people due to the limitations posed by Covid-19, and limited funding. Therefore, a lot of the WED activities were media-based as shown below.

Activities conducted during WED included Radio talk shows especially at regional radios such as Bunyoro Broadcasting Services, Kitara FM and Kings FM, Environment messages/infomercials were aired on local radios based in Masindi, Newspaper supplements published in the New Vision on June 5, 2021, Billboards with WED messages were placed in major entrance/exit routes of Masindi.

To increase visibility and publicity of the day, Information, Education and Communication (IEC) materials including quarterly NEMA newsletter, Posters Factsheets Banners were also produced.

Restoration of identified ecosystems in Kinyara, Nyabyeya, and generally in Masindi District were undertaken majorly through tree planting. More than 10,000 tree seedlings comprising of Gravellea and Musizi were purchased and used for restoring several degraded sites in Nyabyeya and Kinyara areas. A clean up exercise was also conducted in Kabango trading centre. Various NGOs and groups also exhibited at the event including Kinyara Sugar Ltd, Mikids, Trinity Forestry Services Ltd, Biizi Multiple Farm, Jos Climate International Ltd, The Jane Goodall Institute, Ecotrust - Masindi Field Office, Smart Start Industries (EA) Ltd Caritas Uganda (composed of Caritas Hoima and Bunyoro Coalition on Oil and Gas Sustainable Initiative), Bunyoro Women Environment Protection and Conservation Initiative and Nyabyeya Forestry College.

3.5 Production of information, education and communication materials

Annual targets:

- i. 10,000 IEC materials produced and disseminated

Achieved outputs:

- i) Production and dissemination of IEC materials and publications aimed at enhancing access to environmental information, education and public participation with focus on target stakeholders at national, local government and community levels; as well as enhancing NEMA's visibility through publicity of its interventions and results, and as source of information for educational institutions, libraries and resources centres, among others. In this regard, about 7,000-8,000 (70-80%) IEC materials quarterly periodically produced, and others for special occasions like the World Environment Day (WED), the International Biodiversity Day (IBD), and other national celebrations. The key IEC materials included but not limited to NEMA newsletters, posters, factsheets, pull banners, teardrops, stickers, T-shirts, and Banners that were disseminated to the various target users.
- ii) Development of environment awareness resource book for environmental managers in Uganda in which 12 people participated (6 male and 6 female) with focus on creating a benchmark to enhance the capacity of the facilitators on environment awareness and literacy programs at different levels. The production of the resource book involved National Curriculum Development Centre (NCDC), United Nations Educational, Scientific and Cultural organization (UNESCO) and coordinated by NEMA.

3.6 Support partnership and promote NEMA corporate brand image and identity**Annual targets:**

- i) 7 partnerships made for ENR management through the media and other publicity channels.
- ii) 6 media Campaigns/engagements carried out
- iii) 2 public policy dialogues held

Achieved outputs:

- i) Framework contracts were developed for media engagements and environmental publicity and reporting with 11 media houses that include NBS, NTV, UBC, CBS, KFM, Radio One, Capital FM, Radio Simba, New Vision, Daily Monitor and Bukedde TV.
- ii) 5 campaigns done: Taasa obutonde on plastics; social media campaign on biodiversity using influencers (#BePartOfTheSolution); campaign on the rising water levels (the environment forum on NTV); awareness campaign on environment on Amani FM in Adjumani; and Elgon FM in Kapchorwa, and training of editors and reporters.
- iii) 2 public policy dialogues on the 2019-20 NSOER; and the use of plastics in Uganda were held with participation of the key stakeholders from Government ministries and agencies, development partners, civil society, the private sector such as Uganda Breweries, Stanbic Bank and Vivo Energy, and the media.

3.7 Support to Research and Development**Annual targets:**

- i) The development of NEMA Research Strategy finalized
- ii) 2 environment and natural resources management-related studies initiated.

Achieved outputs:

- i) The NEMA Research Coordination Strategy for 2020/21-2024/25 developed for operationalization.

- ii) Ongoing studies include; the investigative study on the impacts of hydroelectric power dams on the morphological divergence and diversity of Nile tilapia (*Oreochromis niloticus*) based on geometric morphometrics that was submitted to the Journal of Hydrobiologia (Springer Nature) and a study was conducted to assess the status of the various aquatic ecosystems in Uganda, including; Lake Mulehe (Kisoro), River Nyamwamba and Lake George (Kasese), River Rwizi (Mbarara), River Mpanga (Fort Portal), River Kagera and Lake Nakivale (Isingiro), Lwera wetland (Kalungu), Lake Victoria and River Kasala (Mukono).
- iii) A publication on the municipal waste management is online in the Journal of Air and Waste Management Association (Taylor and Francis). The study results from this paper show that over 70% of the wastes generated in Uganda are organics and thus a high potential for organic fertilizers.

3.8 Support to improving access to environmental information and networks

Annual targets:

- (i) National State of Environment Report (NSOER) produced and disseminated
- (ii) 300 spatial maps produced to provide scientific information for the review of and decision making on ESIA's and permits
- (iii) 4 field assessments done to provide environmental information for disaster risk reduction (DRR)
- (iv) The Environmental Information Network (EIN) strengthened
- (v) NEMA library and regional environmental information resource centres supported and strengthened

Achieved outputs:

- (i) 2019-20 NSOER produced, disseminated for use by various stakeholders that include but not limited to MDAs, policy makers, researchers, the academia (schools and universities), ESIA practitioners, and the media.
- (ii) 160 (53%) spatial maps produced across the country to provide information for decision-making on ESIA's and permits.
- (iii) 2 field assessments done on the rising water levels within Lake Victoria shorelines in Masaka and Kalangala Districts, and the flooded areas in Kasese District. These assessments provided information for the control/mitigation and management of floods.
- (iv) The EIN is platform that is coordinated by NEMA and comprises MDAs, Civil Society and the Academia that provides environmental information that is analyzed for environmental planning and reporting in Uganda. The EIN has been supported and strengthened through; the E-station that has enhanced access to reliable, timely and accurate land, climate (temperature and rainfall) data and information, and environmental data collection mobile application (App) that has been developed and installed on data collection gadgets for use by selected district local governments, cities and municipal councils. Besides, articles were developed to support the EIN bulletin to increase information on the impacts of flooding on tourism, causes of deaths of fish in water bodies, government interventions on controlling aquatic weeds, impacts of climate change on coffee production and many more. (the link to article is on www.nema.go.ug)
- (v) 80 District Environmental Information Resource centres evaluated for further improvement

and 100 books and 20 book shelves procured to strengthen the Regional Environmental Information Resource Centres (at Regional Offices). Besides, the process of transformation of the existing Library into the National Environment Information Resource Centre is ongoing; already digitization of the books and other reading materials is on course, there are online software and books, an e-board has been established, and process automation is the utmost goal in modernizing and popularizing the library.

3.9 Operationalization of the Statistical Plan for Statistics

Annual targets:

- i. NEMA Strategic Plan for Statistics (SPS) aligned to the third National Development Plan (NDPIII) to facilitate planning and reporting processes.

Achieved outputs:

- i. NEMA developed a Strategic Plan for Statistics (SPS) that has been reviewed to align it to NDPIII. NEMA collected data from key administrative units, including the Regional Offices (Mbale, Masindi, Lira and Mbarara) to provide statistics for key decision support. The SPS supports data and information that facilitate planning and reporting processes within and outside NEMA

3.10 World Environment Day (WED) celebrations

Annual targets:

- i. The World Environment Day (WED) and the International Biodiversity Day (IBD) celebrated

Achieved outputs:

- i. Uganda celebrated World Environment Day (WED) and International biodiversity Day (IBD) simultaneously. Masindi district hosted the national celebrations of World Environment Day (WED) of 2021 at Nyabeya Forestry College, while Kiira Municipal Council, Wakiso District hosted the IBD national celebrations. The celebrations focused on restoration of ecosystems which were the themes of both WED and IBD. Multimedia approaches were used to support the themes and these included; radio/tv talk shows, tree planting activities and public dialogues. More information on the 2021 WED and IBD can be found at www.nema.go.ug.

Expected/actual outcomes from the KRA 3 interventions

- (i) The school environment education program (SEEP) has built the capacity of education managers and learners on environment and natural resources management through the formal environment education programs. Besides, through support from SEEP, environment education has been integrated in the thematic school syllabus or education curriculum.
- (ii) Promotion of the education for sustainable development (ESD) strategy has facilitated the integration of environment education in university academic and non-academic programs, including community outreach initiatives like tree planting, water and energy conservation for both environment protection and human livelihoods.
- (iii) Non-formal and informal environment education programs have contributed to capacity enhancement of other stakeholders like journalists, leaders and managers on environment management for both conservation and livelihood purposes. Some of the beneficiaries of the non-formal and informal environment education have become local champions and

change agents in ensuring environmental sustainability through awareness creation within their community and demonstration of results like establishment of woodlots for environment protection and livelihood like house hold income and energy.

- (iv) Improved access to environmental information and education through NSOER, IEC materials, media programs, the E-station, public policy dialogues, the library and the resource centres.
- (v) Informed decision-making on ESIA's, permits and disaster risk reduction due to the information provided by the spatial maps produced by use of GIS and remote sensing.
- (vi) Knowledge transfer and information sharing from the research initiatives/ studies by NEMA and partners, and the EIN collaborative mechanism in the production and sharing of information.
- (vii) WED/IBD celebrations contributed to ecosystem integrity through tree planting (restoration of ecosystems), partnerships among stakeholders (government, the private sector, CSOs, development partners, the academia/schools, and the media), promotion of public education and awareness on key environmental values and concerns.
- (viii) Improved corporate image through media programs and partnerships with the media houses, and building of public confidence and trust in the Authority.



St. Kizito S.S. Bugolobi during the installation process of energy saving stove

KRA 4**HUMAN, FINANCIAL AND INSTITUTIONAL CAPACITY OF NEMA STRENGTHENED TO PERFORM ITS MANDATE****4.1 Resource mobilization for effective service delivery****Annual targets:**

Adequate financing mobilized for the planned activities and other operations.

- ◆ Ugx25.556 billion from Government of Uganda
- ◆ Off-budget funding from partners through project proposals and MoUs

Achieved outputs:

- (i) Ugx18.810 billion (73.6%) received from Government of Uganda
- (ii) UNEP, UNDP, GEF and their partners provided financial, technical and capacity building for biodiversity conservation and sound chemicals management. Meanwhile, the Norwegian Government through Oil for Development (OfD) program offered financial, technical support and capacity building for the management of the environmental aspects (including climate change) of oil and gas.

4.2 Ensuring productive, efficient and effective work force in place**Annual targets:**

- (i) Adequate staffing level for effective service delivery
- (ii) Adequate and timely emoluments for staff
- (iii) Staff equipped to perform their duties
- (iv) Staff welfare provided
- (v) The 4 Regional Offices operationalized

Achieved outputs:

- (i) By 30th June, NEMA had 119 staff out of the 128 staff establishment (93%).
- (ii) All staff emoluments (salary, gratuity and NSSF) paid timely and regularly
- (iii) Goods, services and utilities such as electricity, water, sanitation and security have been adequately provided for staff.
- (iv) Basic office equipment like computers, internet, and working tools moderately satisfactorily provided for staff
- (v) Staff welfare provided include medical insurance, GPA insurance, personal protective equipment (PPE), light meals (break tea), compassionate support, among others
- (vi) The Regional Offices (Masindi, Lira, Mbale and Mbarara) are functional.

4.3 Ensuring efficient, effective, accountable and transparent management systems for service delivery**Annual targets:**

Ensure:

- (i) Functional management structures
- (ii) Strong financial management system.

- (iii) Effective planning.
- (iv) Functional procurement and
- (v) Functional internal audit system
- (vi) Effective Monitoring and Evaluation System

Achieved outputs:

- (i) NEMA has maintained and sustained the established management structures along the hierarchy of Top Management, Senior Management and the operational departments that steer the functionality of the Authority through service delivery.
- (ii) A strong financial management system exists and is managed by a competent team of professionals. Notably, all financial management reports are produced and submitted as regular as required by the Public Finance Management Act, NEMA Financial and Accounting Manual, project guidelines and other instruments. The financial management system is automated in compliance with the current public financial management system in Uganda.
- (iii) There is a functional and effective planning system that regularly coordinates the development and operationalization of the strategic plan, annual and quarterly workplans. The planning system at NEMA is participatory as it involves all staff at various levels of inputs and review processes.
- (iv) NEMA has a functional and effective internal audit department that regularly produces and submits quarterly and annual reports to the Board of Directors, and the Internal Auditor General. The Department has ensured that there is financial management compliance, system efficiency and effectiveness, value for money, and mitigation of risks in management system and decision-making.
- (v) The Monitoring and Evaluation Department continued to facilitate organizational performance reporting processes in FY2020/21 through production and submission of quarterly, half-year and annual reports, field activity monitoring, and rapid evaluation of selected activities like the restored ecosystems, and practices and outputs of school environment education program.

Evaluation of NEMA and other Lead Agency Interventions

School Environment Education Programme (SEEP) and Project Based Learning (PBL)

NEMA promotes the integration of environmental issues in the formal, in-formal and non-formal education, production and dissemination of environmental education, information materials and publications. A rapid evaluation was undertaken to assess these interventions and strengthened best practices as seen in Table 7; to promote environmental literacy in the informal and formal education sector and promote new interventions and rapid changing technology and innovation in managing environment, these aspects should be integrated into the school programs to promote inclusive learning.

Table 8: Lessons learnt and Best Practices for the rapid school evaluation

No	Lessons learnt	Best Practices
1.	The commitment and coordination of EE coordinator, Head Teachers and other team members leads to the success of the EE programme. It also determines the sustainability of the school EE project.	Because of the commitment and coordination of the EE coordinator and the head teachers the EE school programmes have been sustainable and successful.
2.	EE clubs are very essential in the running of the EE project.	The skilled EE coordinators have managed to champion the EE clubs, project and program within the schools.
3.	There is need for schools to mobilize and attract funding from different sources.	Schools were able to mobilize resources and attract funding from various sources unlike before when they didn't take advantage of government programme like NAADs. School got support from development partner like Food and Agricultural Organisation (FAO), local NGOs like Forum for African Women Educationist Uganda (FAWEU), Stanbic Bank Uganda, African Medical and Research Foundation (AMREF) among others.
4.	Planting of trees attracts more rain in the area.	The observation of Wanyange Girls Secondary School, where the trees planted created a rain shadow – catchment that now has indirectly changed the rain patterns of the area. More rain is received in the area.
5.	Eco-toilets reduce mushroom built-up pit latrines and also reduces the cost of procuring sewage bins.	As started by EE coordinator, the use of eco-san toilets has reduced the mushrooming built-up pit latrines in various schools such as Jinja College and Mwiri College. This has led to better management of sanitation component in schools and reduced the cost of procuring sewage bins.
6.	It is everyone's role to keep a clean and healthy environment around the school.	General apathy towards a clean and healthy environment among the students has improved as mentioned by the teachers. Both girls and boys observe strict cleanliness among themselves, within their dormitories and outside the classrooms.

Akadot wetland system, Kumi District

An evaluation was conducted to identify the values/benefits of the Akadot restored fragile ecosystem restored in 2015. 45.9% of males and 54.1% of females were targeted to assess direct and indirect benefits from the wetland upon restoration. Out of the livelihood options shown in Table 8, identified before and after restoration, farming remained at 90.2%, fishing had increased from 32.8% to 36.1%, livestock keeping had also increased from 24.6% to 27.9%, no household carried out sand mining after restoration, brick laying had reduced from 8.2% to 6.6%, charcoal making also reduced from 4.9% to 3.3%, households who got livelihood from casual labor had increased from 18% to 21.3%, those who carried out private business reduced from 14.8 to 13.1% while those that earned from formal employment increased from 1% to 1.6%.

Table 9 : Livelihood options before and after restoration of Akadot wetland system in Kumi district

Livelihood Options before and after Restoration									
Livelihood Options	Farming	Fishing	Livestock Keeping	Sand Mining	Brick Laying	Charcoal Making	Casual Labor	Private Business	Formal Emp't
Before Restoration	90.2	32.8	24.6	1.6	8.2	4.9	18	14.8	1
After Restoration	90.2	36.1	27.9	0	6.6	3.3	21.3	13.1	1.6

62.7% of households obtained direct benefit from wetland before restoration while 37.3% did not obtain any direct benefit from wetland before restoration.

The majority (26.2%) of the total respondents identified water availability, 24.6% identified climate modification, 21.3% were getting clean water, 16.4% identified other indirect benefits, 3.3% benefited from flood control and only 1.6% benefited from aesthetic values. Figure 3 shows that, 89.8% had identified improvements in indirect benefits after restoration of the wetland and the rest (10.2%) expressed that there was no improvement in indirect benefits after restoration.

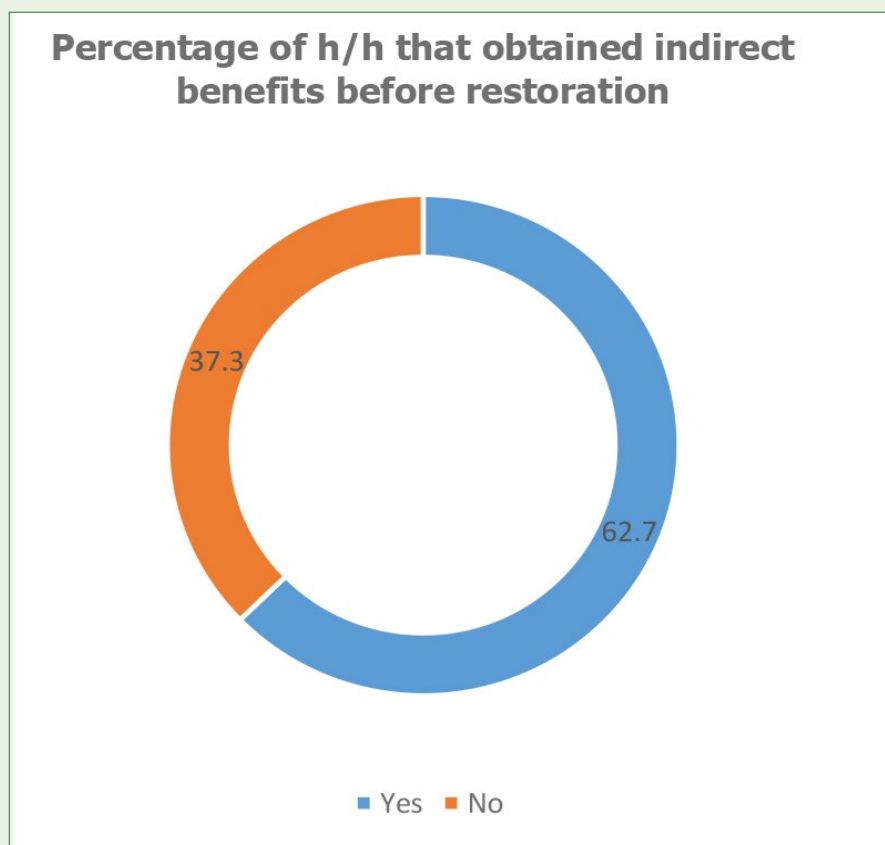
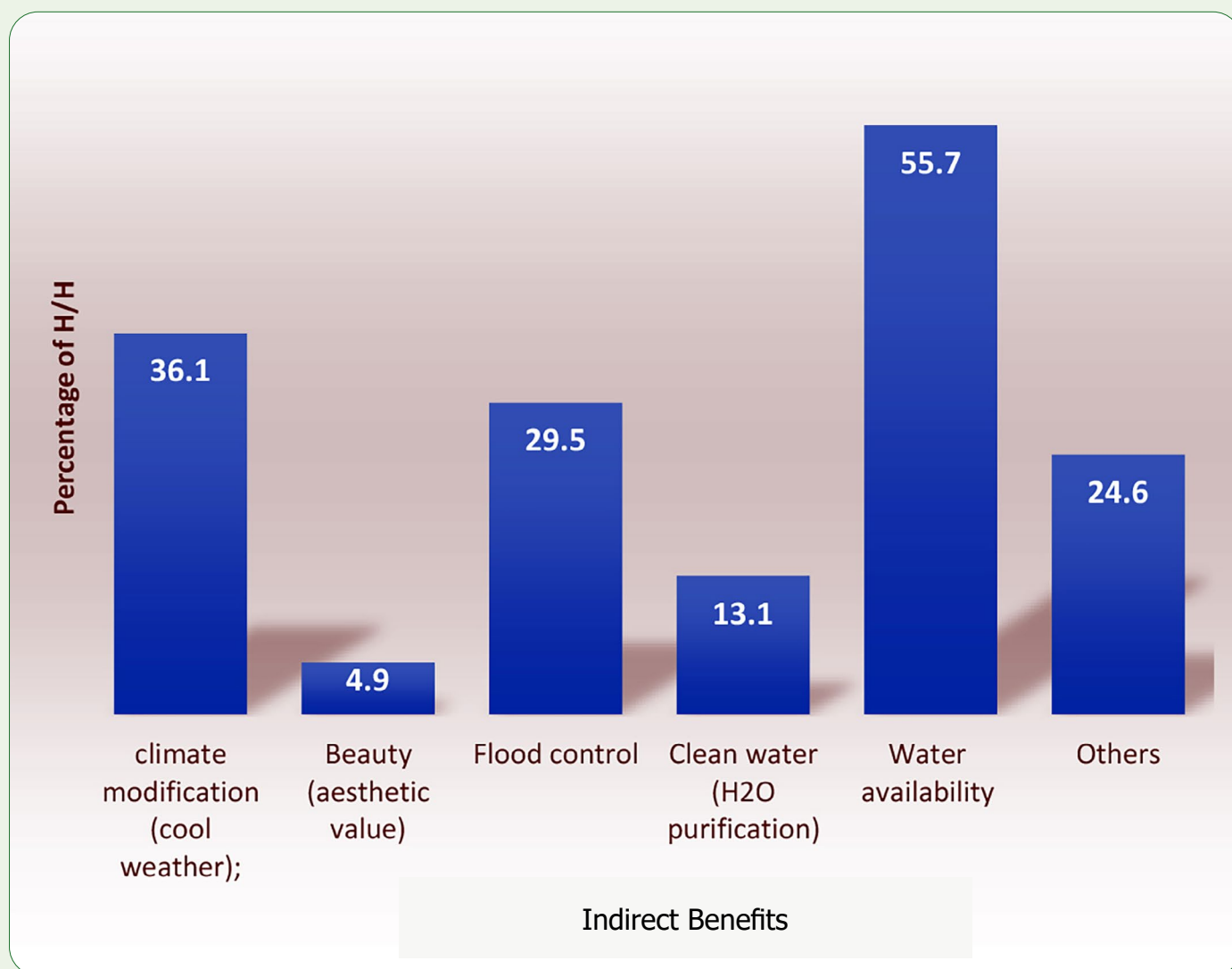
Figure 3: Direct benefits after restoration

Figure 4: 55.7% of the H/H had identified improvement in the water availability, 36.1% had identified improvements in climate modification, 29.5% identified improvement in flood controls, 13.1% identified improvement in water purification, 4.9% identified improvement in aesthetic values of the wetland and the rest (24.6%) identified improvement in other indirect benefits.

Figure 4: Identified improvements in indirect Benefits after restoration

Expected/actual outcomes from the KRA 4 interventions

- (i) The 4 Regional Offices have decentralized and improved on environment management service delivery in local governments and NEMA's clients (developers/investors) who are outside Kampala.
- (ii) Efficient and effective management systems contribute to improvement in service delivery.

KRA 5**NATIONAL, REGIONAL AND INTERNATIONAL PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT STRENGTHENED****5.1 National partnerships****Annual targets:**

- i. Environment and Natural Resources (ENR) platform established

Achieved outputs:

- i. ENR Platform established and launched

5.2 Regional partnerships (participation in regional meetings/fora like EAC, AU, AMCEN)**5.3 International/global partnerships (Participation in MEAs/Conventions, UN, SDGs and other related international fora)**

The targets for 5.2 and 5.3 above could not be realized due to COVID-19 pandemic and the related measures since they involved travels outside the country. However, NEMA participated in virtual/online international engagements as follows:

Convention on Biological Diversity (CBD)

Phased virtual meetings for global consultations on the draft Post 2020 Global Biodiversity Framework (GBF). These formal meetings and the Open Ended Working Group – meeting 3 (OEWG-3) were held to maintain the momentum in preparation for the 15th Conference of Parties for the CBD in Kunming, China. Uganda has continued to champion the global negotiations in the areas of reducing biodiversity loss, supporting favorable means of implementation, resource mobilization, emerging issues like Digital Sequencing Information as well as Access and Benefit sharing of genetic materials, among others.

Minamata Convention

Virtual meetings to develop the financial statement for the regional project on development of National Action Plans for Artisanal and Small-Scale Gold mining in Africa took place in May 2021. The meeting was undertaken in line with the “Regional project on the development of national action plans for the artisanal and small-scale gold mining in Africa (NAP)” being implemented by the NEMA, on behalf of Government of Uganda. The aim of the project is to contribute to the implementation of the Minamata Convention through the reduction of risks posed by the unsound use, management and release of mercury in the Artisanal and Small-Scale Gold Mining sector by developing National Action Plans (NAPs).

Stockholm Rotterdam and Basel Convention

The Focal Persons of Stockholm and Basel Conventions participated in the virtual meetings of the COPs for the two conventions to brief the Parties on the planned COPs that would take place online on 26th – 30th July 2021 and the face-to-face segment scheduled for July 2022.

5.3.1 Projects under coordination by NEMA in FY2020/21

a. Mainstreaming biodiversity into the heart of government decision making (CONNECT) project

The CONNECT project funded by UNEP-WCMC and is being coordinated by NEMA on behalf of Government of Uganda, is to ensure biodiversity is taken into account in decision making across Government sectors by improving end-users' access to and use of biodiversity information and embedding biodiversity information within national development decision making processes. Two studies - the Political Economy Analysis (PEA) and National Biodiversity Information Landscape (NBIL) were conducted and reports that generated biodiversity information produced and used to integrate biodiversity into the sector strategy and development plan of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

The same information was also used for integrating biodiversity into the National Development Plan III (NDPIII) that the National Planning Authority (NPA) finalized in July 2020. In addition, a Spatial Biodiversity Assessment (SBA) was conducted including development of indicators whereby maps of ecosystems, land use/cover and biodiversity hot spots were produced to further inform the increasing expansion and intensity of land use for agriculture so as to minimize biodiversity loss. Conversely, a collaborative agreement between data providers and end-users was envisaged in the achievement of the project objective. Consequently, a Memorandum of Understanding (MoU) between National Forestry Authority (NFA), National Environment Management Authority (NEMA) – data providers and, MAAIF – the end user of biodiversity information - were signed.

b. Integrating Natural Capital into Sustainable Development Decision Making in Uganda (NCA) project

The Darwin Initiative-funded the project on 'Integrating National Capital into Sustainable Development Decision Making in Uganda' to prepare accounts that are decision centred. The accounts were intended to support the delivery of the NDP III, the Uganda Green Growth Development Strategy (UGGDS) and the NBSAP II by providing better quality information to inform the decisions needed for implementing these key national plans. The Government of Uganda is increasingly and progressively focused on natural capital as one of the pillars for economic development. With UNEP-WCMC support and funding through the UK Government's Darwin Initiative, Uganda has recently produced three new natural capital accounts for fisheries, biodiversity & tourism, and soils/land. All the outputs from the project are available at: <https://www.unep-wcmc.org/featured-projects/nca-in-uganda>.

c. Strengthening institutional capacity for effective implementation of Rio Conventions in Uganda (RIO) project

The project on strengthening institutional capacity for effective implementation of Rio Conventions in Uganda is funded by Global Environment Facility (GEF) through UNDP and the objective is to strengthen and elaborate national institutional framework for managing the environment and natural resources. Capacity development plan and training modules for training national and district stakeholders were developed and shared with different stakeholders implementing the Rio Conventions. These knowledge management materials have created awareness and identified gaps in response to the 4 trainings conducted on resource mobilization, coordination, policy making and gender inclusion in the implementation of MEAs and climate proofing of investments benefiting 233 participants from Local governments, MDAs, academia and civil society.

Partnership mechanisms and inter-ministerial cooperation protocols to streamline implementation of Rio Conventions have been developed and implemented. Sharing of information and data among institutions has been enhanced as well as harmonized joint reporting arising from the available synergies. Assessments were carried out and subsequent trainings done in fulfilment of the generated capacity development modules and this has enhanced the ability of technocrats to monitor and report in their respective institutions. Additionally 5 pilot district local governments and some MDAs were supported t with ICT equipment where they can now collect and share accurate data and information for decision making.

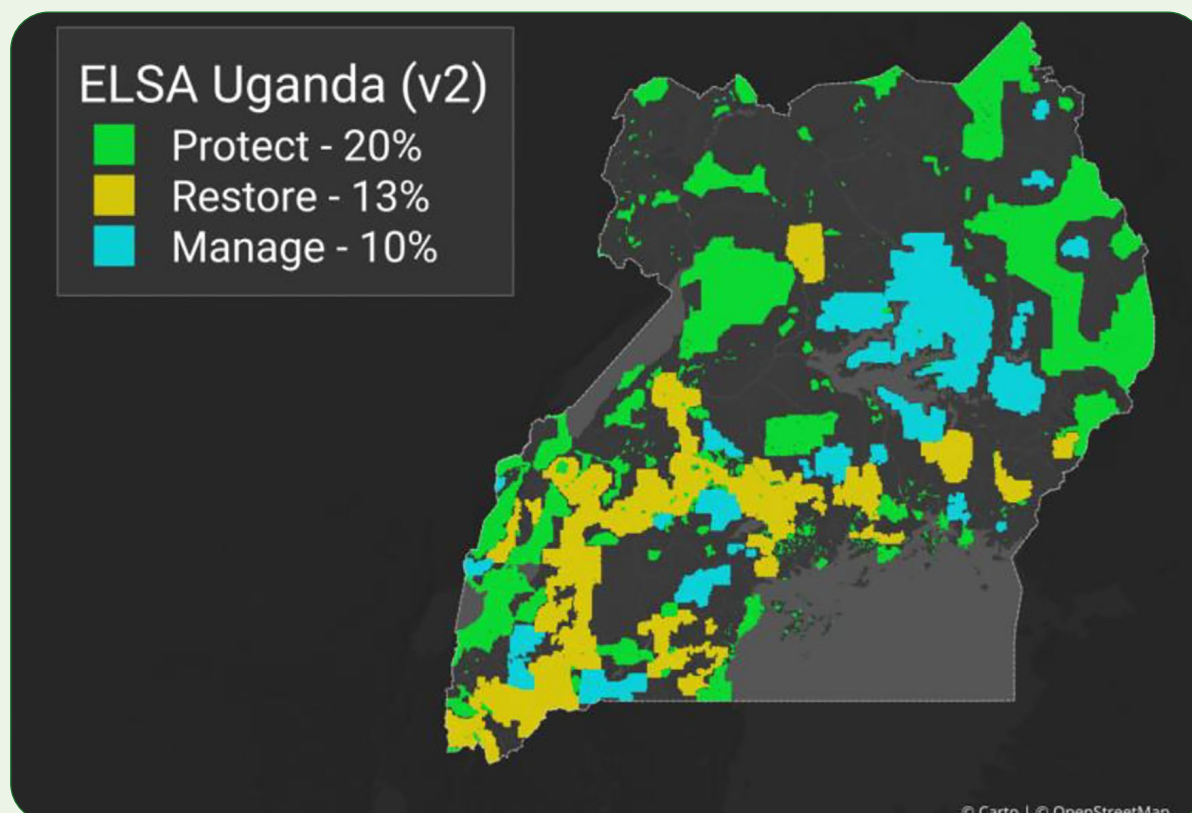
The Rio Conventions Information System was established to enable joint sharing of data and information and is anticipated to improve decision making which is evidence based. Harmonized indicators for monitoring implementation of Rio Conventions have been developed and used to guide the data collection under the Rio Conventions Information Systems Uganda.

d. Mapping Nature for People and the Planet in Uganda

The project "Mapping Nature for People and the Planet in Uganda" pursued to support Uganda to locate and safeguard the country's Essential Life Support Areas (ELSAs) or locations where nature-based actions can protect key biodiversity and provide humans with critical ecosystem services, such as carbon storage, food, fresh water, and disaster risk reduction. The project was led by the [United Nations Development Program \(UNDP\)](#), [National Environment Management Authority \(NEMA\)](#), and [Impact Observatory and University of Northern British Columbia \(UNBC\)](#), with funding from the [Gordon and Betty Moore Foundation](#) and the [Global Environment Facility \(GEF\)](#). Technical workshop support is also provided by [Pacific Marine Analysis and Research Association \(PacMARA\)](#).

To map ELSAs, the project supported Uganda to identify 13 priority targets around nature, climate change, and sustainable development, and locate spatial data that could represent these targets. The final ELSA maps now show (see Figure 5) where actions to protect, manage, and restore nature can lead to the achievement of these targets, supporting Uganda to deliver on its commitments to the Rio Conventions and 2030 Agenda for Sustainable Development.

Figure 5: ELSA map showing Uganda's priority areas for protection, restoration and management



Capacity building introduced the principles and applications of Systematic Conservation Planning (SCP), participants run analyses in cutting-edge SCP software, led to the co-creation of Uganda's ELSA maps in a historic real-time exercise, and, finally, gave an overview of how Uganda could use dynamic monitoring to document progress to implement the actions recommended by the ELSA maps and achieve the country's priority policy targets.

58 individuals representing a variety of organisations and ministries were trained on the principles of SCP and its application. Participants were provided with technical training on the use of prioritizr. This was essential in fostering national project ownership and ensuring that the workshop outputs could continue to be used and iterated upon after project closure. The national interest in exploring where ELSA maps and webtool can be applied to achieve different national goals, such as: biodiversity conservation, human well-being and sustainable agriculture, building a national data standard, monitoring and reporting on the country's National Biodiversity Strategy and Action Plan (NBSAP) and its 6th National Report to the Convention on Biological Diversity. Uganda has now joined the United Nations Biodiversity Lab (UNBL) www.unbiodiversitylab.org

e. Minamata Convention – Mercury Management programme

The National Action Plan on Artisanal and Small-Scale Gold mining (ASGM) was re-designed. This led to the development of the 4 projects that will address phasing out mercury measuring devices in healthcare, scaling-up investment and technology transfer to facilitate capacity strengthening and technical assistance for the Implementation of Stockholm and Minamata Conventions in Africa. This will provide national, regional, and global opportunities for long-term development of artisanal and small-scale gold mining.

f. Kyoto Protocol – Supporting the CDM programme

The National Environment Management Authority (NEMA) in partnership with Ministry of Energy and Mineral Development (MEMD) with support from the United National Development Programme (UNDP) and funding from the Global Environment Facility (GEF) are implementing the "Nationally Appropriate Mitigation Action on Integrated Waste Management and Biogas Production project in Uganda. The five (5) year project focuses on improving waste management practices in Cities / Municipalities through the introduction of integrated waste management, and deployment of biogas energy systems based on organic fractions of municipal solid waste (MSW), agro-processing waste (combined with municipal solid wastes), sewage sludge and wastewater for biogas energy generation in Uganda.

Formulation of waste management ordinances and by-laws and City/Municipal Solid Waste Management Plans and providing updates and recommendations for inclusion of bio-gas systems where necessary have been undertaken. Training of promoters (technical officers, Civil Society organizations and practitioners in waste management, including private sector players (200 people) involved in waste management value chain in integrated waste management and source separation for the Cities/Urban Authorities was conducted. The cities/urban Authorities include; Arua, Soroti, Fort-Portal, Tororo, Masindi, Lira, Gulu, Kabale, Hoima, Kampala, Mukono, Wakiso, Jinja, Mbale, Masaka and Mbarara. Development of guidelines/user's Manual for separation of the organic component of waste streams and review, updating and developing gender responsive waste management plans, strategies and ordinances has been initiated by the project. This includes selection of appropriate biogas technology consideration, off take and tipping fees amongst others for the Cities/Urban Authorities of Arua, Soroti, Fort-Portal, Tororo, Masindi, Lira, Gulu, Kabale, Hoima, Kampala, Mukono, Wakiso, Jinja, Mbale, Masaka and Mbarara.

a. The Global Search for Sustainable Schools' Project -GSSSP. The global search for sustainable schools' project is an initiative under the Sustainable Lifestyles and Education (SLE) Programme of the One Planet Network.

It is funded through the Trust Fund of the Network, administered by the United Nations Environment Programme with the contribution from the Ministry of the Environment, Japan. National Environment Management Authority (NEMA) is taking lead in implementing the project in collaboration with the National Planning Authority (NPA), Uganda National Commission for UNESCO (UNATCOM) and Conservation Efforts for Community Development (CECOD) as partners. The project is directly hinged on Sustainable Development Goal 12 on Responsible Consumption to ensure sustainable consumption and production patterns outcomes.

A total of (10) ten schools met the selection criteria to participate in the project. In FY2020-21 two workshops were held virtually with partners and the schools received funding to undertake their developed activity plans. The activity plans included activities like; tree planting, water harvesting, installation of solar energy and energy saving stoves, biogas, smart agriculture, poultry and briquettes. The schools implemented the activity plans however they were negatively impacted by the COVID-19 pandemic and the sudden closure of schools in June 2021.



St. Kizito S.S. Bugolobi before and after installation of energy saving stoves



Queen of Peace pupils make briquettes



St. Kizito Namugongo students sort plastic bottles for construction of mushroom house



Students construct the mushroom house



Finished mushroom house with sack gardens above it.

Expected/actual outcomes from the KRA 5 interventions

Participation in national, regional and international fora on environment and sustainable development has contributed to the following outcomes:

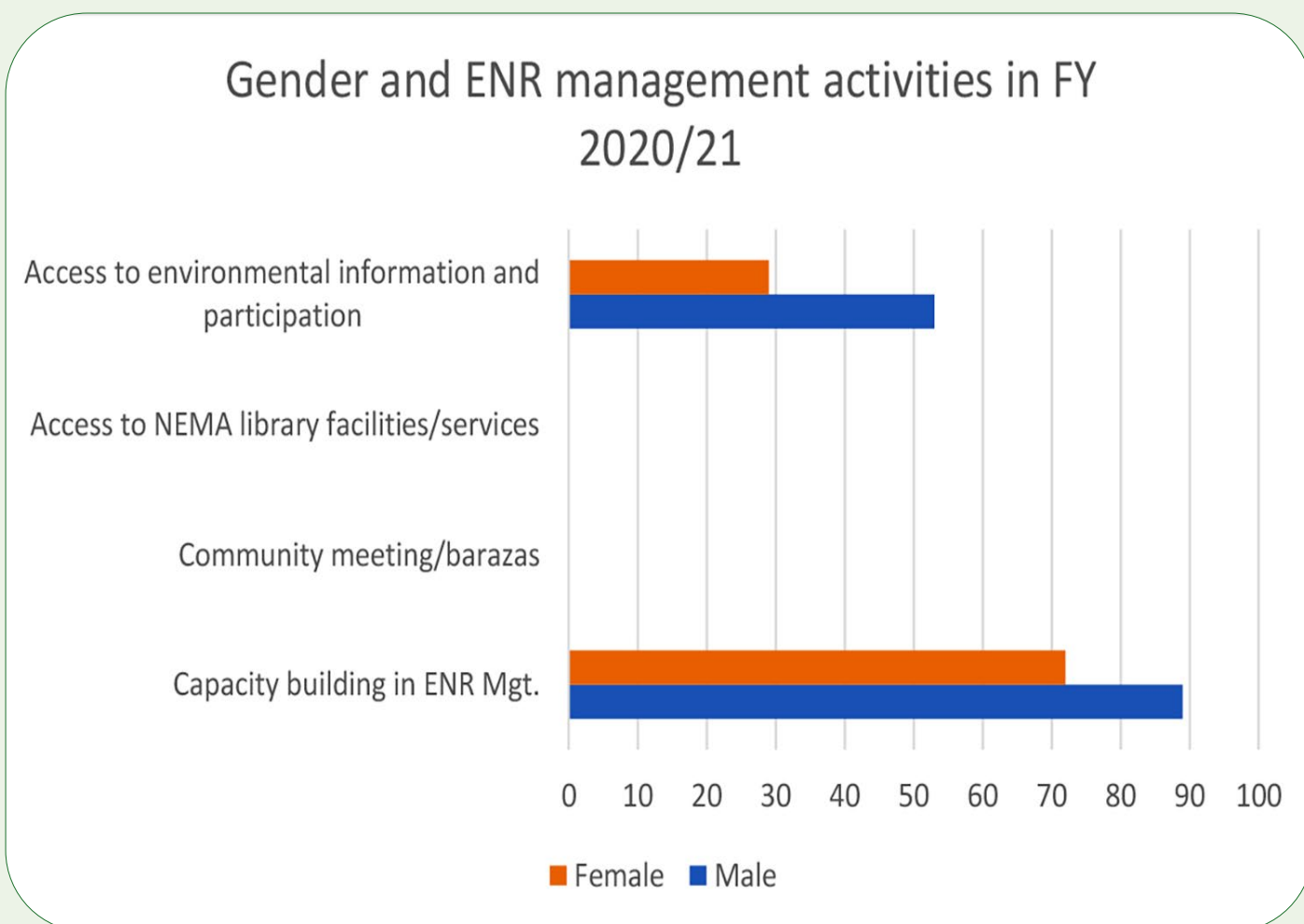
- (i) Enhanced partnership and networking on environment and natural resources management at national, regional and international levels.
- (ii) Enhanced institutional capacity building for environment and natural resources management through training, technical support from MEAs, experience sharing and lesson learning from peers and stakeholders.
- (iii) Resource mobilization for environment and natural resources management especially biodiversity conservation and chemicals management in Uganda.
- (iv) Effective domestication of the MEAs through partnerships, policy and legal reforms, programs and projects.



5.0 GENDER AND NEMA INTERVENTIONS

243 men and women (142 males and 101 females) among these were school leaders and teachers engaged to improve their awareness in ENR management. Capacity building, technical meetings, are among the various activities NEMA undertook and observed that there was fair participation of men and women in technical/decision making meeting as seen in Figure 6 below.

Figure 6: Inclusive participation of men and women in ENR by NEMA in FY2020/21



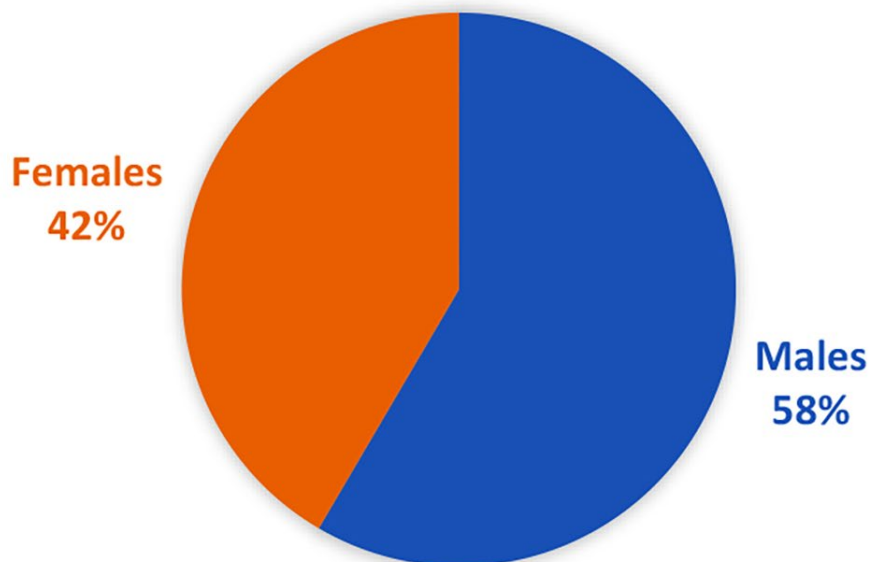
Source: NEMA, 2021

It should be noted, that female participation remains below average at 42% compared to men at 58% as seen in graph 1; than previous financial years; for example, FY 2019-20, 37.8% of females participated in technical meetings compared to 32.9% of males. In Quarter 2 FY2020/21, 27.9% and 72.1% females and males respectively were involved in coordination and effective ENR management of Lead Agencies, support supervision to DLGs and Cities across the country as well as establishing the national platform for lead agencies networking to strengthen national, regional and stakeholder engagements.

This could be partly attributed to the controlled massive gatherings of face to face meetings as observed by the Authority because of the COVID-19. In addition, these disparities could be attributed by the roles men and women provide in managerial and leadership positions, but also the restrictions of having fewer staff in organization hence affecting balanced participation.

Figure 7: Percentage of males and females engaged in FY2020/21 by NEMA

Percentage of Males and Females engaged in FY 2020/21 by NEMA



Source: NEMA, 2021





6.0 CHALLENGES

- (i) NEMA received 73.6% of the approved budget from GOU and this caused inadequate financing that significantly affected the following activities:
 - a) Support to District Local Governments to develop bye-laws and ordinances
 - b) Development of the new regulations as provided by NEA No. 5 of 2019
 - c) Environmental enforcement; inspections, audit and monitoring
 - d) Restoration of the degraded fragile ecosystems
 - e) Staff training
 - f) Improvement on the fleet of NEMA for effective service delivery
 - g) Support to the management of the environmental aspects of oil and gas
 - h) Revamping of NEMA ICT system to suit the modern IT technological demands.
- (ii) Low staffing and lack of equipment at NEMA, coupled with poorly staffed Regional Offices amidst growing expectations and demand for service delivery.
- (iii) Old and inefficient fleet that cannot facilitate the operations of NEMA as effective as expected.
- (iv) Low environment management capacity in sectors and local governments due to inadequate staffing, low funding and lack of equipment. These institutional inadequacies and deficiencies adversely affect the mandate and functionality of NEMA as sectors and local governments are the major partners in environment management in Uganda.
- (v) The continued environmental degradation by impunity by some developers and investors.





7.0 RECOMMENDATION

The following actions are required to improve on environment management by NEMA and its partners in Government (Lead Agencies including local governments):

- (i) NEF should be returned to NEMA Board of Directors to suffice funding for the Authority.
- (ii) NEMA should be supported to recruit more staff (including its own Environment Protection Force-EPF) to meet the increasing demands for service delivery (re-structuring and the required financing)
- (iii) Lead Agencies and local governments should be supported to recruit staff with corresponding increased funding for environment and natural resources management.
- (iv) NEMA should be supported to acquire more fleet for efficient service delivery.
- (v) Continuous public education, awareness and literacy programs to ensure responsiveness by the public, institutions, the community and individuals in environment management in Uganda.





ISBN 978-9970-881-31-4



9 789970 881314