



**NATIONAL ENVIRONMENT
MANAGEMENT AUTHORITY (NEMA)**



ANNUAL PERFORMANCE REPORT

FINANCIAL YEAR 2024/2025



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NOVEMBER, 2025

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

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Annual Performance Report
FY 2024/2025

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LIST OF ABBREVIATIONS AND ACROYNMS

ABS	Access and Benefit Sharing
CBD	Convention on Biological Diversity
CEDP	Competitiveness and Enterprise Development Project
COMBO	Conservation, Mitigation of Impacts, Biodiversity Offsets
CSA	Climate Smart Agriculture
CSOs	Civil Society Organisations
EACOP	East African Crude Oil Pipeline
EIA	Environmental Impact Assessment
EITI	Extractive Industries Transparency Initiative
ELMIS	Environmental Licensing and Management System
EPF	Environmental Protection Force
ESIA	Environmental and Social Impact Assessment
GEF	Global Environment Facility
GoU	Government of Uganda
ICPAU	Institute of Certified Public Accountants of Uganda
IDB	International Day of Biodiversity
ILM	Integrated Landscape Management
IPLCs	Indigenous Peoples and Local Communities
ISO	Internal Security Organisation
IUCN	International Union for the Conservation of Nature
KCCA	Kampala Capital City Authority
KMGBF	Kunming-Montreal Global Biodiversity Framework
KWCG	Karamoja Women Cultural Group
MDAs	Ministries, Departments, and Agencies
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance, Planning and Economic Development
MWE	Ministry of Water and Environment
MWETA	Mabamba Wetland Eco-Tourism Association
NaCRRI	National Crops Resources Research Institute
NaFORRI	National Forestry Resources Research Institute
NaLIRRI	National Livestock Resources Research Institute
NBSAP	National Biodiversity Strategy and Action Plan
NCRI	Natural Chemotherapeutics Research Institute

NEF	National Environment Fund
NEMA	National Environment Management Authority
NESA	National Environment Sustainability Awards
NFA	National Forestry Authority
NGOs	Non-Governmental Organisations
NOU	National Ozone Unit
NSOER	National State of Environment Report
NTR	Non-Tax Revenue
ODS	Ozone Depleting Substances
OSCP	Oil Spill Contingency Plan
Pb	Lead
PES	Payment for Ecosystem
PGRC	Plant Genetic Resources Centre
PM2.5	Particulate Matter 2.5
SLM	Sustainable Land Management
SMOGP	Sustainable Management of Oil and Gas Program
TCPC	Technical Committee on Pollution Control
UGEITI	Uganda Extractive Industries Transparency Initiative
UNARA	Uganda National Association of Refrigeration and Air Conditioning
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
UOBDU	United Organisation for Batwa Development in Uganda
UWA	Uganda Wildlife Authority
WED	World Environment Day

BOARD OF DIRECTORS



Prof. James Okot-Okumu
Chairperson - Board of Directors



Assoc. CIPD, Canon Can Amos
Lapenga

Board Member



Hon. Eng. Yorokamu Bategana
Katwiremu

Board Member



Callist Tindimugaya, PhD

Board Member



Hajjat Kawaase Aphwa Sebyala

Board Member



Ms. Sarah Kagingo

Board Member



Ms. Nasur Lokeris Modester

Board Member



Dr. John Ekure

Board Member



Mr. Jimmy Chemonges Kuka

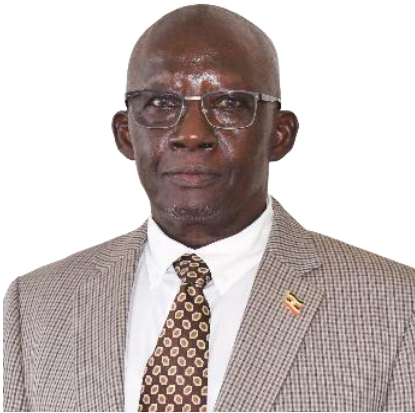
Board Member



Barirega Akankwasah, PhD

**Executive Director and Board
Secretary**

FOREWORD



I am privileged to share the remarkable progress made by the National Environment Management Authority (NEMA) in advancing environmental sustainability and safeguarding Uganda's natural heritage during the 2024/2025 Fiscal Year. This period has demonstrated NEMA's unwavering commitment to fostering a cleaner, healthier, and more sustainable future for all Ugandans.

Under the stewardship of the 9th Board of Directors, NEMA has exemplified professionalism, transparency, and dedication. Together with our skilled technical team, the Board has diligently upheld NEMA's mandate, ensuring that environmental protection is fully aligned with Uganda's sustainable development goals and national priorities.

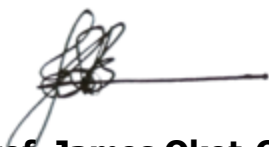
Our new Strategic Plan (2025/2026–2029/2030) lays out a transformative vision: a clean, healthy, and sustainable environment that supports thriving communities and robust economic growth. This vision is closely aligned with the National Development Plan IV (NDP IV) and global sustainability frameworks. Accordingly, we have prioritized impactful initiatives that deliver measurable environmental outcomes.

This FY2024/2025 Annual Report highlights NEMA's achievements as Uganda's principal agency responsible for coordinating, monitoring, regulating, and supervising environmental management. A key milestone has been the expansion of our workforce from 119 staff in FY2020/2021 to 248 by June 2025, filling about 60% of the approved 413 positions. The operationalisation of the Environment Protection Force has further strengthened enforcement and conservation efforts, while environmental governance has been strategically enhanced through strong partnerships and collaboration with stakeholders.

During the year, NEMA hosted the 2025 National Environment Sustainability Awards, recognizing individuals, organizations, and businesses for their innovative contributions to eco-friendly practices and sustainable development. We also marked the International Day

for Biological Diversity in Manafwa District under the theme “Harmony with Nature for Sustainable Livelihoods”, where 237.7 hectares (2.37 km²) of degraded rivers and wetlands were restored. In Kabale District, we led the national celebrations of World Environment Day 2025 under the theme “United Against Plastic Pollution”. These events reaffirm our commitment to biodiversity conservation and environmental restoration.

I call upon all Ugandans to join us in combating climate change by adopting sustainable practices such as tree planting and the wise use of natural resources. I extend my profound appreciation to the Government of Uganda, our Development Partners, stakeholders, NEMA staff, and the citizens of Uganda for their unwavering support in advancing environmental stewardship across the country.



Prof. James Okot-Okumu

Board Chairperson, National Environment Management Authority (NEMA)

STATEMENT FROM THE EXECUTIVE DIRECTOR



The Financial Year 2024/2025 was a period of remarkable progress for the National Environment Management Authority (NEMA), characterised by strengthened regulatory enforcement, improved financial sustainability, and enhanced collaboration with stakeholders in our shared mission to safeguard Uganda's environment. Guided by our mandate as the principal agency responsible for regulating, monitoring, supervising, and coordinating all activities related to the

environment, we made significant strides in promoting ecological integrity and sustainable resource use in line with national priorities and global commitments, including the Sustainable Development Goals.

Our financial performance reflected strong institutional capacity and efficiency, with 100% budget releases and a 96.5% absorption rate, amounting to UGX 38.932 billion expended. Non-Tax Revenue (NTR) collections surpassed projections, reaching UGX 17.22 billion (101.43% of the target), representing a 21% increase compared to FY2023/2024. This growth was driven by enhanced compliance monitoring and administrative fines. The improved financial position enabled us to scale up operations, expand compliance coverage, and invest in strategic initiatives. Off-budget support from development partners, including the Global Environment Facility and the United Nations Environment Programme, totaling USD 12.85 million, further strengthened governance, climate adaptation, and community-based initiatives.

Operationally, we registered significant impact across our key result areas. Regulatory enforcement was strengthened, with 4,589 Environmental and Social Impact Assessments processed - a 164% increase from FY2020/2021. Compliance monitoring was conducted at 2,079 sites, reflecting a 320% rise over the past five years. The Environment Protection Force executed 1,155 operations, a 44% increase compared to FY2020/2021, while restoration interventions revitalized 14.75 km² of critical ecosystems, including rivers and wetlands.

Our awareness campaigns and capacity-building programmes continued to raise environmental literacy and improve corporate visibility, fostering a culture of environmental stewardship nationwide. Donor-funded projects, including ecosystem restoration in Mt. Elgon and implementation of the National Biodiversity Strategy and Action Plan (NBSAP), reinforced our integrated approach to sustainable development.

Research remained central to our knowledge-driven approach. We published two scientific articles – Environmental Impacts of Cage Fish Farming and Impacts of Sand Mining on Fish Breeding – and developed five policy briefs addressing critical environmental issues. These achievements reflect the collective efforts of NEMA’s dedicated staff, the 9th Board of Directors, government institutions, development partners, and the communities we serve.

While we celebrate these achievements, we also acknowledge the challenges ahead: staffing gaps, equipment shortages, and the need for stronger xivecentralized capacity. Addressing these demands requires strengthened partnerships, diversified funding streams, and continuous innovation.

As we look forward to the new financial year, NEMA remains resolutely committed to advancing sustainable environmental management, ensuring a resilient and thriving future for all Ugandans. Together with our stakeholders, we will continue to strengthen environmental governance, build resilience, and promote sustainability for present and future generations.



Barirega Akankwasah, PhD

Executive Director, National Environment Management Authority (NEMA)

EXECUTIVE SUMMARY

The NEMA Annual Corporate Performance Report for the Financial Year 2024/2025 presents a comprehensive account of the Authority's achievements, financial performance, and operational progress in fulfilling its mandate as Uganda's principal agency for regulating, monitoring, supervising, and coordinating environmental activities.

Established under the National Environment Act, Cap. 181, NEMA is dedicated to promoting ecological integrity and sustainable environmental use as a foundation for socio-economic transformation. Its interventions are aligned with national priorities such as Vision 2040 and the Third National Development Plan (NDP III), as well as international frameworks, including the Sustainable Development Goals (SDGs).

Guided by its vision of being an efficient agency fostering a clean, healthy, productive, and sustainable environment, and its mission to ensure sound environmental management practices, NEMA delivers its mandate through five departments:

- The Office of the Executive Director (OED)
- Department of Human Resource, Finance & Administration (DHRFA)
- Department of Environmental Planning & Coordination (DEPC)
- Department of Environment Compliance (DEC)
- Department of Environment Enforcement & Field Operations (DEEFO)

The Annual Corporate Performance Report is structured into four key sections: (i) Financial Performance; (ii) Physical Performance across key result areas; (iii) Outcomes from donor-funded projects; and (iv) Lessons learned, challenges, and recommendations.

The report draws on both qualitative and quantitative data derived from primary research, routine monitoring reports, and the Environmental Licensing and Management System (ELMIS), providing a robust and evidence-based assessment of NEMA's contribution to Uganda's environmental sustainability agenda.

Financial and Revenue Performance

NEMA's approved budget for FY2024/2025, including supplementary allocations, stood at UGX 40.353 billion, with cumulative releases reaching UGX 40.352 billion (100% of the budget). This reflects strong fiscal support from the Ministry of Finance, Planning and Economic Development and marks a 58% budget growth over four years, from UGX 18.81 billion in FY2020/2021. Release performance improved by 115% over the same period, enabling expanded operational capacity and regulatory reach. Budget execution achieved a 96.5% absorption rate, with UGX 38.932 billion expended against the revised budget of UGX 43.335 billion.

In addition, off-budget support from development partners amounted to USD 12.86 million between 2020 and 2025, primarily from the Global Environment Facility (GEF) and the United Nations Environment Programme (UNEP). These resources supported governance strengthening, climate adaptation, capacity building, and community-based initiatives.

Non-Tax Revenue (NTR) collections exceeded projections, totaling UGX 17.22 billion against a target of UGX 16.974 billion (101.43% achievement). This represented a 21% increase from UGX 14.26 billion in FY2023/2024 and a 113% increase over four years, from UGX 8.08 billion in FY2020/2021. The growth was driven by strengthened compliance monitoring, administrative fines for unapproved projects, and penalties for non-submission of audit reports.

Revenue streams showed mixed performance. Audit fees rose by UGX 0.67 billion to UGX 2.989 billion, while Environmental Impact Assessment (EIA) fees declined by UGX 1.14 billion to UGX 6.645 billion.

Performance of Key Result Areas

NEMA made substantial progress across five key result areas, emphasising compliance, governance, literacy, planning, and institutional capacity.

KRA 1: Environment Regulations and Standards Enhancement: NEMA formulated and reviewed regulations including (i) Guidelines for Service of Restoration Orders (ii) Payment of Ecosystem (PES) guidelines, (iii) Noise and Vibration regulation, (iv) Wetland and lakeshore regulations, (v) National Environment Fund Regulation (vi) Extended Producer Responsibility (EPR) regulations and (vii) Electronic waste and disposal

regulations. These processes were enriched by extensive stakeholder engagements involving NEMA staff, Norconsult, the National Forestry Authority (NFA), the Uganda National Council for Science and Technology (UNCST), among others.

The Authority also reviewed and approved 4,589 Environmental and Social Impact Assessment (ESIA) documents against a planned 4,150, representing 110.6% performance. During the same period, 4,942 ESIA certificate applications were received, reflecting a 164% increase from 1,873 applications in FY2020/2021. Processing efficiency significantly improved, with the churn-out rate rising from 79% to 93% over the same period.

A total of 5,943 environmental compliance audit reports were received from developers, representing a 309% increase from 1,452 reports in FY2021/2022. The audit review rate also improved significantly, rising from 36% to 90% over the same period. During the reporting period, 5,360 audit documents were processed against a target of 5,304, reflecting 101% performance.

Compliance monitoring was conducted at 2,079 sites (81% of the annual target). The exercise focused on priority sectors and projects, including infrastructure, oil and gas, agriculture, and urban developments such as Crane Paper Bags and Uganda Breweries Limited. Monitoring also covered major extractive projects, including the East African Crude Oil Pipeline (EACOP), Tilenga, and Kingfisher sites, as well as mining operations for phosphate, gold, and marble.

Environmental Enforcement and Operations:

The Environmental Protection Force (EPF), operationalised with 44 officers, carried out 1,155 operations, representing 92% of the 1,260 planned and reflecting a 44% increase compared to FY2020/2021. Ecosystem mapping generated 3,331 maps (111% of the 3,000 target), supporting evidence-based decision-making. Restoration interventions were implemented on 543.1 hectares of wetland systems, 237.7 hectares of riverbanks, and degraded sections of Namatale Central Forest Reserve.

Intelligence-led operations reached 135 (135% of the target), complemented by the training of 127 Internal Security Organization officers. A total of 606 criminal cases were

registered, with 79% investigated, 25% prosecuted, and 59% concluded - a 166% improvement in case conclusions over four years - leading to 244 arrests.

Under chemical safety management, a national awareness campaign on lead pollution revealed that 67% of paints and 73% of metallic items tested contained lead.

In waste management, 122 license applications were processed, of which 98 were approved. A total of 98 waste management licenses were issued, up from 89 in FY2023/2024, alongside stakeholder training on organic waste handling strategies.

Compliance assistance covered 61 facilities (153% of the 40 target) in the sugar, dairy, distillery, and abattoir sectors, enhancing adherence to environmental standards.

KRA 2: Environmental Governance, Partnerships, and Coordination: NEMA signed three Memoranda of Understanding (MoUs) with the Global Alliance for Health and Pollution, Youth Go Green, and International Growth Centre. In Partnership with Roofings Ltd and a Rotary Club 1800 fruit tree seedlings were distributed to schools.

Policy engagements were held with Operation Wealth Creation and United Nations Development Programme (UNDP) in the regions of Busoga, Kigezi, and Bukedi. Four Lead Agency meetings were convened, while capacity-building initiatives included the training of 95 ISO officers, 50 environment inspectors, 80 stakeholders on green development, and 30 officials on natural capital accounting. Subscription fees were also paid to international bodies such as the International Union for Conservation of Nature (IUCN) and Convention on Biological Diversity (CBD) to sustain Uganda's active membership and participation.

KRA 3: Environmental Literacy and Corporate Image:

Awareness campaigns were conducted through 12 radio talk shows, sensitisation drives in 25 districts, and school outreaches that saw 1,800 fruit trees planted in 11 schools in Nakifuma. World Environment Day (WED) 2025 was marked in Kabale under the theme of plastic pollution, featuring greening activities, debates, clean-ups, and a public dialogue at Kabale University. The International Day of Biodiversity in Manafwa led to the restoration of 237.7 hectares and the training of 660 individuals in nursery management. Corporate communication and recognition efforts included the release of 23 media statements, 239

LinkedIn posts that drove a 233% increase in followers, and the National Environment Sustainability Awards, which honoured 18 entities across different sectors.

KRA 4: Environmental Planning, Research, Innovation, and Development: The Strategic Plan for FY2025/26 - 2029/30 and the National State of the Environment Report 2024 were launched. A total of UGX 5.6 billion was mobilised through 11 funding proposals, of which four secured financing. Research initiatives focused on heavy metal pollution in Nakivubo and pesticide residues in Kampala markets, while publications addressed the impacts of cage fish farming and sand mining. Capacity building included training 80 stakeholders on green practices and drafting a sectoral green certification programme. In addition, the Environmental Statistical Abstract for FY2024/25 was compiled.

KRA 5: Institutional Systems and Capacity:

Staffing increased to 248, representing 60% of the 413 approved positions and a 108% rise compared to the previous average. A total of 131 staff members were oriented, disciplinary committees were trained, and four regional offices were strengthened. The fleet was expanded to 52 vehicles and six motorcycles, with 79% in operational condition. Board activities included the inauguration of the 9th Board, the convening of two full meetings, and the approval of the Strategic Plan.

Performance of Development Projects

NEMA implemented five donor-funded projects worth more than USD 12 million. The Mt. Elgon Project restored 237.7 hectares, promoted climate-smart agriculture, and integrated the Integrated Landscape Management (ILM) into nine district development plans. Under the Access and Benefit Sharing (ABS) Project, 13 frameworks were developed, 22 institutions trained, and community protocols piloted in Karamoja and Kigezi. The Ozone Layer Project focused on training technicians in Hydrocarbon (HC) technology, donating equipment to institutions, inspecting facilities, and sensitising thousands through media campaigns and contests. The National Biodiversity Strategy and Action Plan (NBSAP) - EASP aligned NBSAP III with the Kunming-Montreal Global Biodiversity Framework (KMGBF), developed a Biodiversity Finance Plan, and mainstreamed biodiversity into 15 local government plans. Through the COMBO Project, Environmental and Social Impact Assessments (ESIAs) were reviewed with a strong emphasis on the mitigation hierarchy.

Lessons, Challenges, and Recommendations

Key lessons highlighted the importance of multi-agency coordination in enforcement and community engagement in ecosystem restoration. Best practices included the adoption of intelligence-led operations and the use of digital systems to enhance compliance monitoring. However, challenges persisted, including inadequate EPF personnel, shortages of monitoring equipment, regional staffing gaps, and limited funding.

Recommendations, going forward, include strengthening multi-agency enforcement, investing in modern monitoring tools, building decentralized institutional capacity, and diversifying funding through strategic partnerships.

In conclusion, FY2024/2025 was a year of significant progress for NEMA, marked by strengthened financial sustainability, regulatory enforcement, and stakeholder engagement. These achievements are steering Uganda toward ecological integrity and socio-economic resilience, while sustained efforts to bridge existing gaps will be critical to realising long-term environmental goals.

PREAMBLE

The report presents the Annual Performance of NEMA in line with the Annual Operational Plans and Budgets (AOPB) for the period July 2024 to June 2025, that is, Financial Year 2025. It contains both qualitative and quantitative information derived from primary and secondary data sources. Primary data were collected through research studies undertaken by the Department of Environmental Planning and Coordination, engaging populations across Uganda. Secondary data were obtained from training reports, periodic monitoring and inspection reports, the Environmental Licensing and Management System (ELMIS), and financial audit reports.

The Annual Report is organised into five broad chapters:

Chapter 1: Provides an introduction to the institution, including its background, mandate, vision, mission, goals, and core values. It also presents the members of the Board of Directors and Senior Management of the Authority.

Chapter 2: Details financial performance, analysing the planned budget, approved funds and releases, off-budget support from development partners, non-tax revenue projections, actual collections for FY2024/2025, and the audited financial statements for the year.

Chapter 3: Presents the Authority's performance across five key thematic results areas: compliance with environmental regulations and standards; environmental governance, partnerships and coordination; environmental literacy and corporate image; environmental planning, research, innovation, and development; and institutional systems and capacity.

Chapter 4: Reviews the performance of five donor-funded projects focused on environmental conservation and institutional development. These include: Promoting Integrated Landscape Management for the Conservation of the Mount Elgon Ecosystem in Eastern Uganda (Mt. Elgon Project); Uganda Country Programme on the Protection of the Ozone Layer Project; Institutional Capacity Strengthening for the Implementation of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing (ABS) in Uganda; National Biodiversity Strategy and Action Plan (NBSAP) Project; and Conservation, Mitigation of Impacts, Biodiversity Offsets (COMBO) Project.

Chapter 5: Documents the key challenges encountered in FY2024/2025, the remedies employed, and actionable recommendations for the short, medium, and long term.

CHAPTER 1: INTRODUCTION

1.1 BACKGROUND

The National Environment Management Authority (NEMA) is a semi-autonomous institution, established in May 1995, as the principal agency in Uganda, charged with the responsibility of coordinating, monitoring, regulating and supervising environmental management in the country. As a regulatory agency, the authority of NEMA is embedded in the National Environment Act, Cap. 181.

In fulfilling its mandate, NEMA collaborates with Ministries, Agencies, Local Governments (MALGs), the private sector, civil society, and development partners to advance environmental management in Uganda. This is achieved through policy and legal reforms, environmental compliance enforcement, and integrating environmental concerns into national and local development planning. NEMA also facilitates resource mobilisation and capacity building across all sectors.

1.2 NEMA'S MANDATE, VISION, MISSION, GOAL AND CORE VALUES

The strategic purpose of NEMA is defined by its Mandate, Vision, Mission, Goal and Core Values, which guide and unify its efforts in effective environmental management, sustainability, and conservation.

MANDATE: NEMA is the principal agency in Uganda for regulating, monitoring, supervising and coordinating all activities relating to the environment.

VISION: An Efficient Agency, with people in Uganda living in a Clean, healthy, productive and Sustainable Environment

MISSION: To promote and ensure sound environment management practices for sustainable development

GOAL: To promote ecological integrity and sustainable use of the environment

OUR CORE VALUES

	Client Focus We put our clients at the centre of everything we do, listening to their needs and delivering solutions that create real value to their needs and environment sustainability. we are responsive to client needs and continuously improve our plans, processes and programs in regulating, monitoring and coordinating environment management matters.
	Integrity We are honest, transparent, and accountable in all our actions. We keep our promises and uphold the highest ethical standards during execution of NEMA mandate. In this value, we have built public trust, strengthened our reputation and promoted ethical behavior in execution of our mandate.
	Professionalism We conduct ourselves with competence, responsibility, and respect. We uphold high standards in the way we work, communicate, and represent our organisation and government. We are dependable, disciplined, and committed to delivering quality results while treating others with courtesy and fairness. We, therefore, build capacity of our staff and enforce a strict code of conduct and ethics to promote professionalism.
	Inclusion We value and respect diverse perspectives, backgrounds, and experiences. We create an environment where everyone feels welcomed, heard, and empowered to contribute. By embracing diversity and practicing fairness, we build stronger teams, better solutions, and lasting relationships.



Collaboration

We collaborate, respect diverse perspectives, and work together to achieve shared environment sustainability goals. We believe in the power of teamwork. By working together with other environment players, sharing ideas, and supporting one another, we achieve greater results than we could individually. NEMA values open communication, mutual respect, and partnerships that build trust and deliver collective success.

1.3 NEMA BOARD OF DIRECTORS

The Board is the governing body of the Authority, appointed by the Minister of Water and Environment with the approval of Cabinet. It is composed of nine members: one representative of the Minister responsible for the environment and eight other members who do not hold public office. The Board is chaired by a Chairperson, while the Executive Director serves as its Secretary. It is also gender-inclusive, with at least one-third of its members being women.

As provided for under the National Environment Act, Cap. 181, the Board's functions include: overseeing the execution of NEMA's mandate; reviewing and approving legislative proposals, policies, strategic plans, standards, and the Annual Operational Plans and Budgets (AOPB); monitoring and evaluating the implementation of the Authority's plans; appointing, terminating, and overseeing technical committees; and developing and approving staff policies governing recruitment, conduct, dismissal, and employment terms within the Authority. The Board also oversees reporting, disclosure, and communication, as well as monitoring corporate governance practices and risk management.

1.4 NEMA MANAGEMENT

NEMA is managed through four specialised departments: Human Resource, Finance & Administration (DHRFA); Environmental Planning & Coordination (DEPC); Environment Compliance (DEC); and Environment Enforcement & Field Operations (DEEFO). The

departments are supported by the Office of the Executive Director (OED). The OED, headed by the Executive Director, oversees the daily operations and strategic direction of the Authority. Its responsibilities include resource mobilisation, accountability, stakeholder engagement, corporate governance, and support to the Board and the Policy Committee. The OED comprises two divisions: Legal & Corporate Affairs, and Strategic Planning & Partnerships. It also has five Units: Procurement, Monitoring & Evaluation, Corporate Communications, Crime Intelligence, and Internal Audit & Risk Management.

The four specialised departments are responsible for advancing environmental sustainability and implementing policies. They include:

Department of Human Resource, Finance & Administration (DHRFA): Headed by a Senior Manager. This department ensures staff welfare, operational efficiency, and financial compliance. It is structured into three divisions, namely: Human Resources, Administration, and Finance.

Department of Environmental Planning & Coordination (DEPC): This is also led by a Senior Manager. The department provides strategic direction in environmental planning, research, innovation, and public engagement. It is organised into the Planning & Coordination, Environment Education & Advocacy, and Information Systems divisions, with two additional Units focusing on research and natural resource management. DEPC also leads biodiversity-focused projects such as the Mt. Elgon Project, ABS, Ozone, NBSAP, and COMBO.

Department of Environment Compliance (DEC): The department is headed by a Senior Manager. DEC ensures environmental monitoring and regulatory adherence across all sectors. It consists of the Environment Assessment, Oil & Minerals, Chemical Safety & Pollution Prevention divisions, as well as the Compliance Assistance Unit.

Department of Environment Enforcement & Field Operations (DEEFO): This is managed by a Senior Manager. DEEFO enforces environmental laws through inspections, audits, and collaboration with regional offices and law enforcement agencies. It is comprised of three divisions: Environmental Protection Force, Field Operations, and Environmental Audit, Inspection & Investigations.

CHAPTER 2: FINANCIAL AND REVENUE PERFORMANCE FY2024/2025

2.1 OVERVIEW OF FINANCIAL PERFORMANCE

The approved budget for NEMA for the Financial Year 2024/2025, inclusive of supplementary allocations, was UGX 40.335 billion. By the end of Quarter 4, the Authority had received cumulative releases totaling UGX 40.335 billion, representing 100% of the approved annual budget. This full release reflects strong fiscal support and commitment by the Ministry of Finance, Planning and Economic Development towards the Authority's mandate.

Over the past four financial years, the Authority's budget has followed a significant upward trajectory, underscoring the growing prioritisation of environmental management and regulatory functions. As shown in Figure 1, the budget increased from UGX 18.81 billion in FY2020/2021 to UGX 40.335 billion in FY2024/2025 - an overall rise of 114.5%.

Beyond the growth in total allocations, the performance of releases relative to approved budgets also improved markedly. Over the five-year period, the proportion of actual releases to approved budgets rose from 73% in FY2020/2021 to 100% in FY2024/2025, reflecting a 37-percentage-point increase (Figure 1).

This consistent growth has enabled the Authority to strengthen operational capacity, broaden regulatory coverage, and deliver priority programmes aligned with Uganda's national development agenda and environmental sustainability commitments.

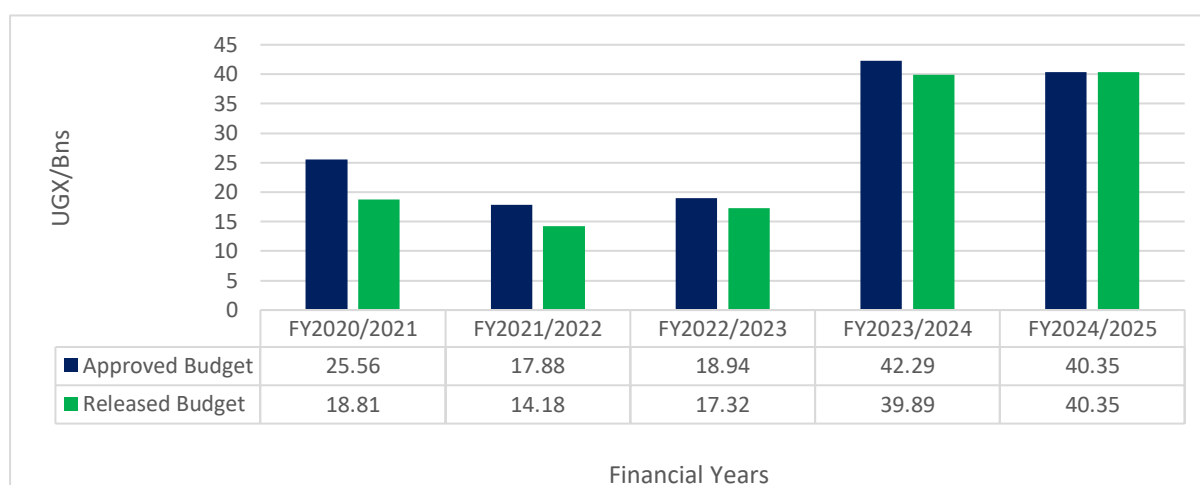


Figure 1: Approved budget and releases FY2020/21-2024/25

2.2 FINANCIAL PERFORMANCE FOR FY2024/2025

NEMA's revised budget for the 2024/2025 fiscal year amounted to UGX 40.335 billion. By the close of the fourth quarter, the Authority had received 100% of the approved budget (UGX 40.335 billion), of which UGX 38.932 billion was expended. This reflects an absorption rate of 96.5% as of June 2024.

As summarised in Table 1, the Authority's budget comprised UGX 12.903 billion for Wage, UGX 18.992 billion for Non-Wage, and UGX 8.44 billion for Development.

Table 1: Overview of Budget Expenditure¹

	Approved Budget	Revised Budget	Released by End Q4	Spent by End Q4	% Budget Released	% Budget Spent	% Releases Spent
Recurrent Wage	12.165	12.903	12.903	12.015	106.0 %	99.0 %	93.1 %
Recurrent Non-Wage	12.639	18.992	18.992	18.739	150.0 %	148.3 %	98.7 %
Dev. GoU	5.530	8.440	8.440	8.178	152.6 %	147.9 %	96.9 %
Dev. Ext Fin.	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
GoU Total	30.335	40.335	40.335	38.932	133.0 %	128.3 %	96.5 %
Total GoU+Ext Fin (MTEF)	30.335	40.335	40.335	38.932	133.0 %	128.3 %	96.5 %
Arrears	0.018	0.018	0.018	0.016	100.0 %	90.0 %	88.9 %
Total Budget	30.352	40.352	40.353	38.948	132.9 %	128.3 %	96.5 %
<i>A.I.A Total</i>	0.000	0.000	0.000	0.000	0.0 %	0.0 %	0.0 %
Grand Total	30.352	40.352	40.353	38.948	132.9 %	128.3 %	96.5 %
Total Vote Budget Excluding Arrears	30.335	40.335	40.335	38.932	133.0 %	128.3 %	96.5 %

2.3 OFF-BUDGET SUPPORT FROM DEVELOPMENT PARTNERS

In addition to the annual budget allocations from the Government of Uganda (GoU), NEMA has continued to benefit from substantial off-budget financial support provided by development partners and donors. Between 2020 and 2025, the Authority received a total of USD 5,625,060 from development partners, with the Global Environment Facility (GEF) and UNEP as the principal contributors.

¹ <https://pbsmof.finance.go.ug/reports/cg/vote-reports>

These funds have been instrumental in advancing key environmental management priorities, including:

- Strengthening environmental governance and compliance enforcement to ensure adherence to environmental laws and regulations.
- Implementing climate change mitigation and adaptation interventions, particularly in biodiversity conservation and ecosystem restoration.
- Enhancing institutional capacity through training, systems development, and improved monitoring, evaluation, and reporting mechanisms.
- Supporting community-based environmental initiatives that promote sustainable resource management and strengthen local climate resilience.

This support has been critical in supplementing government funding and facilitating the implementation of key environmental programmes and projects that advance Uganda's environmental sustainability agenda. Chapter 3 highlights the specific project achievements realized under this support.

NEMA has also received in-kind support from various partners, including the Wildlife Conservation Society (WCS), Food and Agriculture Organization (FAO), Nature Uganda, World Wide Fund for Nature (WWF), Norwegian Agency for Development Cooperation (NORAD), and GIZ. This off-budget support has played a pivotal role in bridging financing gaps, accelerating project implementation, and enabling outcomes that would not have been feasible through government funding alone.

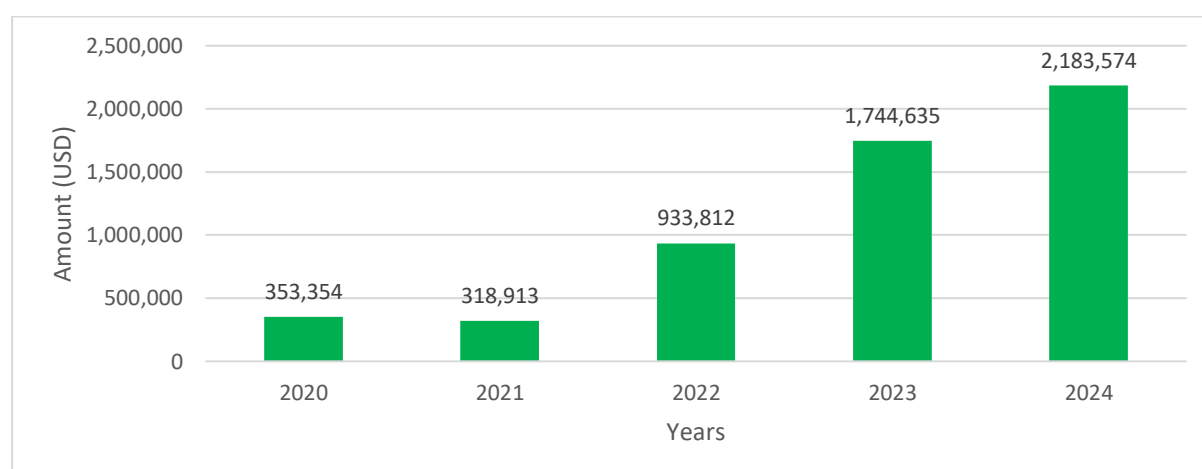


Figure 2 illustrates the year-on-year trend of funds received from development partners between 2020 and 2024.

2.4 NON-TAX REVENUE PERFORMANCE

NEMA collected a total of UGX 17.22 billion in Non-Tax Revenue (NTR), representing 101.43% performance against the approved projection of UGX 16.974 billion for FY2024/2025.

Over a five-year period, the Authority's NTR has more than doubled, growing by 113% from UGX 8.08 billion in FY2020/2021 to UGX 17.217 billion in FY2024/2025. This consistent upward trend reflects the Authority's enhanced enforcement capacity, improved operational efficiency, and growing ability to leverage regulatory instruments for sustainable revenue mobilisation.

In comparison to the previous financial year (FY2023/2024), which recorded UGX 14.26 billion in collections, the FY2024/2025 NTR performance reflects a 21% year-on-year increase. This remarkable growth is attributed to multiple factors, including:

- Enhanced compliance monitoring and enforcement, leading to more timely payments from regulated entities.
- Strict enforcement of administrative fines for developers who commenced projects without prior environmental approvals.
- Penalties for failure to conduct or submit mandatory environmental compliance audits, which boosted revenue recovery.
- Improved internal efficiency, particularly in project review processes and decision-making timelines, resulting in faster service delivery and increased client responsiveness.

The improved NTR performance enhances the Authority's financial sustainability and demonstrates increasing stakeholder compliance with environmental regulations.

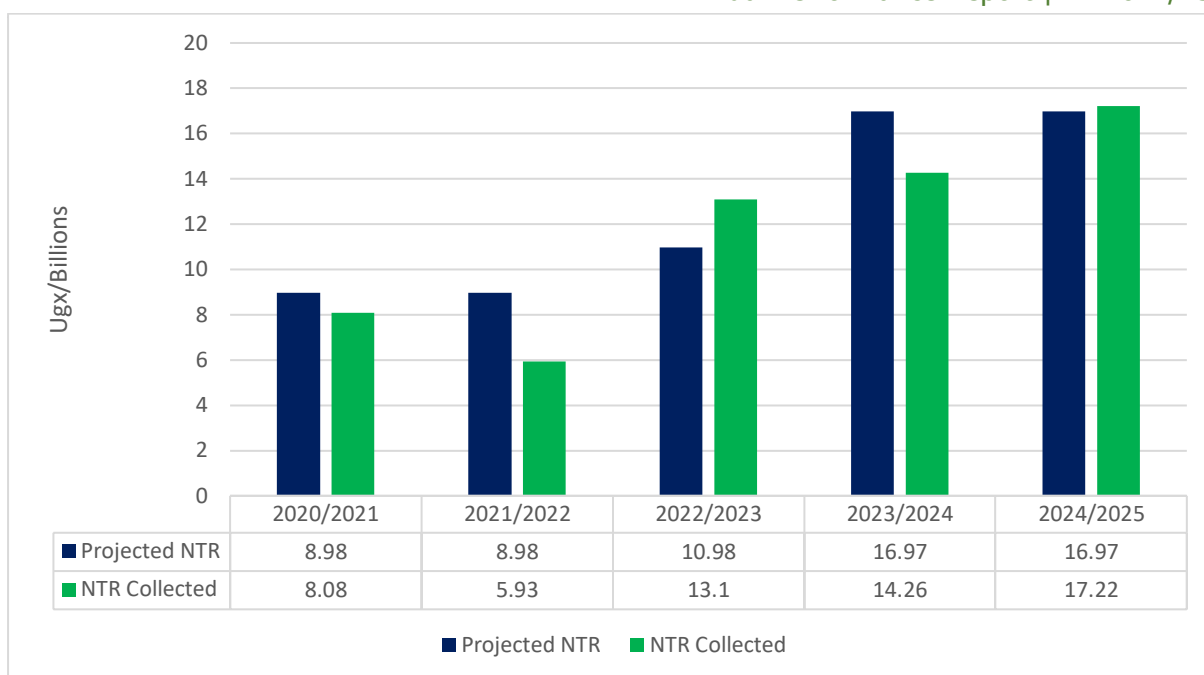


Figure 2: Projected and Collected NTR

2.5. FY2024/2025 REVENUE PERFORMANCE BY STREAMS

The major sources of Non-Tax Revenue (NTR) during the reporting period were Fines and Penalties (39.8%), Environmental and Social Impact Assessment Fees (38.7%), and Audit Fees (17.35%).

Table 2: Sources of Non-Tax Revenue

Revenue Stream	Revenue collected (billion)	% Contribution
Administrative Fees	0.592	3.44
Audit Fees	2.989	17.35
Environment Impact Assessment	6.665	38.68
Pollution Fees	0.019	0.11
Waste Management Fees	0.091	0.53
Wetland User Permit Fees	0.003	0.02
Management of Ozone Depleting Substances and Products	0.004	0.02
Tender Documents	0.013	0.08
Fines and Penalties	6.854	39.78
Total Revenue	17.23	100

CHAPTER 3: PERFORMANCE ON KEY RESULT AREAS

3.1 KEY RESULT AREA 1: ENVIRONMENT REGULATIONS AND STANDARDS ENHANCED

Enhancing environmental regulations and standards is essential for the effective implementation of the National Environment Act, Cap. 181, and the advancement of sustainable development. Strengthened regulations provide greater clarity for enforcement, close existing policy and legal gaps, and ensure that emerging environmental challenges such as waste management, climate change, and pollution are adequately addressed. Furthermore, updated standards safeguard ecosystems, protect public health, foster compliance among industries and communities, and align Uganda’s environmental governance with regional and international best practices.

3.1.1 FORMULATION AND REVIEW OF REGULATIONS AND GUIDELINES

During the reporting period, NEMA continued to strengthen the environmental regulatory framework through the development and review of key regulations and guidelines under the National Environment Act, Cap. 181. These efforts enhanced compliance, enforcement, and sustainable environmental management across priority areas, including restoration orders, ecosystem services, noise and vibration, wetlands and lakeshores, environmental financing, extended producer responsibility, and electronic waste management. During the reporting period, the following regulations and guidelines were drafted/or reviewed:

Table 3: Regulations/Guidelines Formulated and Reviewed in The Fy2024/25

Regulations/Guidelines	Purpose of the regulations	Status
The National Environment (Extended Producer Responsibility and Product Stewardship for Electrical and Electronic Equipment) Regulations	The regulation introduces Extended Producer Responsibility for electrical and electronic equipment to reduce waste, protect health and the environment, promote resource efficiency, and support circular economy principles	Reviewing the final draft for submission to Top management and Board

Regulations/Guidelines	Purpose of the regulations	Status
Guidelines for service of restoration orders	To operationalise section 131 of the NEA by providing a detailed internal procedure and responsible persons for issuance of restoration orders by NEMA	First Draft finalised and shared internally with NEMA staff for review
Payment for Ecosystem guidelines	To provide a roadmap for developing and implementing Payment for Ecosystem Services in Uganda, ensuring ecosystem conservation, sustainable resource use, and enhanced human well-being	Submitted to Top management and was differed with comments, comments have been addressed and awaits resubmission
National Environment (National Environment Fund) Regulations	Provide for the general administration and management of the Fund; Operations of the Fund; Payments made to and out of the Fund; Auditing of the Fund by the Auditor General	The regulation has been drafted (zero draft)
The National Environment (Wetlands, River Banks and Lake Shores Management) Regulations	These are intended to review and amend the current national environment wetlands and lakeshore regulations in line with the National Environment Act	Stakeholder consultative meeting are underway
The National Environment (District Environment and Natural Resource Committees) Regulations	To prescribe the procedure of the District Environment and Natural Resources Committee in accordance with section 27 of the Act	Finalised Stakeholder consultations with local government and pending submission to Top management

Regulations/Guidelines	Purpose of the regulations	Status
Environmental Social Impact Assessment Guidelines	Streamline how ESIA is conducted	Stakeholder consultative meetings are underway
National Environment (Noise and Vibration Standards and Control) regulations	The regulations aim to control noise and vibration pollution by setting standards, measurement procedures, monitoring and reporting requirements, abatement measures, and conditions for temporary permits	Submitted to Top management and differed with comments
Express penalty, administrative fine and coercive fine regulations	Express penalty, administrative fine and coercive fine regulations apply, to prescribe a mechanism for administrative fines	Regulations submitted to the Minister for signature
ABS regulations	To regulate access to genetic resource and benefit sharing in Uganda	Presented to Top Management
National guidelines for promoting access to genetic resource and benefit sharing in Uganda	These guidelines seek to operationalise ABS regulation 2024	Presented to Top Management

3.1.2 ENVIRONMENTAL AND SOCIAL IMPACT ASSESSMENT

Environmental and Social Impact Assessments (ESIAs) are critical for ensuring sustainable development by evaluating the potential environmental and social consequences of proposed projects or activities. These assessments provide a structured approach to identifying, predicting, and mitigating adverse impacts while promoting positive outcomes for ecosystems, communities, and stakeholders.

Mandated by both national and international regulations, ESIAs are essential tools for responsible decision-making. They promote transparency, ensure compliance with environmental and social standards, and safeguard natural resources. The Authority

underscores the critical role of comprehensive ESIA in advancing equitable development while upholding its commitment to environmental stewardship and social responsibility.

The ESIA application and review processes have significantly improved over the past five years, reflecting both growing compliance by project developers and enhanced institutional efficiency within the Authority.

As a result of the Authority's strengthened capacity in environmental compliance monitoring and inspections, enhanced enforcement against non-compliance, increased environmental education and awareness, and the automation of environmental services through the Environmental Licensing Management Information System (ELMIS), compliance with ESIA requirements has significantly improved. Consequently, the number of developers applying for ESIA certificates increased from 1,873 documents in FY 2022/2023 to 4,942 in FY 2024/2025 (Figure 4).

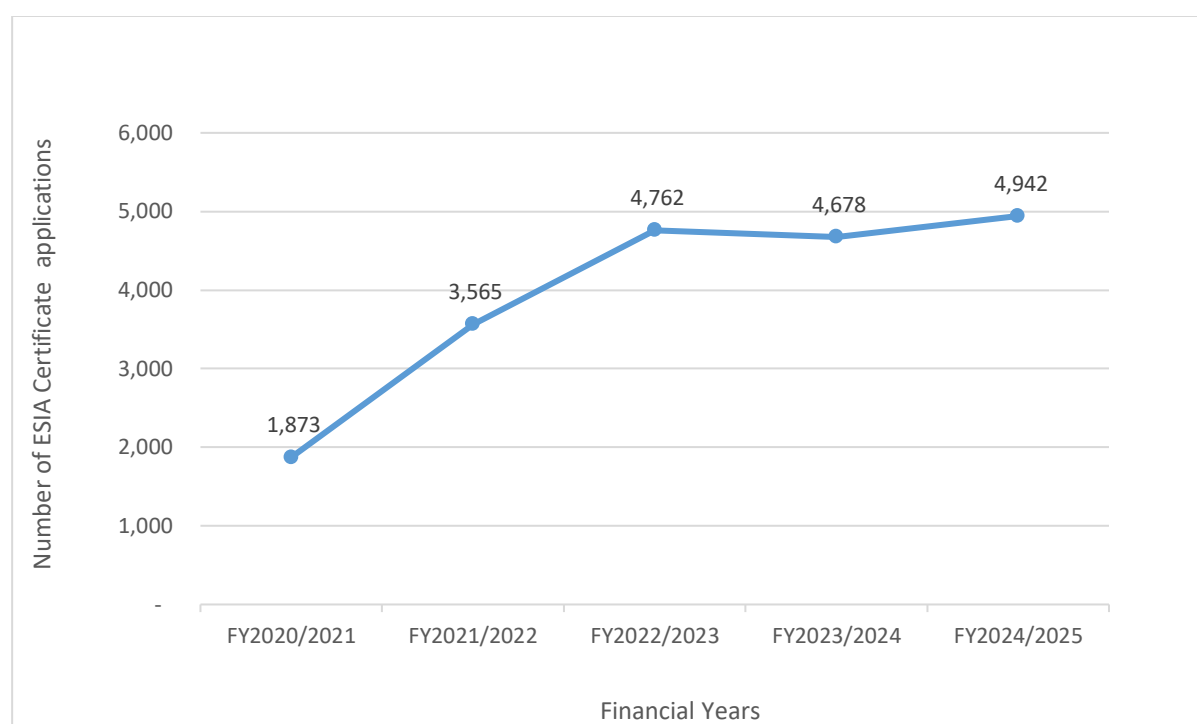


Figure 3: Trends of ESIA Certificate Applications

The processing of ESIA application has also significantly improved. In the Financial Year 2024/2025, the 4,589 ESIA certificate applications were processed exceeding the target of 4,150 and achieving a performance rate of 110.6% compared to 1,478 processed in FY2020/2021 against the target of 1,743 applications (Figure 5). The upward trend is

attributed to streamlined review procedures, automation of applications and review processes, and enforcement of service delivery standards as well as awareness and adherence to environmental regulations by project developers.

The combined growth in application volumes and improved processing efficiency underscores the Authority’s continued commitment to facilitating environmentally sound development while maintaining high standards of environmental protection. It also demonstrates effective institutional reforms aimed at enhancing regulatory service delivery in line with national development goals and international best practices.

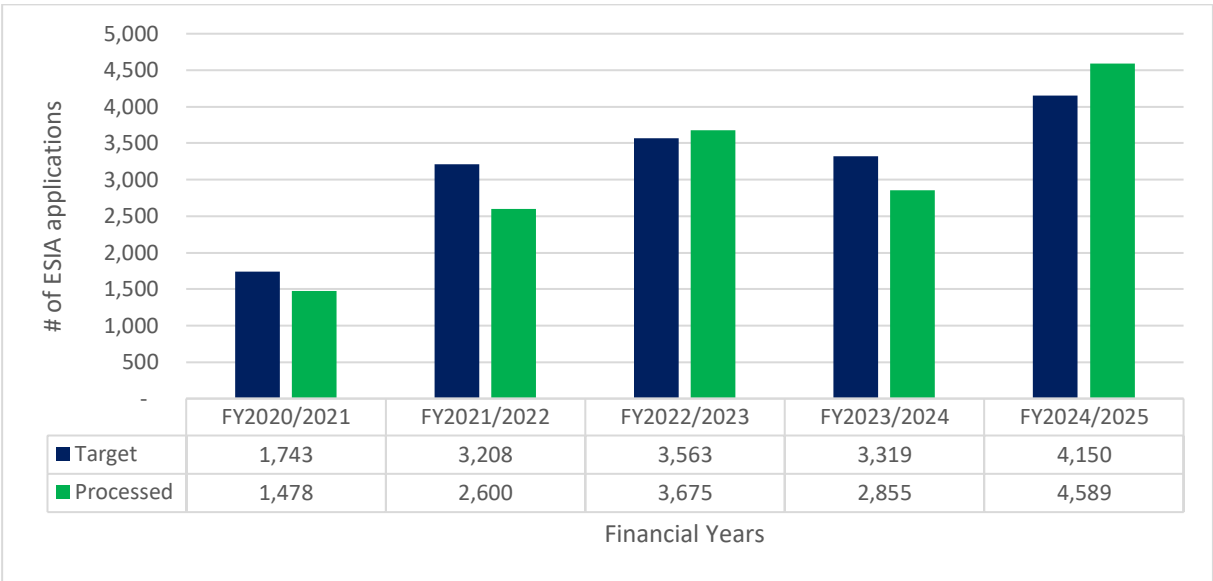


Figure 4: ESIA Certificate applications processed

3.1.3 BASELINE VERIFICATIONS

As part of the ESIA certification process, NEMA conducts baseline inspections to verify the compliance of projects applying for ESIA certificates with the required environmental and social standards. These inspections ensure that proposed developments adhere to environmental laws, mitigate potential risks, and integrate sustainable practices before project approval.

In FY2024/2025, NEMA inspected 1,492 project sites, achieving 73% of the 2,052 planned inspections for the year. This marks a notable increase compared to the 893 sites inspected in FY2020/2021, reflecting a substantial scale-up in capacity. The growth

demonstrates the Authority's strengthened ability and commitment to enforcing environmental compliance prior to project implementation.

This upward trend, as illustrated in Figure 5, reflects the growing scale of development activities requiring ESIA review and underscores the rising demand for environmental oversight in Uganda.

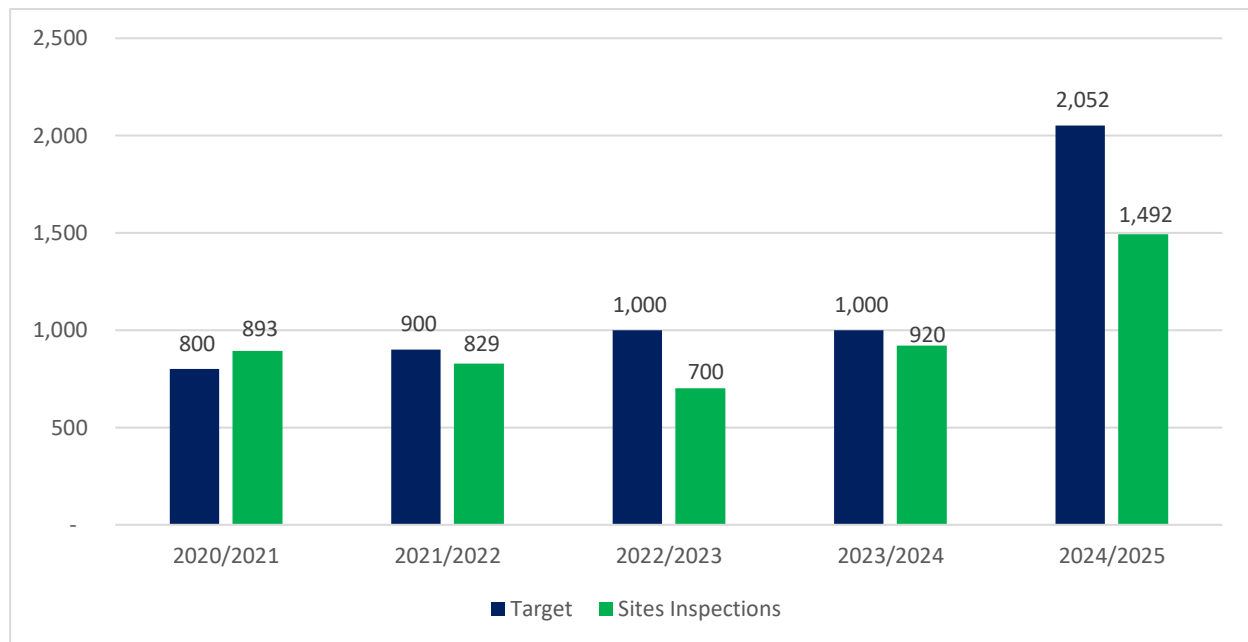


Figure 5: Baseline Verifications Undertaken

3.1.4 ENVIRONMENTAL COMPLIANCE, MONITORING AND INSPECTIONS

Compliance monitoring and inspection of development projects remain a key strategic priority for ensuring adherence to environmental regulations and fostering sustainable project implementation. These inspections serve several critical purposes, including:

- Verifying compliance with environmental standards and regulations
- Providing on-site guidance to developers on best environmental practices
- Verifying the implementation of mitigation measures outlined in ESIA certificates
- Supporting the enforcement of environmental laws and standards to minimise degradation and risks to human health

In FY2024/2025, 2,079 project sites were inspected, achieving 81% of the 2,560 planned inspections. This reflects a notable improvement in inspection coverage and demonstrates increased operational capacity to monitor environmental compliance.

Over the five-year period (FY2020/2021 - FY2024/2025), compliance monitoring has significantly improved, with the number of inspected sites growing from 495 to 2,079, representing a 320% increase. This upward trend highlights: Strengthened institutional capacity for environmental compliance monitoring, growing development activity that necessitates close environmental oversight and improved responsiveness to environmental risks through proactive field inspections and on-site guidance.

Some of the project sites inspected in FY2024/2025 included infrastructure projects such as roads, bridges, and industrial developments; oil and gas developments, including, drilling sites and associated infrastructure; large-scale agricultural projects; wetland restoration and reclamation initiatives; and urban developments such as housing estates, petrol stations, and commercial facilities.

3.1.5 AIR QUALITY MONITORING

Air quality remains a critical environmental and public health concern, especially in rapidly urbanising areas like Uganda. Fine particulate matter, specifically PM_{2.5}, poses significant health risks due to its ability to penetrate deep into the respiratory system, leading to severe health complications over time. This section examines air quality data collected in the FY2024/2025 from background monitoring devices across key cities in Uganda’s four regions central, western, eastern, and northern focusing on identifying high-pollution "hotspots" and relatively lower-pollution "cold spots.", this is according to NSOER 2024.

The report highlights a notable improvement in overall air quality for Uganda. Although there were a number of hot spots identified, particularly in Kampala. The AQI estimates, the average annual PM_{2.5} based on the average air quality level across Uganda is 13µg/m³ (NSOER 2024), which is considered safe for every citizen. However, certain areas may subject to local conditions experience higher particulate matter concentrations. In addition, the current PM₁₀ level based on the average air quality level across Uganda is 32 µg/m³, which is

considered safe for every citizen. Specific locations may have higher concentrations based on local conditions.

3.1.6 EXTRACTIVES (OIL & GAS, AND MINERALS)

Uganda's Vision 2040 aims to transform the country from a predominantly peasant economy into a modern and prosperous society within 30 years. The oil & gas/mineral sector has been identified as a key driver in achieving this transformation. Objective 1 of the National Development Plan IV (NDP IV) focuses on sustainably increasing production, productivity, and value addition in this sector – which undertakings have potential for gross environmental and social harm if effective oversight is not given by NEMA and other actors.

Following the discovery of commercial quantities of oil and gas and signing of the Memorandum of Understanding on the commercialisation of the oil and gas, the Government granted nine Production Licences to International Oil Companies to be developed under Tilenga and Kingfisher projects and the East African Crude Oil Pipeline (EACOP). Development of these projects has huge demands on the environmental and social front, especially as Uganda's oil & gas discoveries coincidentally overlap with delicate environments. Key components are under construction, including Production Well Pads, in-field flowlines, access roads, and Central Processing Facilities (CPF) - where aspects of waste management and pollution prevention/control need to be closely attended to.

In addition to oil & gas, Uganda is also richly endowed with a diverse array of mineral resources, making it an emerging hotspot for mining in East Africa. From gold and copper to rare earth metals, the country holds vast untapped potential that is increasingly attracting attention from both local and international investors. Indeed, the country's mineral wealth is gradually coming into sharper focus, offering both tremendous economic promise and significant social and environmental challenges wherefore NEMA's regulatory oversight is very critical to address social and environmental concerns.

The Authority has indeed successfully regulated the extractives developments while facilitating/aiding the recouping of associated benefits by Government and investors. The Authority's work in the reporting period include:

- a) Ensured that ESIA's, and Environmental Audits (EA) are effectively undertaken with robust/sound environmental interventions being undertaken against the potential negative impacts that have globally been known to result from extractives. 278 ESIA's/PBs and 406 EAs were done for extractives-related projects and the Authority handled all these projects to logical conclusion.
- b) Conducted 635 Compliance Monitoring Inspections to key oil & gas/mining projects and their auxiliary developments – where compliance assistance has been given and environmental performance improvement registered through implementation of sustainable mining practices.
- c) Overseen the preparation of four Oil Spill Contingency Plans for Hoima, Buliisa, Kikuube districts and Murchison Falls National Park, thereby strengthening preparedness and response frameworks to safeguard human health and the environment in the event of an oil spill from the country's oil and gas developments.
- d) The Government's proactive efforts to regularize artisanal mining under the Mining and Mineral Act, alongside the piloting of the Domestic Gold Purchase Programme, have indirectly triggered a "gold boom" in the country. In response, the Authority adopted a less onerous approach to attract artisanal miners into formalisation by recognising "associated mining entities" as developers, whose umbrella organisations implement the required environmental and social safeguards for artisanal operations.
- e) With Uganda becoming a member of the Extractive Industries Transparency Initiative (EITI) in 2022, the implementation of the EITI Standard on Environment has been done across the extractives sector under NEMA's guidance and supervision. Indeed, the country (UGEITI) report's Chapter on Environment Standard has been delivered by the Authority during the reporting period. Proper implementation of EITI standard is a good reflection of the national drive towards

transparency, good governance, and accountability in the extractive industries, fostering public trust and improving investment climate.

- f) Ensured, respectively via ESMP and Environmental Risk Assessment, the application of appropriate safeguards during the implementation of the drill stem testing and polymer flooding undertakings in the Tilenga Project to facilitate the acquisition by Government of the necessary information in the oil & gas sector - including enhanced oil recovery.
- g) Prepared proposals/amendments to firm up the legal framework on oil spills; the National Environment (Oil Spill Prevention, Preparedness, and Response) Regulations - especially improving collaboration requirements for oil spill response.
- h) Facilitated and provided guidance on the Strategic Environment Assessment of the National Petroleum Policy
- i) Achieved consensus through engagement of stakeholder including a public discourse (more than 170 people) to secure continuity of the Kibiro geothermal exploration project; in addition to the Panyimur Geothermal exploration where environmental safeguards were effectively applied.

3.1.7 ENVIRONMENT COMPLIANCE AUDITS

NEMA has registered a remarkable improvement in environmental compliance monitoring, particularly through enhanced self-regulation by developers and facilities through submission of compliance audit reports. Consequently, environmental compliance among ESIA certificate holders has significantly improved, with the overall compliance level standing at 97% for projects that submitted compliance audit reports.

The increased number of developers conducting environment compliance audits is attributed to several strategic interventions, including enhanced stakeholder engagement, increased enforcement of ESIA certificate conditions, automation of environmental regulatory services through the Environmental Licensing Management Information System (ELMIS) and awareness campaigns on the legal obligation to conduct annual audits. As a result, the number of developers undertaking annual environmental

compliance audits has increased significantly over time. Developers conducting annual compliance audit increased from 855 in FY 2020/2021 to 5,943 FY 2024/2025 (Figure 8).

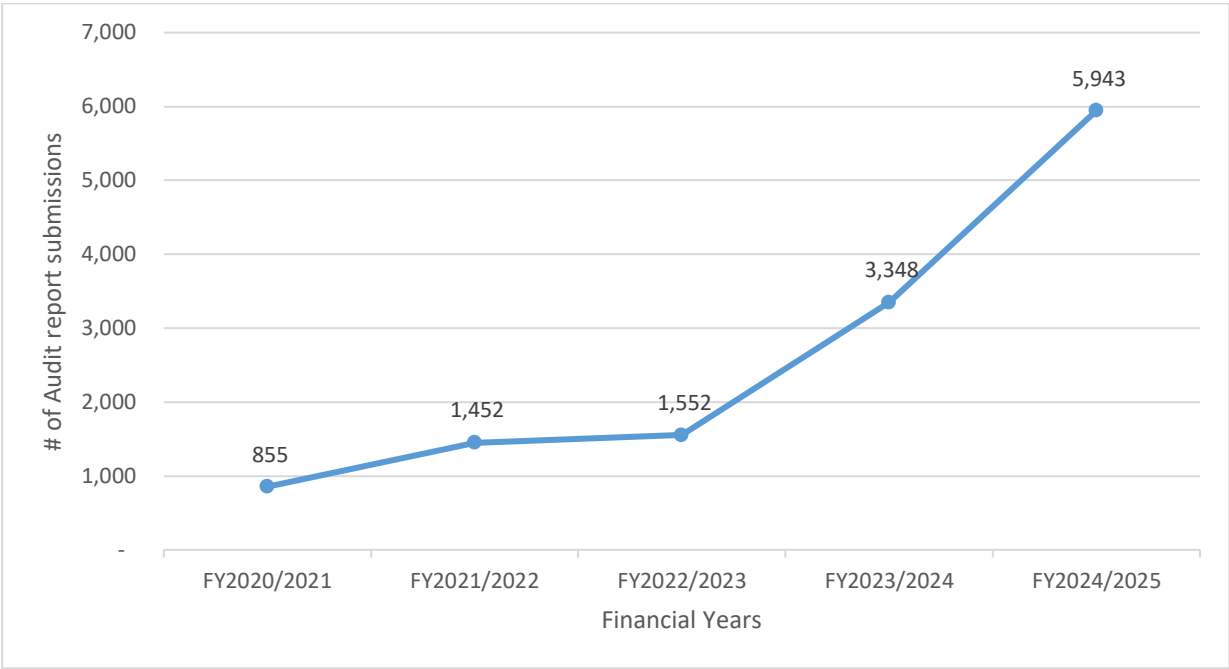


Figure 6: Trend of compliance audit submissions to NEMA over years

The processing of compliance audit reports submitted to NEMA has also increased markedly, rising from 521 in FY2021/2022 to 5,360 in FY2024/2025 (Figure 9). This notable improvement has been facilitated by , digitization of the service, recruitment and training of environment inspectors and auditors.

The improved submission and review performance demonstrates the Authority’s commitment to ensuring effective post-approval monitoring of projects and enhancing environmental compliance across the country. It also underscores the growing collaboration between NEMA and regulated sectors in safeguarding Uganda’s environment through proactive and transparent accountability mechanisms.

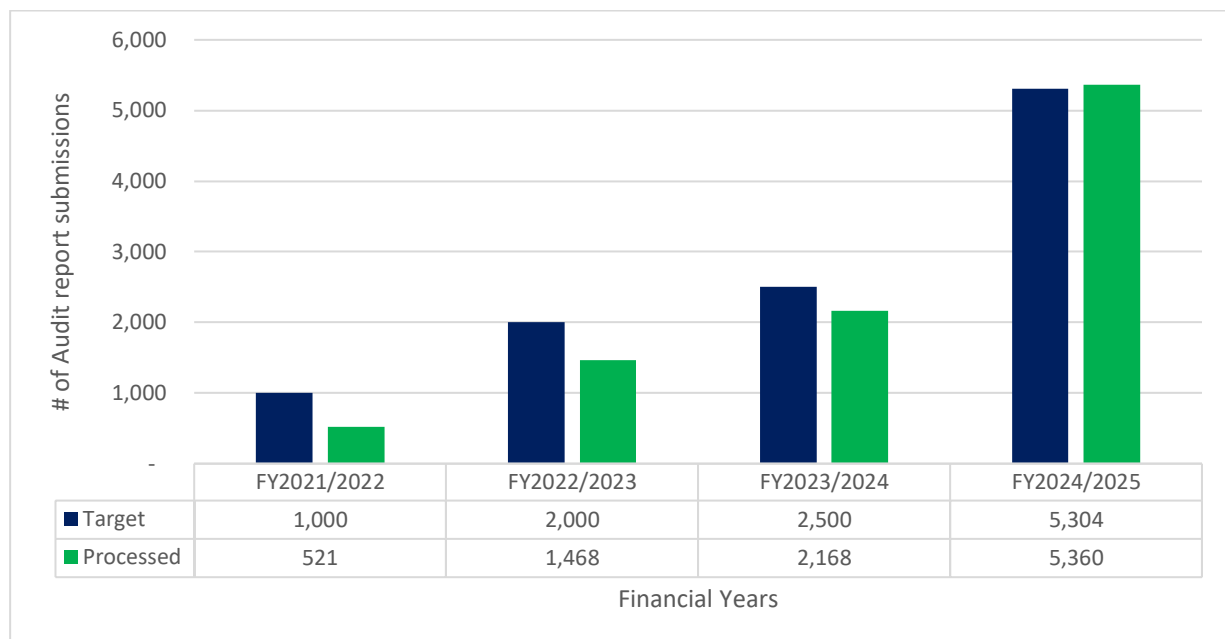


Figure 7: Compliance audit reports processed over years

3.1.8 ENVIRONMENTAL ENFORCEMENT OPERATIONS

The Authority has implemented several strategies to enhance environmental protection in Uganda, focusing on ecosystem restoration, community engagement, and combating environmental crimes. In this regard, significant efforts have been made towards the operationalisation of the Environment Protection Force (EPF) to strengthen the enforcement of environmental laws and regulations. This initiative has included the recruitment of 44 officers to support enforcement activities across the country.

The EPF has substantially strengthened enforcement efforts, recording a 44% increase in operations from 801 in FY2020/2021 to 1,155 in FY2024/2025. This growth demonstrates enhanced institutional capacity and a firm commitment to combating environmental degradation across the country. During FY2024/2025, a total of 1,155 enforcement and surveillance operations were conducted out of the 1,260 planned, representing a 92% achievement rate. These operations included intelligence-led and prosecution-driven investigations, noise and air pollution monitoring, community policing, and surveillance of wetlands, lakeshores, and riverbanks, as well as the enforcement of restoration orders; all aimed at strengthening accountability and deterring environmental violations.

3.1.8.1 RESTORATION OF DEGRADED ECOSYSTEMS

In collaboration with other Agencies, NEMA has implemented several strategies to enforce environmental protection in Uganda, focusing on ecosystem restoration, community engagement, and combating environmental crimes as elaborated below:

3.1.8.2 INTELLIGENCE AND INFORMATION GATHERING

NEMA established an Intelligence Unit to strengthen its capacity to combat environmental crimes through timely collection, analysis, and sharing of intelligence information to guide enforcement actions. In collaboration with the Internal Security Organisation (ISO), 127 officers were trained on environmental management techniques and effective information-sharing strategies to detect, prevent, and address environmental crimes, strengthening Uganda's ecosystem protection through coordinated efforts. The ISOs trained included 70 participants from the Western Region (Rwampara, Isingiro, and Mbarara City) and 57 participants from the Central Region (Mukono District).

During the reporting period, the Authority successfully carried out 135 intelligence-led operations, achieving 135% of the targeted 100 operations for the period. The intelligence collected information during these operations significantly guided enforcement actions, ensuring that interventions were timely, effective, and well-coordinated.

3.1.8.3 MAPPING OF ECOSYSTEMS

Prior to any restoration efforts, the Authority undertakes mapping of the fragile ecosystems to identify hotspots and trends of degradation. The Authority utilises remote sensing and GIS technologies to generate robust geospatial evidence that informs and supports the effective implementation of its mandate. The remote sensing and GIS entail the acquisition of satellite imagery, retrieval of datasets from national database, processing, analysing and map production using various methodologies. The maps directly inform restoration activities by guiding site selection, defining intervention priorities, and tracking recovery; they enhance the ESIA review process by providing authoritative and up-to-date spatial context of project sites; diagnosing specific environmental issues such as land degradation risks, wetland integrity, riparian buffer

status, and water quality; and supporting environmental compliance and enforcement by identifying encroachment, pollution hotspots, and other indicators of non-compliance.

In the FY2024/25, NEMA planned to develop 3,000 maps to inform the various activities. By the reporting period, 3,331 (111%) maps had been produced to support the ESIA review process, certificate extensions, and project audits. These outputs contributed to environmental compliance, enforcement, and informed decision-making. This milestone reflects NEMA's strengthened decision making criteria, which translates into massive environmental protection and conservation.

3.1.8.4 ENVIRONMENTAL EDUCATION AND AWARENESS

NEMA promotes environmental education and awareness to empower communities with knowledge on the risks of wetland encroachment, the importance of conserving ecosystems, and the benefits of adopting sustainable livelihoods for long-term resilience.

In the fiscal year 2024/2025, NEMA, through its Division of Environment Education and Advocacy, implemented a number of environmental education and awareness initiatives aimed at fostering sustainable practices and increasing public engagement in environmental conservation. These programs were strategically designed to promote environmental stewardship across various sectors of society. Specifically, NEMA conducted targeted environmental education and awareness campaigns in 15 educational institutions, engaged students, teachers, and school communities to instill knowledge and values centred on environmental protection and sustainability. Educational institutions engaged include: 10 secondary schools (Kigezi High School, St. Mary's Kivengere Girls', St. Mary's Rushorooza, Kabale Secondary, Hornby High School, Kigezi College Butobere, Kigezi Brainstorm, Rock High School, Excel High School Kabale, and Kabale Trinity College), and five primary schools namely, Bishop Asili Memorial Primary School, Kabale Primary School, Canan High Primary School, Kigezi High Primary School and Kabale Preparatory Primary School).

The Authority also carried out pre-restoration sensitisations campaigns in areas of Lubigi Kyengera, Busega roundabout, Sentema, Ganda-Nasere, Nansana West Ward, Nabweru South Ward, Kasubi, Nabisasiro/Lungujja; Mutundwe, Kalidhubi, Munyonyo, Nambigirwa

in Entebbe; and Buwate, Kansanga, Buwonzi Cell, Sanga Ward Semuto Road and Kajjansi on the Express Highway. Restorations later happened in these areas.

3.1.8.5 ISSUANCE OF RESTORATION ORDERS

To combat environmental degradation, the Authority issues legally binding restoration orders to those responsible for environmental harm. These legally binding directives compel offenders to restore damaged ecosystems through measures such as wetland rehabilitation or cleanup of polluted sites within 21 days. To ensure fairness, an appeals process is administered by NEMA to ensure accountability and this provides a mechanism for challenging orders deemed unfair.

During FY2024/2025, NEMA issued 319 restoration orders, reflecting its proactive stance in holding violators accountable for environmental damage. Additionally, to enforce compliance with these orders and other environmental regulations, the Authority, in joint operations with the Ministry of Water and Environment, conducted 146 enforcement activities across the country. These focused on the removal of illegal settlers and developments encroaching on protected areas such as wetlands, forests, and lakeshores, which were contributing to environmental degradation.

By combining restoration orders with enforcement actions, NEMA demonstrated its commitment to upholding environmental laws, protecting critical ecosystems, and promoting sustainable land use practices nationwide. As a result, a total of 780.8Ha of degraded ecosystems, that is, river banks, lakeshores, forest and wetland systems were restored. The restored ecosystems include 237.7 hectares of riverbanks, lakeshores, and the degraded Namatale Central Forest Reserve, as well as 543.1 hectares of wetland systems restored across the country, as indicated in Table 4.

Table 4: Restoration of Degraded Ecosystems in FY2024/2025

SN	District/City	Area restored (River banks, lakeshores)	# Hectares
1	Kapchorwa	River Kaptokwoi in East Division	37.5
2	Manafwa	River Khamitsaru and wetland system in Bugobero Sub-County	107.5

SN	District/City	Area restored (River banks, lakeshores)	# Hectares
3	Sironko	River Sironko	20
4	Mbale	Degraded Namatale Central Forest Reserve	10
5	Bududa	Passa river and wetland system in Bukibokolo Sub-County	25
6	Namisindwa	Lirima-Laaso river and wetland system in Bukhoko Sub-County	33.7
7	Bulambuli	River banks of Sasa in Bugimwera Parish, Bumasobo Sub-County	1.5
8	Sironko	River banks of Dirigana in Bugitimwa Sub-County	1.5
9	Bududa	River banks of Suume in Buwali Parish and Buwali Sub-County	1
Total			237.7
Wetland Systems Restored			
10	Wakiso	Lubigi wetland system covering areas of Kyengera, Busega Roundabout, Sentema Road, Ganda-Nasere, Nansana West Ward, Nabweru South Ward, Kasubi, Nabisasiro/Lungujja and Mutundwe	526
11	Wakiso	Kalidhubi wetland system Kibiri and some parts of Munyonyo	4.5
12	Wakiso	Nambigirwa wetland system at Mpala Cell Kitale village in Entebbe	1.5
13	Wakiso	Nakalerere wetland in Buwate along Kasangati-Kira Road	4
14	Wakiso	Kansanga wetland in Soya-Bunga	3
15	Wakiso	Ensawo-Etoba Wetland in Buwonzi Cell, Sanga Ward Semuto Road	3
16	Wakiso	Kyetinda wetland in Munyonyo	0.1
21	Wakiso	Kajjansi wetland on the Express Highway	1
Total			543.1

3.1.9 CRIMINAL CASE MANAGEMENT

In recent years, there has been a rise in environmental criminal cases, largely driven by widespread environmental degradation resulting from human activities.

In response, NEMA has intensified its enforcement mechanisms to curb these violations and safeguard the environment. Enforcement efforts focused on activities and projects operating contrary to the provisions of the National Environment Act, Cap. 181. The offenses included wetland degradation, illegal sand mining, pollution, undertaking projects without ESIA approval, and non-compliance with ESIA certificate conditions. In FY2024/2025, 606 environmental criminal cases were registered and of these, 79% were investigated, 25% prosecuted, and 59% of the prosecuted cases were successfully concluded in court. In the same period, 244 arrests were made in relation to environmental crimes. These results reflect a growing commitment to legal enforcement as a tool for environmental protection.

Over the past four financial years, environmental criminal cases have significantly increased from 69 cases FY2021/2022 to 606 cases in FY2024/2025. Additionally, the prosecution of cases also increased from 18 to 147 cases respectively (figure 10). The increment of recorded cases reflect enhanced institutional efficiency and a stronger deterrent effect against environmental violations. The trend reflects NEMA’s growing enforcement capacity and its role in safeguarding Uganda’s environment through legal action.

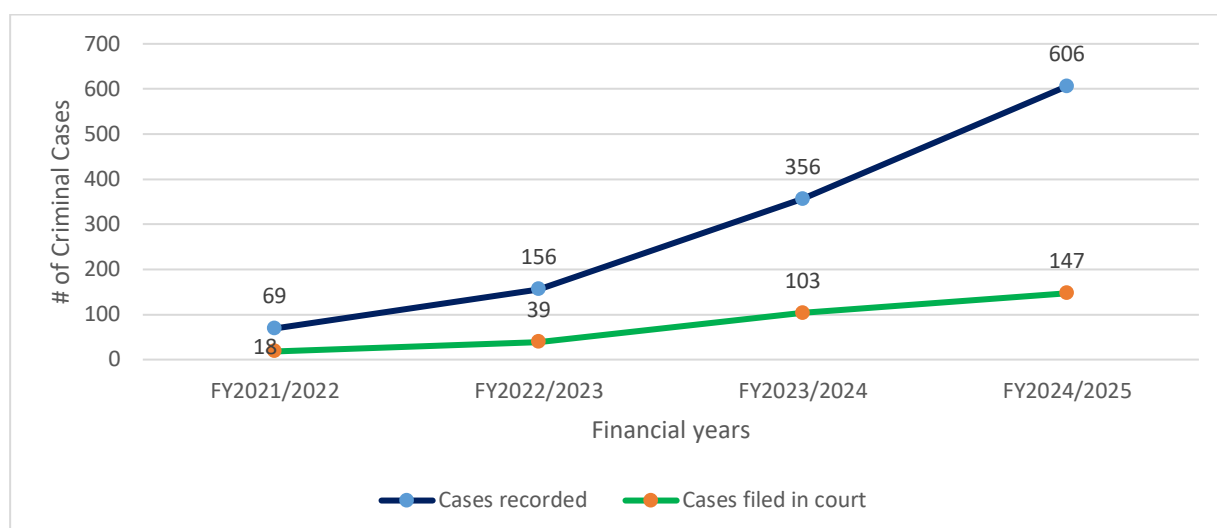


Figure 8: Trend of environmental criminal cases recorded and prosecuted

3.1.11 LICENSING FOR WASTE MANAGEMENT

Waste management continues to present a serious environmental challenge in Uganda, particularly in urban areas, where rapid urbanisation and population growth have intensified the generation of solid and liquid waste. As the national environmental regulator, NEMA has prioritised the enforcement of proper waste management practices to safeguard public health and protect the environment.

Under Section 73 of the National Environment Act, Cap. 181, the Authority is responsible for issuing waste management licences. One of the key regulatory measures undertaken by NEMA is the issuance of these licences to qualified waste handlers. In FY2024/25, NEMA received 122 applications for waste management licences related to waste transport, storage, and treatment and transboundary movement of waste. All 122 applications were reviewed with 98 approved, nine rejected and 15 deferred as detailed in Table 4.

Table 5: Waste Management Applications in FY2024/2025

Application Category	Received and Reviewed	Approved	Differed	Rejected
Transport (Hazardous and Non-Hazardous)	63	50	10	3
Storage of Waste-Hazardous	11	9	1	1

Application Category	Received and Reviewed	Approved	Differed	Rejected
Treatment/Disposal	41	34	3	4
Transboundary Movement of Waste (Hazardous)	7	5	1	1
Total	122	98	15	9

Waste management licences were issued for applications that were approved. The licences authorise operators to collect, transport, store, treat, or dispose of waste in line with environmental standards. NEMA also conducts routine monitoring and inspections to ensure that licensed waste handlers comply with the conditions of their licences.

To enhance efficiency and ensure robust oversight, the Authority established the Technical Committee on Pollution Prevention Control (TCPC) in accordance with the Act. The TCPC is tasked to review applications for waste management licences, thereby streamlining the licensing process and promoting compliance.

From 2021 to 2024, various licences for waste handling were issued, with a significant proportion (65%) dealing in waste transportation. In FY2024, 202 licences were issued, marking an increase from previous years. This growth is largely attributed to intensified awareness and enforcement.

Table 6: Waste Management Licences Issued by NEMA Over the Past 4 Years

Category	2021	2022	2023	2024
Transportation	69	17	36	137
Storage	9	4	10	9
Transboundary Movement of Waste (Hazardous)				
Waste treatment and Disposal	34	2	4	56
Total	112	23	50	202

3.1.11.1 CAPACITY BUILDING IN WASTE MANAGEMENT

In pursuit of enhanced environmental governance, NEMA conducted support supervision and capacity-building exercises for waste management facilities across multiple cities, local governments and urban authorities. This initiative which targeted training and facility inspections encompassed municipalities such as Gulu, Lira, Soroti, Mbale, Tororo, Busia, Mukono, Jinja, Kasese, Fort Portal, Mbarara, Kabale, Arua, Entebbe, Mityana, Masindi, and Hoima.

The insights gained from this direct engagement informed the development of a National Waste Management Policy and a National Waste Management Strategy. These foundational documents aim to institutionalise and strengthen waste management practices, promoting environmental sustainability nationwide.

NEMA also conducted training of 48 (29 Male and 19 Female) stakeholders from government agencies, local authorities, academia, Civil Society Organisations, the private sector, and development partners in co-developing Uganda's national strategy for organic waste management, fostering cross-sector collaboration, building technical capacity, and formally initiating the Community of Practice on Organic Waste Management.



Photo: Capacity Building in Co-developing Uganda's National Strategy for Organic Waste Management

3.1.11.2 AWARENESS CAMPAIGN ON LEAD POLLUTION

Lead pollution (Pb) continues to pose significant health risks in Uganda, particularly in densely populated areas of Kampala. Major sources of lead exposure include used lead-acid battery recycling, improper solid waste disposal, metallic cookware, mining activities, and the paint industry. In the first phase of the Lead Project in Uganda, conducted in 2024, stakeholders identified awareness-raising as a key intervention for the environmentally sound management of lead pollution.

Through the Global Alliance on Health and Pollution (GAHP), NEMA secured funding from the Republic and Canton of Geneva for the second phase of the project, which focused on addressing lead pollution exposure and raising public awareness in Uganda. The project aimed to sensitise communities about the dangers of lead exposure and promote practices that reduce or eliminate lead pollution, particularly in densely populated neighbourhoods of Kampala.

The campaign was implemented on behalf of the Authority by the Youth Advocacy Development Network (YADNET), under the guidance of a project working group comprising key MDAs including the Ministry of Water and Environment, Ministry of Energy and Mineral Development, Ministry of Internal Affairs (Department of Government Analytical Laboratories), Ministry of Health, Uganda National Bureau of Standards, Ministry of Gender, Labour and Social Development (Department of Occupational Safety and Health), Kampala Capital City Authority, and Uganda Industrial Research Institute; alongside development partners such as WHO, UNDP, and USAID. The campaign was attended by 48 participants (29 Male and 19 Female).

To reach the target audience effectively, the awareness campaign employed a mix of approaches, including working group meetings, public awareness drives, stakeholder engagements, documentaries, webinars, and media campaigns. Prior to the intervention, there was widespread ignorance about the sources and dangers of lead pollution. The initiative successfully transformed public understanding, with many stakeholders expressing shock upon learning about their exposure from everyday items such as cookware and paint.

This newfound awareness led to tangible behavioural changes. Food vendors began phasing out hazardous metallic cookware, waste dealers improved waste sorting practices, and battery recyclers sought training and safer alternatives. By equipping communities with critical knowledge and practical steps, the campaign effectively addressed a previously overlooked environmental health crisis. As a result, lead exposure is now widely recognised as a major public health threat, and communities have taken proactive measures to mitigate its risks.



Photo: Follow-up meeting on Lead (Pb) Pollution Awareness Campaign

3.1.12 GAZETTEMET AND TRAINING OF ENVIRONMENTAL INSPECTORS

Under Section 127 of the National Environment Act, Cap. 181, NEMA is mandated to appoint qualified public officers as Environmental Inspectors for a term specified in a Gazette Notice. These inspectors play a critical role in conducting inspections and ensure compliance with national environmental laws and standards.

In the 2024/25 financial year, NEMA successfully vetted, gazetted, and trained 200 Environmental Inspectors drawn from lead agencies and MDAs. The training focused on developing technical, administrative, legal, and communication skills essential for effective environmental inspections. The gazettement process, as prescribed under

Section 127(1) of the Act, included specifying the officers' titles and respective institutions. The training sessions were conducted across eastern, central and northern Uganda, strengthening regional capacity for environmental compliance monitoring.



Photo: Environmental inspectors at a training organised by NEMA from 24th-26th Feb 2025 in Gulu.

3.1.13 CERTIFICATION OF ENVIRONMENT PRACTITIONERS

Under Section 107 of the National Environment Act, Cap. 181, NEMA is mandated to register corporate entities and partnerships to coordinate individually registered practitioners in conducting Environmental Impact Assessments (EIAs) and Environmental Audits. The certification of environmental practitioners establishes a legally recognised register of qualified experts, ensuring that critical environmental assessments and reports are conducted to high standards of competence and ethical practice.

As of 2025, NEMA has certified 363 environmental practitioners (249 male and 114 female), marking a significant increase from 246 practitioners in 2020. This increase demonstrates NEMA's commitment to expanding professional capacity and promoting quality assurance in environmental management.

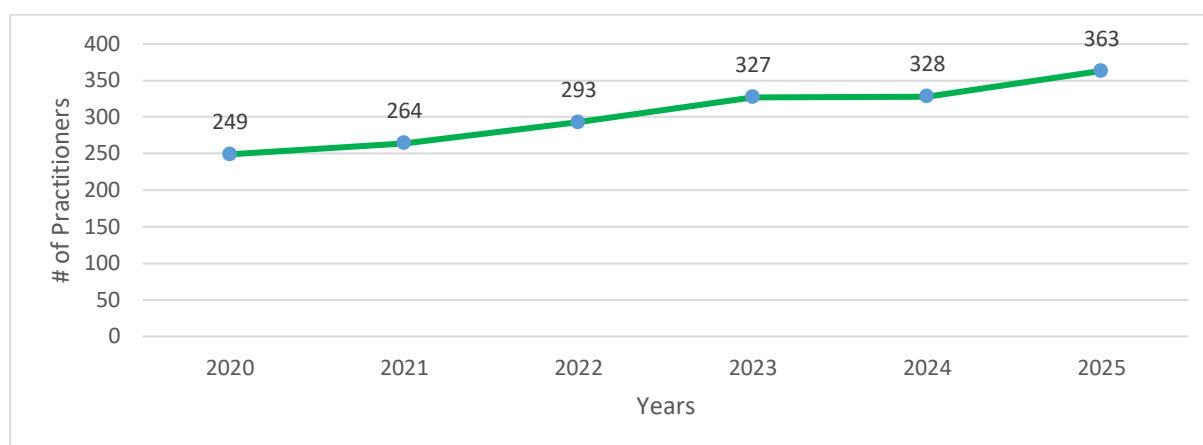


Figure 9: Certified environmental practitioners over the years

3.1.14 ENVIRONMENT COMPLIANCE ASSISTANCE AND CLEANER PRODUCTION

NEMA has emphasised compliance assistance inspections to support developers adopt cleaner production methods and promote green economy practices. To strengthen these efforts, the Authority established a dedicated unit responsible for providing technical guidance, conducting inspections and promoting best practices in sustainable environmental management.

In FY2024/25, the Authority targeted 40 compliance assistance inspections across various sectors, including manufacturing, processing, education, and health. During the reporting period, NEMA exceeded this target by delivering 61 inspections, achieving 153% of the planned target.

The compliance assistance inspections covered a wide range of sectors, including sugar processing, dairy processing, abattoirs, distilleries, waste processing, food processing, and plastic manufacturing plants. These interventions identified opportunities to enhance resource productivity, ensure compliance with national environmental regulations, extend the productive lifespan of resources throughout the value chain, and promote cleaner production, circular economy practices, and a green economy. Compliance Assistance inspections were undertaken in the following facilities:

- a. 12 Sugar processing and distillery industries - Muhazi Heritage Sugar Limited, Kiryandongo Sugar Industries Ltd, CN Sugar Limited, Sezibwa Sugar Limited, Sharkit Sugar Limited, Bwendero Sugar Limited, Kyenjojo Sugar Industries Limited,

Mayuge Sugar Limited, Victoria Sugar Limited, GM Sugar Ltd, Sugar Corporation of (U) Ltd, and Kakira Sugar Ltd

- b. Six dairy processing industries - Kashaka Dairy Limited, Rainbow Dairy Limited, Dembe Trading Enterprises Limited, Jolemn Investment Ltd, Vital Tomosi Dairy Limited and Bwendero Dairy Farm Limited
- c. Eight distilleries - Modern Distillers Limited, London Distillers Limited, Smart Start Industries (EA) Limited, Ambiance Distillers Limited, Premier Distillers (U) Ltd, Bukona Agro Processors Limited, Ssezi Agencies Ltd) and Leading Distillers (U) Ltd
- d. 28 selected abattoirs across the country - JB Smart Abattoir, PNR farms Africa Ltd, La Fortuna Poultry Farm, Sekajja Agro Farms Ltd, Trinity Meat Packers, Nsooba Slaughter House Ltd, Ranchers Finest, Kyengeza Munyonyo Market, Slaughter Shed (Kachumbala Non-Urban Slaughter Shed, Bukedea); Slaughter Shed in Karita Sub-county Amudat; Slaughter Shed in Namalu, Nakapiripit; Kololo Non-Urban Slaughter Shed, Kaabong; Slaughter Slab in Bubalinganga, Siroko (Buteeza Slaughter Slab); Slaughter shed in Ngenge (Slaughter Shed in Kitinet LC1, Chepsukunya Town Board Parish, Ngenge Sub County), Kwen District; Chicken broiler processing plant/slaughter house in Kigunga (Biyinzika Poultry International Limited); Pearl Meat Industries (U) Ltd, an abattoir located at Dembe LC1 Zone, West Ward, Migeera Town Council, Nakasongola; slaughter slabs located in Wii-layibi Village Techo Ward, Bardege-Layibi Division Gulu; slaughter slab in Buseruka Sub-county, Hoima District; slaughter shed located in Obanganeneo, Abim District; non-urban slaughter shed in Kanakolya Sub-county, Moroto District; slaughter shed in Pamba Village, Katakwi District, Rengen; non-urban slaughter shed in Loodoi Village, Lokadeli Parish, Rengen Sub-County, Kotido District; slaughter shed in Nyero Sub-county, Kumi District; slaughter shed in Amuria Town Council in Alira Ward in Medical Cell, Amuria District, Lorengthora; slaughter shed, Napak District; meat processing plant in Kira (Gudie Leisure Farm); Zhoug Wu Beef Imports and Exports Group Co Ltd (Kiruhura); and Sanga Slaughterhouse Rehabilitation and Upgrade Project in Akabare (Kiruhura)

- e. Seven industries located within the Kampala Industrial Business Park Namanve, namely: M-Power Oil Company Ltd, Avolio Industries Ltd, Tembo Aluminium Limited, Feilong Investments Limited, Uganda Lubricants Factory Limited, Green Power systems (U) Ltd and Bajaber Industries Limited.

3.1.14.1 STRENGTHENING THE CAPACITY OF DEVELOPERS IN GREEN TECHNOLOGY INITIATIVES

NEMA has prioritised building the capacity of developers to adopt green technologies and sustainable practices. Through targeted training, technical guidance, and stakeholder engagement, developers are being equipped to implement environmentally friendly solutions, enhance resource efficiency, and contribute to the growth of a green economy. Some of the capacity building initiatives carried out during the reporting period include: NEMA trained 163 industrialists/developers and other stakeholders drawn from diverse industries, MDAs, and private sector organisations. The training focused on raising awareness of initiatives promoting green development, circular economy practices, and pollution-free production, while facilitating discussions and agreements on strategies to help industries adopt sustainable practices and “green” their operations.

- a. Participants were selected from 40 industries which included: Rainbow Dairy (U) Ltd, Raxio Data Centre, M-Power Company Oil Ltd, Avolio Industries Ltd, Bajaber Industries Ltd, Uganda Lubricants Factory (GP Lubricants), Green Power Systems (U) Ltd, Somdian Ltd, Mak4 Ltd, Chromatic Paints (U) Ltd, Orion Transformers and Electrical Ltd, Aliyzeco Industries Uganda Ltd, Bukoola Agro Chemicals, ROKE Investment Ltd, Sameg Chemical Products Ltd, and Uganda Brilliant Pile Industrial Co. Ltd, SCOUL, Kakira Sugar Limited, GM Sugar Limited, Kiryandongo Sugar Limited, Kinyara Sugar Ltd, and Bugiri Sugar Limited. Others were from Bwendero Dairy Farm Limited, Brookside Dairy Limited, Pearl Dairies Limited, Dembe Trading Enterprises Limited, GBK Dairy Products (U) Limited, SkyFat Tannery Limited, Kawumu Tannery Limited, Sanatos Foods Limited, Sino Textile Industry Co Limited, Southern Range Nyanza (U) Limited (NYTIL), Modern Distillers Ltd, Trinity Meat Packers and general Market, Regal Paints (U) Ltd, Kansai Plascon (U) Ltd, Jolemns Investment Limited and Uganda Farmers Crop Industry.

- b. Private sector organisations engaged included: Uganda Small Scale Industries Association, Green Action for Sustainable Production, Private Sector Foundation of Uganda, and Uganda Manufacturers' Association
- c. Government MDAs represented included: Uganda Investment Authority (UIA), NEMA, Directorate of Water Resources Management, Ministry of Water and Environment, National Planning Authority, Uganda National Bureau of Standards, Ministry of Trade, Industry and Cooperatives, and Ministry of Finance, Planning and Economic Development.

This initiative strengthened multi-stakeholder collaboration and built capacity for sustainable industrial practices and green economic development across Uganda.

The Authority established an offline database to document all stakeholder engagements related to cleaner production, circular economy, and greening initiatives. This database tracks the scope and progress of these engagements, serving as a critical tool for monitoring the implementation of sustainable practices across enterprises.

To enhance public awareness and support capacity-building, training manuals were developed focusing on eco-innovative approaches to cleaner production and circular economy. The manuals include:

- a. Training Manual to Support Implementation of Cleaner Production
- b. Training Manual on the Concept of Circular Economy

These resources will serve as core materials for upcoming training programmes aimed at promoting cleaner production, green economy practices, and circularity. Additionally, a policy to integrate sustainable practices into NEMA's operations and activities was drafted, reinforcing the Authority's commitment to institutionalising sustainability.

Table 7: Performance Against Targets Under Budget Output 140007 Environment Regulation and Standards

Planned Outputs	Performance Indicators	Target FY2024 /2025	Actual performance	Rating	Remark
Regulations and guidelines formulated and/or reviewed as prescribed in the NEA (2019)	Number of regulations and guidelines developed and/or reviewed	4	7	Achieved	Drafted 3 new regulation and reviewed 4 regulations Drafted 3 new guidelines and reviewed 1 guideline
Capacity building and popularization to relevant stakeholders on environmental laws, for informed compliant citizenry undertaken	Number of people trained	70	70	Achieved	Sensitised the Judiciary on Environmental laws during meetings
Environment Enforcement Operations Supported	Number of Enforcement Operations Undertaken	1,260	1,155	Moderately Achieved	The insufficient funds for regional offices affect the operations in regions
	Number of investigations led Prosecutions undertaken	40	456	Achieved	606 cases were registered and 456 investigated
	Number of intelligences led operations undertaken	100	135	Achieved	The Intelligence Unit has supported operation by gathering information on cases
	Number of quarterly enforcement operation reports	4	4	Achieved	Achieved as Planned
Environmental monitoring, inspections and compliance audits	Number of monitoring Inspections undertaken	2,562	2,079	Moderately Achieved	The performance is good, though inspections have been affected by inadequate operational vehicles

Planned Outputs	Performance Indicators	Target FY2024 /2025	Actual performance	Rating	Remark
undertaken and coordinated	Number of Environmental Audit Verification Inspections carried out	1,000	1,492	Achieved	Verification is done for audits submitted that miss some relevant information
	Number of Compliance Audits reviewed and finalized	5,304	5,360	Achieved	The automation of audit services has improved the churn out rate of reports received
ESIAs and other studies or reports submitted to NEMA reviewed and decisions taken	Number of compliance assistance support visits	40	72	Achieved	The Compliance Assistance Unit has been actively engaged in promoting greener economy technologies to processing and manufacturing industries
	Number of ESIA reports reviewed and finalised	4,150	4,589	Achieved	The ESIA services have been automated, hence increasing the churn out rate
	Number of ESIA Baseline Verification Inspections undertaken	2,050	1,492	Moderately Achieved	Baseline verification for most project was done through desk review of documents and GIS reports. Thus, planned inspections were not achieved
	Number of databases Generated	2	2	Achieved	Achieved as Planned
	Number of NEMA and LA staff trained	270	105	Not Achieved	Resources were not sufficient to train the targeted staff
Sound management of chemicals promoted	Number of research studies undertaken	2	2	Achieved	Achieved as planned
	Number of stakeholders trained	50	20	Not Achieved	Resources were not sufficient
	Number of stakeholders trained	50	50	Achieved	Achieved as planned

Planned Outputs	Performance Indicators	Target FY2024 /2025	Actual performance	Rating	Remark
Regulation and control of chemical and waste undertaken	Number of sites gazetted	10	-	Not Achieved	No solid waste management site was gazetted in any city because the available waste management facilities did not comply with the solid waste management conditions
	Number of chemicals inventories produced	1	1	Achieved	Achieved as planned
Environment Practitioners and Inspectors designated, trained and enforcement linkages strengthened	Number of Environmental Practitioners gazetted	250	363	Achieved	Compiled the list of Certified Environmental Practitioners and Partnerships, awaiting funds for the gazette processed to be completed
	Number of Inspectors Trained	200	200	Achieved	Achieved as planned
The implementation of the National Oil Spills Contingency Plan supported	Number of District Local Governments (DLGs) supported	4	4	Achieved	Achieved as planned
	Number of DLGs trained	4	4	Achieved	Achieved as planned
Institutional capacity of NEMA to manage and regulate environmental aspects of Oil and Gas activities in Uganda enhanced	An updated AGEMP	1	1	Achieved	Achieved as planned
	A final report of the EACOP Sensitivity Atlas	1	1	Achieved	Achieved as planned
	Number of sets of PPEs procured	20	20	Achieved	Achieved as planned
Prosecution and Litigation Function Enhanced	Number of court attendances	52	74	Achieved	74 Court attendances were undertaken (34 criminal prosecutions and 30 civil litigation)

Planned Outputs	Performance Indicators	Target FY2024 /2025	Actual performance	Rating	Remark
	Number of prosecutions	52	113	Achieved	Due to increased enforcement, the number of registered criminal cases increased

3.2 KEY RESULT AREA 2: ENVIRONMENTAL GOVERNANCE PARTNERSHIPS AND COORDINATION ENHANCED

Effective environmental governance requires inclusive, transparent, and coordinated efforts across all sectors of society. During the reporting period, NEMA prioritised strategic partnerships and institutional strengthening to enhance environmental stewardship at all levels. NEMA focused on Strengthening Institutional Frameworks, Engagement with Non-State Actors, Capacity Building of Lead Agencies and Environment Action Planning and Reporting.

3.2.1 COORDINATION OF LEAD AGENCIES

Section 9 (g) of the National Environment Act. Cap. 181, mandates NEMA to coordinate with MDAs on issues relating to the environment. A central pillar of this mandate is to strategically build the capacity and collaborate with Lead Agencies.

In fulfillment of its statutory coordination mandate, NEMA hosted a strategic breakfast engagement with the Chief Executive Officers of various MDAs.: The meeting was attended by 33 officials (24 male and nine female) and aimed at achieving the following objectives:

- a. Strengthen collaborative efforts and accountability mechanisms for implementing the National Environment Act, Cap. 181.
- b. Establish actionable priorities and document institutional made by MDAs to specific environmental actions within their mandates.
- c. Share critical insights from the 2024 National State of the Environment Report to guide future policy and sectoral planning across government.

3.2.2 STRENGTHENING CAPACITY OF LEAD AGENCIES IN REPORTING

Under the National Environment Act, Cap. 181, NEMA is mandated to ensure that lead agencies, specifically DLGs, report on environmental management. In the FY2024/2025, NEMA made efforts to strengthen the capacity of urban and district councils to prepare the report by developing comprehensive guidelines for preparing urban and district SOERs, detailing data requirements, report structure, and timelines and orienting for local government officials to equip them with the skills and tools needed to gather information, draft analyses, and finalise the SOER.

During the reporting period, only 29 out of 176 district local governments (DLGs) and urban councils and three MDAs submitted their environmental management reports to NEMA reflecting a low compliance rate across the country.

- a. Thirty-Two lead agencies (29 DLGs and urban authorities and three MDAs) were supported across the country in compilation of quarterly and annual reports. The Lead Agencies supported include; four from central region (Kalungu, Masaka, Sembabule, Nakaseke), five from eastern region (Amuria, Kamuli, Kamuli MC, Kapelebyong, Bugiri MC), 11 from northern region (Kotido, Nabilatuk, Napak, Obongi, Nakapiriti, Moyo, Agago, Packwach, Lira district, Apac and Lira City) and nine from western region (Kamwenge, Kitagwenda, Kyegegwa, Sheema, Kabale, Kasese, Ntugamo, Bunyangabo and Kazo). Three MDAs include; Uganda Electricity Generation Company Limited (UEGCL), Atomic Energy Council (AEC) and Electricity Regulatory Authority (ERA).
- b. In line with efforts to strengthen decentralised environmental governance, NEMA supported and oriented selected DLGs and cities in the preparation of District Environment Action Plans (DEAPs) and City Environment Action Plans (CEAPs). A total of 17 local governments (that is, six districts and 11 cities) were actively engaged in the process. These entities have successfully developed draft DEAPs and CEAPs, which outline strategic interventions for sustainable environmental management at the local level. Kabaale, Ntugamo, Sheema, Pallisa, Kibuku and Namutumba and Cities supported include; Kampala, Gulu, Masaka, Mbarara, Lira, Jinja, Arua, Fortportal, Mbale, Entebbe and Hoima were supported to developed DEAPs and CEAPs.

3.2.3 STAKEHOLDER ENGAGEMENT ON ENVIRONMENTAL NATURAL RESOURCES

NEMA conducted four regional meetings aimed at enhancing the capacity of DLG technical officials, including accounting officers, in environmental governance. The purpose of the meetings was to review environmental management performance across districts, strengthen integration of environmental concerns into district planning and budgeting processes, promote sustainable management of natural resources, emphasise the mainstreaming of environmental priorities into District Development Plans (DDPs), foster inter-agency collaboration for coordinated environmental action, and enhance accountability in environmental governance. The meetings held include:

- a. Two meetings held in Bushenyi and Kabarole districts for accounting officers from DLGs in the south western region. The meetings were attended by nine officials including Chief Administrative Officers (CAOs), District Natural Resources Officers (DNROs) and Resident District Commissioners (RDCs) from four districts namely; Bushenyi, Sheema, Rubirizi and Mitoma. The discussions focused on integration of environment and natural resource aspects into district budgeting and planning frameworks, with emphasis on compliance with national environmental policies and regulations.
- b. Two additional meetings convened in Hoima City and Mbale City for district accounting officers from the Albertine and Bukedi regions. The meetings were attended by 30 officials, including CAOs, DNROs, and RDCs. Participants represented seven districts and one city. The districts include: Mbale DLG, Butebo, Kibuku, Budaka, Pallisa and Butaleja. The cities are: Mbale and Hoima. The attendance was comprised 22 officials from the Mbale meeting and eight from the Hoima meeting.

3.2.3.1 ENGAGEMENT WITH NON-STATE ACTORS ON ENVIRONMENT AND NATURAL RESOURCES MANAGEMENT

As part of its multi-stakeholder approach to sustainable environmental governance, NEMA held a strategic engagement with Non-State Actors to strengthen their role in the management of Environment and Natural Resources (ENR) across the country. The objectives of the engagement were to raise awareness on the provisions of the National

Environment Act and the roles of non-state actors in its implementation, foster collaboration between state and non-state actors in environmental monitoring, advocacy, and education and identify opportunities for joint action in areas such as climate resilience, biodiversity protection, and pollution control.

. The categories of Non-State Actors engaged were:

- **Private Sector Governing Umbrella Organisations.** These included representatives from industry associations and business networks with influence over environmental compliance, resource use, and green investment.
- **Religious Leaders.** Recognised for their moral authority and grassroots reach, religious leaders were engaged to promote environmental stewardship within faith communities and support behavior change initiatives.
- **Cultural Leaders.** As custodians of traditional knowledge and community values, cultural leaders were consulted to reinforce indigenous practices that support conservation and sustainable resource use.

This engagement marks a critical step in building inclusive partnerships for environmental sustainability and ensuring that all sectors of society contribute meaningfully to Uganda's green development agenda.

3.2.4 CAPACITY BUILDING OF LEAD AGENCIES AND STAKEHOLDERS IN ENVIRONMENTAL MANAGEMENT

As part of its mandate to enhance institutional capacity for effective environmental governance, NEMA conducted targeted training programmes aimed at strengthening the technical competencies of key stakeholders involved in sustainable environment management.

- a. A total of 330 stakeholders were trained during the reporting period, with a focus on practical skills, policy alignment, and strategic planning for environmental sustainability. This capacity-building initiative is expected to improve coordination among Lead Agencies, enhance environmental monitoring and enforcement, and promote sustainable use of Uganda's natural resource. The stakeholders trained

- include: 127 ISO officers trained on environmental surveillance, enforcement of environmental laws, and integration of environmental intelligence in national security frameworks, 200 environmental inspectors equipped with advanced knowledge in environmental compliance monitoring, pollution control, and enforcement of the Act, and 30 government officials oriented on Natural Capital Accounting (NCA) to support evidence-based decision-making and integration of environmental assets into national and local development planning.
- b. Training of Environment and Natural Resources Committees (ENRCs). To strengthen institutional coordination and oversight in environmental governance, NEMA conducted targeted training for officials from Kira Municipality, Wakiso DLG, and Kampala Capital City Authority on the establishment and operationalisation of ENRCs. A total of 40 officials participated in the training. The training clarified the mandate of ENRCs in line with the Act, defined roles and responsibilities of committee members and provided practical tools to support functionality. This initiative is expected to catalyse the formation of robust ENRCs that can drive integrated and participatory environmental management at the local level.
 - c. A total of 80 stakeholders (53 males and 27 females) were trained on green development, circular economy principles, and pollution-free production practices, fostering the adoption of sustainable approaches across sectors. The training cohort comprised 33 NEMA staff, 44 developers, one staff member from the UIA, and two staff members from the Uganda Manufacturers Association. These efforts enhanced technical knowledge, built institutional capacity, and promoted stronger stakeholder commitment to sustainable environmental management.

3.2.5 POLICY ENGAGEMENT IN BUKEDI SUB-REGION

NEMA, in partnership with Operation Wealth Creation (OWC) and UNDP, conducted high-level policy engagements in the Bukedi sub-region. The primary objectives were to engage communities in implementing the Presidential Directives on environmental protection and livelihood enhancement, raise awareness on the sustainable use and management of wetlands, identify alternative sources of livelihood for communities living around wetlands, and collaboratively determine a multi-sectoral approach for sustainable

wealth creation. The engagements were attended by national and local leaders, cultural and religious leaders. The involvement of leaders was not only strategic but also essential for the success of environmental management initiatives in the communities.

These high-level engagements on wetland management in the sub-region underscored the critical importance of balancing economic development with environmental sustainability. The consultations highlighted the urgent need for coordinated action to address the degradation of wetlands, which are vital ecosystems supporting livelihoods, biodiversity, and climate regulation.

The key takeaways from the engagement include: The need for policy harmonisation and enforcement; community-led management and empowerment; integration of wetland conservation into development planning, and strengthened partnerships and collaboration. The recommendations from the engagements are being integrated in the development plans and agendas to ensure that wetlands are protected, restored, and managed sustainably for future generation.

Table 8: Challenges and Proposed Solutions Identified During Bukedi Engagement Sessions

PROBLEM	PROPOSED SOLUTION
Bukedi Sub-Region	
High poverty in the region	i. Conduct a poverty reduction potential analysis to identify viable enterprises that generate surplus ii. Promote community-based programmes rather than individual initiatives iii. Enact and enforce district-level ordinances to protect rivers iv. Support artisanal miners by gazetting designated mining areas v. Establish a regional development fund for Bukedi vi. Sensitise communities on production diversification vii. Promote alternative agricultural livelihoods such as cocoa, coffee, poultry, dairy, bull fattening, fish farming, and beekeeping. Expand small-scale irrigation projects using wetland water sources.

PROBLEM	PROPOSED SOLUTION
	viii. Ensure that adopted enterprises align with community familiarity and capacity
Population growth leading to farming and settlement in wetlands	i. Strengthen enforcement of wetland protection laws ii. Restore degraded wetlands to ensure ecological sustainability iii. Demarcate and map wetland systems for conservation and proper land use
High costs of development programmes	i. Subsidize key programmes, such as small-scale irrigation projects (SSIP), for instance SSIP in Tororo ii. Establish demonstration sites to showcase high-value enterprises for farmers iii. Ensure inclusive planning by involving all stakeholders in decision-making
Lack of coordination among government entities	i. Enhance coordination among MDAs to streamline service delivery ii. Facilitate collaboration between NEMA and OWC to review the Bukedi Sub-Region Strategic Plan
Limited funding for development plans	i. Allocate dedicated funds for implementing the Bukedi Strategic Plan ii. Introduce affirmative action initiatives tailored to Bukedi's development needs
High unemployment rates	i. Establish an industrial park in the Bukedi sub-region to create job opportunities ii. Enhance technical support for farmers to manage agricultural value chains effectively

PROBLEM	PROPOSED SOLUTION
High illiteracy levels	Include education and skills development schemes in the strategic plan to improve literacy and employability

3.2.5 STRATEGIC PARTNERSHIPS WITH MDAS AND OTHER PARTNERS.

To effectively execute its mandate, NEMA is strategically leveraging partnerships to augment its institutional capacity to monitor environmental compliance and coordinate national conservation efforts. By formalising collaborations through active MOUs with key strategic partners, the Authority significantly strengthens its ability to fulfill its mandate. Table 9 summarises the active MoUs with strategic partners.

Table 9: Active Partnerships

SN	Partners	Purpose of MOU
1	Centre for Research in Energy and Energy Conservation	The MoU is aimed at realising a partnership in areas of sustainable, renewable energy solutions
2	NARO	This partnership is anchored on a collaboration to undertake research
3	Climate Hub International	Improvement of collaboration based on cooperative actions on environmental management, conservation as well as to harness CHI's commitment to prevent and reverse environmental degradation
4	Youth Go Green	Collaboratively address environmental challenges and promote sustainable environmental management practices in Uganda such as wetland restoration, advocacy, tree planting and waste management
5	Uganda Manufacturers Association	To leverage the strengths of both organisations to achieve objectives such as fostering environmental compliance, promoting strategic environmental literacy, developing

SN	Partners	Purpose of MOU
		national, regional and international partnerships for sustainable development
6	Global Alliance on Health and Pollution	To address lead pollution in Uganda pilot project especially pollution from industrial activities, poor waste management and artisanal gold mining by recommending policy changes, initiatives to reduce lead exposure and to have a final report outlining the working group's proceedings
7	London School of Economics and Political Science	NEMA's need to promote environmental compliance, strategic environmental literacy, sustainable development partnerships and Uganda's long-term growth by collaborating with the school which has expertise in research, policy analysis and advanced technology
8	The International Crane Foundation-Endangered Wildlife Trust Co-Operation	Formalisation of partnership between the two parties by focusing on environmental policy formulation and implementation, wetland conservation, avoidance of crane power line collisions and crane habitat conservation
9	Centre For Science and Environment (CSE), New Delhi, India	Establish cooperation that aims to strengthen the waste management ecosystem, build capacities of urban settlements and promote decentralised waste management systems. It also aims at facilitating knowledge sharing, research and technical assistance in developing policies and guidelines for effective waste management practices
10	Regional Centre for Mapping of Resources for Development	Need for a data sharing agreement to facilitate the sharing of environmental data and information between the parties. The agreement outlines the terms, responsibilities and limitations regarding the sharing of data between the parties for research purposes and, to promote environmental conservation and sustainability while ensuring the proper use and protection of shared data

Table 10: Performance Against Targets Under Budget Output 140008 Environmental Governance and Partnerships

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
National soil erosion monitoring mechanism based upon earth observation established and implemented	A National Soil Conservation Strategy developed	1	-	Not achieved	Funds for the activity were not allocated
	A map developed	1	1	Achieved	A soil erosion map was developed, reviewed and validated
	Number of national geo-observer networks supported	2	2	Achieved	Smart phones were procured App developed to support
	Number of officers engaged	30	50	Achieved	These were DLG environment officers
	Number of extension workers trained	100	38	Not achieved	Money was allocated for only one training in Kigezi sub region from the districts of Kisoro, Kabale, Rubanda, Rukiga, Kanungu and Rukungiri
The capacity of lead agencies to perform their mandate related to environmental management strengthened	Number of participants trained	50	50	Achieved	Achieved as planned
	Lead agency meetings held	4	4	Achieved	Meetings were held with accounting officers and technical officers (environment officers)

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
	Number of leaders engaged	100	120	Achieved	Leaders were engaged in high level meetings with accounting officers of local governments and MDAs
	Number of quarterly field inspections undertaken	4	4	Achieved	Achieved as planned
	Number of stakeholders trained	80	127	Achieved	95 ISO officers (70 from Mbarara, Rwampara and Isingiro and 57 from Mukono District) were trained in environmental management and information sharing on environmental crimes in their areas of operation
	Number of partnerships engagements undertaken	2	3	Achieved	Achieved as planned
	CEOs meeting held	4	4	Achieved	Held meetings with accounting officers from DLs in South Western, Albertine Graben and Bukedi sub-region

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
	Number of policy engagements undertaken	1	2	Achieved	Achieved
	Number of meetings held	4	2	Not achieved	Funds not allocated to facilitate all the meetings
	Number of lead agencies undertaking quarterly reporting	30	60	Achieved	As a results of capacity building, 60 lead agencies submitted reports
Multi-Lateral Environment Agreements (MEAs), UN processes and other partnerships coordinated and implemented	Number of agencies subscribed to	4	4	Achieved	As a result of the MEAs, NEMA subscribed to UN Bodies including United Nations Conventions; Convention on the Conservation of Migratory Species of Wild Animals (CMS), Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous and Pesticides in International Trade of the United Nations Environment Programme and Minamata

Planned Outputs	Performance Indicators	Target FY2024/ 2025	Actual performance	Rating	Remark
					Convention of UNEP.
Regulation, coordination, monitoring and collaboration with the private sector, social sectors and civil society organisations in ENR strengthened	No. of capacity building engagements	2	2	Achieved	Achieved as Planned

3.3 KEY RESULT AREA 3: ENVIRONMENTAL LITERACY AND CORPORATE IMAGE

3.3.1 ENVIRONMENTAL EDUCATION AND AWARENESS

During the reporting period, NEMA implemented public education and awareness programmes and outreach initiatives aimed at enhancing environmental literacy, promoting stewardship, and mobilizing community action across Uganda. These initiatives included nationwide awareness campaigns on sustainable natural resource management, community dialogues to address local environmental challenges, school-based programmes to instill environmental values among young people, and media engagements to broaden public understanding of key environmental issues. Through these efforts, NEMA sought to empower citizens with the knowledge and skills needed to actively participate in environmental protection, while fostering a sense of shared responsibility for the sustainable management of the country’s natural resources.

During the reporting period, NEMA conducted nationwide media engagements through radio and television to raise awareness on key environmental issues. A total of 20 radio talk shows and four television talk shows were held, complemented by 320 media infomercials broadcast across all regions of the country. In addition, spot messages were

produced and aired for 30 days on several stations, including CBS, Next Radio, Radio One, Radio Amani, and Elgon FM. The nationwide radio awareness campaign featured talk shows on stations such as CBS, Radio One, Next Radio, Elgon FM, QFM, Radio Amani, Mbabule FM, Radio West, and Voice of Kigezi. The discussions focused on topical environmental issues including waste management, wetland degradation, deforestation, management of hilly and mountainous areas, and preparations for WED 2025. Following the talk shows there has been increased awareness resulting to a number of inquiries and seeking support from NEMA on different environmental aspects.

To further promote greening initiatives, NEMA held radio talk shows to broadcast tailored programs supporting greening interventions. Radio talk shows were held on Vision Radio (English), Radio West (Runyakitara), Rupiny Radio and Mega FM.

During the commemoration of WED 2025, NEMA conducted multiple media activities across televisions, radios, and social media to raise environmental awareness nationwide. Television engagements included WED talk shows on NTV (Kampala and western regions), Spark TV, UBC (Kampala and western regions), TV West, and public dialogues on NBS TV. On radio, WED-focused talk shows were aired on Radio Uganda, Radio Sapienta, Radio One, Voice of Kigezi, Radio Maria Kabale, and KFM. In addition, several media outlets including UGpost, PML Daily, NBS, Sanyu FM, Buddu FM, and others covered WED activities, further amplifying public engagement and awareness on environmental issue.

3.3.1.1 COMMUNITY SENSITISATION AND AWARENESS CAMPAIGNS

NEMA organised and supported a series of community awareness campaigns across the country to enhance public understanding of environmental conservation and promote collective action at the grassroots level. These campaigns were conducted in partnership with local governments, cultural and religious leaders, schools, and civil society organizations. They focused on practical issues such as waste management, restoration of degraded wetlands, tree planting, sustainable land use, and climate change adaptation. Through community dialogues, clean-up drives, and greening activities, the campaigns

provided platforms for citizens to actively participate in environmental protection while fostering a sense of ownership and stewardship over local natural resources.

- a. NEMA conducted a community sensitisation meeting in Kasokoso, Goma Town Council, Mukono District, which attracted approximately 300 participants. The meeting brought together community members, representatives from the Ministry of Water and Environment (MWE), and both technical and political leaders of the town council. Discussions centred on the planned restoration efforts in the area, with emphasis on raising community awareness, securing local support, and fostering active participation in the restoration process.
- b. NEMA sensitised community members in 17 villages surrounding the degraded areas of the Nambigirwa wetlands as part of preparations for restoration. The sensitisation sessions aimed at raising awareness on the importance of wetland ecosystems, mobilising local support, and encouraging community participation in the planned restoration activities. The villages engaged included Namulanda B, Namulanda A1, Namulanda C, Kabale A & B, Bunono C & B, Kitale, Kawuku, Buzzi, Mawanyi, Nhanjo, Kakindu, Zziru, Lutoba, Bukasa, Kagoro, Bizzi A, and Lugonjo.

3.3.1.2 ENVIRONMENT EDUCATION AND AWARENESS PROGRAMMES IN EDUCATION INSTITUTIONS

Environmental education and awareness programmes are part of efforts to build a culture of environmental stewardship among young people. Schools, colleges, and universities were engaged through targeted outreach activities, including school debates on environment, tree planting campaigns, clean-up drives, and integration of environmental themes into co-curricular programmes. Learners were sensitised on key issues such as waste management, wetland conservation, afforestation, and climate change adaptation. These initiatives not only enhanced environmental literacy among students but also empowered them to act as change agents in their communities, thereby ensuring continuity of environmental protection efforts across generations. The following activities were carried out in institutions:

- a. The Authority conducted school sensitisation and training programmes on environmental management, water use, energy conservation, and restoration

awareness in Gulu City. Nine schools participated, with 10 teachers and 30 pupils trained in practical skills including tree nursery establishment, sustainable planning for water harvesting systems, and tree planting. Tree species planted included Musizi, Musambya, Mahogany, and Eucalyptus. In addition, the Authority supported the repair of water harvesting systems in the beneficiary schools, and participants were further guided on the development of sustainability plans to ensure the long-term functionality of the installed systems and nursery beds.

- b. The Authority, in partnership with Roofings and the Rotary Club of Nakifuma, distributed and planted a total of 1,800 fruit tree seedlings across 11 schools in Nakifuma and Nagalama. The initiative aimed to promote environmental stewardship, enhance school greening, and provide long-term benefits through fruit production. The schools that benefited from the fruit tree seedlings include St. Anne Grace Secondary School, St. Francis Nursery and Primary School, St. Augustine Schools, Kawuku Day & Boarding P/S, Bamusuuta COU P/S, Nabalanga P/S, St. Francis Schools–Nagalama, Diikwe COU Primary, Busenya P/S, Ndwaddemutwe P/S & Secondary School, and St. Kizito schools in Nakibano. trainings, school debate, and greening initiatives

3.3.2 COMMEMORATION OF INTERNATIONAL DAY OF BIODIVERSITY

NEMA actively organised and participated in the commemoration of International Day of Biodiversity (IBD) 2025 themed “Harmony with Nature for Sustainable Livelihoods”. This event provided opportunities to raise public awareness, engage stakeholders, and promote sustainable environmental practices across the country. The IBD celebration was held on 22nd May, 2025 in Bugobero Sub- County Manafwa District. It emphasised the critical importance of preserving biodiversity while ensuring long-term well-being and sustainable socio-economic transformation.

The celebration featured tree planting exercise of which 220,000 assorted tree seedlings and 12,000 bamboo seedlings were distributed to project partners. These seedlings were intended for planting in degraded forests, wetlands and along riverbanks supporting ongoing restoration efforts and promoting ecological resilience across the region. Activities that were carried out during the commemoration of the IBD include:

- a. NEMA restored a total of 237.7 hectares of degraded rivers and wetlands across multiple districts. The restored areas included 37.5Ha of River Kaptokwoi in east division in Kapchorwa, 107.5Ha of River Khamitsaru and wetland system in Bugobero Sub-county, Manafwa District, 20Ha of River Sironko in Sironko District, 25Ha of Passa river and wetland system in Bukibokolo Sub-county in Bududa District, 01Ha of river banks of Suume in Buwali Parish and Buwali Sub county in Bududa District, 33.7Ha of Lirima-Laaso river and wetland system in Bukhoko Sub-county in Namisindwa District, 1.5Ha of River banks of Sasa in Bugimwera Parish, Bumasobo Sub county in Bulambuli District, 1.5Ha of River banks of Dirigana in Bugitimwa Sub-county in Sironko District and 10Ha degraded Namatale Central Forest Reserve in Mbale City.
- b. NEMA conducted stakeholder training on tree nursery bed establishment and management in Kapchorwa, Mbale, and Bududa districts. A total of 660 participants (426 males and 234 females) were trained in practical skills to support reforestation and wetland restoration efforts. Specifically, 231 participants (153 males, 78 females) were trained along the Passa River and wetland system in Bukibokolo Sub- County, Bududa District; 227 participants (133 males, 94 females) along the Khamitsaru River and wetland system in Bugobero Sub- County, Manafwa District; and 202 participants (140 males, 62 females) in other areas targeted for restoration initiatives. The training equipped stakeholders with the knowledge and skills necessary to establish and manage tree nurseries, contributing to sustainable restoration and ecological rehabilitation efforts.
- c. NEMA engaged local leaders in alternative livelihood and conservation activities, including beekeeping (apiculture), planting Napier grass to enhance soil and water conservation, growing assorted tree seedlings for fuelwood, and sensitisation on the benefits of wildlife conservation for local economies and ecosystems. A total of 77 local leaders (56 males and 21 females) participated in these activities, strengthening community ownership of conservation initiatives and promoting sustainable natural resource management practices.



Mr. Steven Mugabi, the Commissioner Environment Sector Support Services at the Ministry of Water and Environment conducting Bamboo planting during the IDB celebration along River Khamitsaru in Manafwa District



NEMA staff members conducting Bamboo planting during the IDB celebration along river Khamitsaru in Manafwa District

3.3.3 COMMEMORATION OF WORLD ENVIRONMENT DAY 2025

NEMA organised and coordinated the national commemoration of World Environment Day (WED) 2025 on 25th June, 2025 at Kigezi High Primary School, Kabale District under the theme 'United Against Plastic Pollution.' The theme emphasised the urgent need to address plastic pollution and highlighted the importance of collaboration among policymakers, manufacturers, recyclers, and communities to collectively tackle the challenge.

During the celebrations, a variety of activities were undertaken, including greening of schools in Kabale District, environmental school competitions, radio talk shows and awareness messages, a public dialogue at Kabale University, and clean-up exercises in Kabale Municipality. These initiatives aimed to raise public awareness, promote sustainable environmental practices, and foster active community participation in addressing plastic pollution.

The event was attended by approximately 2,000 participants, including community members, school representatives, local leaders, civil society organizations, religious leaders, technical staff from MDAs, political leaders, and NEMA staff. The celebration was graced by Hon. David Bahati, who represented H.E. President Yoweri Museveni. As part of the restoration and greening initiatives in Kabale District, NEMA supported environmental restoration activities in two schools: Bishop Asili Primary School and St. Mary's College Rushoroza. Each school planted 500 tree seedlings within its premises, comprising a mix of species such as Grevillea, Calliandra, Jackfruit, Terminalia, and Pine. These efforts aimed to promote school greening, enhance biodiversity, improve the learning environment, and contribute to long-term ecological restoration within the district.



Photo: Hon. David Bahati (with a watering can), the state minister for finance, together with the NEMA Board of Directors plant a tree seedling at Kigezi High Primary School, the venue for WED 2025

3.3.3.1 PUBLIC DIALOGUE

NEMA, supported by Nature Uganda and Caritas Uganda, organised a public dialogue at Kabale University which was attended by more than 500 participants. The dialogue was graced by NEMA Executive Director, Dr. Barirega Akankwasah, who delivered the keynote address. During the event, participants collectively made a public 'Declaration Against Single-Use Plastics,' which was also reaffirmed during the national WED celebrations. The dialogue provided a platform to raise awareness on plastic pollution, foster stakeholder

engagement, and mobilise collective action toward sustainable waste management practices.



Photo: A public dialogue taking place on the eve of the wed celebrations at Kabale University

3.3.3.2 SCHOOL DEBATES

In collaboration with Kabale District Local Government, the National Teachers College Kabale, and Caritas Uganda, the Authority organised inter-school environmental debate competitions. The initiative aimed to raise public awareness on environmental issues and empower future leaders with sustainable environmental practices. Secondary schools participated in debate competitions, while primary schools showcased their talents through music, dance, and drama performances. A total of 15 schools took part in the activities, including 10 secondary schools (that is, Kigezi High School, St. Mary's Kivengere Girls', St. Mary's Rushorooza, Kabale Secondary, Hornby High School, Kigezi College Butobere, Kigezi Brainstorm, Rock High School, Excel High School Kabale, and Kabale Trinity College). The five primary schools were Bishop Asili Memorial Primary School, Kabale Primary School, Canan High Primary School, Kigezi High Primary School and Kabale Preparatory Primary School.



Photo: Schools participates in debate as part of Pre-WED activities



Photo: School children participates in music and drama performance on world environment day

3.3.3.3 CLEANUP EXERCISE IN KABALE

NEMA coordinated a clean-up exercise in Kabale Municipality as part of the WED 2025 celebrations. The activity was graced by the RDC Kabale and supported by several partners, including ATC, TowerCo, Stanbic Bank, Missions Beyond Frontiers, and Nature in Mind. The clean-up aimed to raise awareness on environmental management and was aligned with the national theme, 'United Against Plastic Pollution,' promoting community participation in reducing plastic waste and improving municipal environmental hygiene.



Photo: Clean-up of Mbale Municipality on world environment day 2025

3.3.4 NATIONAL ENVIRONMENT SUSTAINABILITY AWARDS

NEMA hosted the National Environment Sustainability Awards (NESA) with the theme 'Fostering Cleaner Production to Advance Sustainable Development in Uganda.' The awards recognised exemplary contributions toward sustainable environmental management, with winners receiving prestigious accolades and all nominees awarded certificates of recognition. Awards were presented across five sectors:

- a. Manufacturing Sector - covering sugar processing, foam processing, paint processing, soaps and detergents, metal processing, pharmaceutical, cement, alcoholic beverage processing, oil and gas (upstream), and waste management industries.
- b. Agriculture Sector – focusing on commercial agriculture
- c. Leisure and Hospitality – including recreation facilities
- d. Non-State Actors – comprising development partners, NGOs, and financial institutions
- e. Media – covering television, radio, print, and individual journalists

A total of 18 awardees received accolades, while all 26 nominees were presented with certificates of recognition. The award ceremony was attended by more than 300 guests, including dignitaries from MDAs, the media, companies, NEMA, and other stakeholders,

reflecting a broad commitment to advancing sustainable development through cleaner production practices.



Photo: Winners of National Environment Sustainability Awards, 2025 and NEMA Board of Directors pose for a photo moment

3.3.4 NEMA RESOURCE CENTRE

The Authority continued to equip the library with environment resources to make it an environment academic hub and a centre for environment information. This initiative ensures that students, researchers, and the general public have access to critical resources for research, knowledge generation and environment related information.

During the reporting period, the library served 150 (112 male, 38 female) users from diverse backgrounds; NEMA staff, students, two Members of Parliament and the general public. Areas researched include: Oil & Gas, waste management, regulations, pollution control, regulations, information on the National State of Environment. This underscores the library's vital role in supporting advanced academic and professional environmental research and references. Publications were used for research references and they include: The Albertine Graben Environment Monitoring Plan (AGEMP) 2021-2026, Albertine Graben Environment Monitoring Report, 2022, Strengthening Environmental Management and Reducing Pollution Risks from the Oil and Gas Sector in Uganda, Guidelines for the Management of Landfills in Uganda, Strategic Environmental

Assessment (SEA) of Oil and Gas Activities in the Albertine Graben, Uganda and Uganda-Norway Oil and Gas Cooperation.

Table 11: performance against targets under budget output 140009 environmental literacy and corporate image

Planned Outputs	Performance Indicators	Target FY2024/ 2025	Actual performance	Rating	Remark
Environment information disseminated to the citizens	Number of disseminations engagements undertaken	1	1	Achieved	Publications produced by NEMA were disseminated to West Nile and the central region of Uganda
	Number of offices equipped	30	25	Moderately Achieved	Seven Resource centres in northern, Bunyoro and eastern Uganda were equipped
	Number of categories of environmental resource materials procured	5	5	Achieved	Achieved as planned
	Number of reports digitised and archived	500	500	Achieved	Sorted and cleaned the library, artic and ESIA centre and the reports were digitized
NEMA Communication and Visibility Strategy developed and implemented	Number of visibility initiatives undertaken	4	5	Achieved	Held a press conference to launch the National Environment Sustainability Awards 2025 and undertook

Planned Outputs	Performance Indicators	Target FY2024/ 2025	Actual performance	Rating	Remark
					four visibility initiatives
	An award ceremony undertaken	1	1	Achieved	National Environment Sustainability Awards (NESA) was held with a theme of Fostering Cleaner Production to Advance Sustainable Development in Uganda
World Environment Day (WED) and other international celebrations commemorated	WED celebrated	1	1	Achieved	WED was celebrated in Kabale under the theme 'United Against Plastic Pollution'. Several awareness activities were carried out in the area including public dialogue on plastic pollution, school debates, clean-up activities.
Information, Education and Communication (IEC) materials developed and disseminated	Number of categories of IEC materials procured	10	10	Achieved	IEC materials (newsletters, diaries, calendars, banners, T-shirts, caps, brochures, handbooks) were designed and printed to be used in awareness campaign activities
Public education programmes and campaigns	Number of campaigns and	4	4	Achieved	Several awareness campaigns were carried out including

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
on environment developed and implemented	programmes undertaken				celebration of international days, sustainability awards ceremony and sensitisation meeting
	Number of education awareness and pre-WED activities undertaken	4	4	Achieved	Pre-WED activities included radio talks shows, dialogue meetings, restoration of degraded ecosystem and community sensitisation meeting
Environment education and awareness programmes in education institutions developed, promoted and monitored	Number of school programmes undertaken	2	4	Achieved	These included school debates, dramas, tree planting and awareness meetings

3.4. KEY RESULT AREA 4: ENVIRONMENTAL PLANNING, RESEARCH, INNOVATION AND DEVELOPMENT

NEMA spearheads Environmental Planning, Research, Innovation and Development (EPRID) as a strategic pillar for sustainable development in Uganda. Through this mandate, the Authority coordinates national environmental planning processes, promotes evidence-based research, fosters technological innovation, and drives knowledge sharing to inform sound decision-making. Key interventions include the development and implementation of the National Environment Research Agenda (2024/25–2028/29), formulation of policy briefs on emerging issues such as air quality and waste

management, and coordination of flagship projects on climate resilience, biodiversity conservation, pollution control, and sustainable resource use.

NEMA also strengthens partnerships with universities, research institutions, and international agencies to advance innovative solutions, build national capacity, and nurture an environmentally literate society. Collectively, these efforts ensure that environmental planning and innovation remain central to Uganda’s socio-economic transformation and resilience in the face of climate change and other ecological challenges. In the reporting period, the Authority achieved the following:

3.4.1 DEVELOPMENT OF STRATEGIC PLAN (FY2025/2026-2029/2030)

In consultation with stakeholders across the environment sector, NEMA developed a Strategic Plan for the period FY2025/2026 to FY 2029/2030. The Plan’s priorities are aligned with the National Development Plan IV (NDP IV) framework and focus on strengthening environmental governance, fostering innovation, and promoting sustainable development. The key strategic priorities include:

- a. Strengthening regulation and enforcement to curb environmental pollution and degradation
- b. Mainstreaming environmental concerns across all sectors of the economy
- c. Promoting environmental research and innovation for sustainable resource management
- d. Enhancing environmental information management systems for informed decision-making
- e. Advancing a circular economy to minimise waste and optimise resource use
- f. Promoting sustainable ecosystems management and restoration initiatives
- g. Scaling up environmental education, awareness, and advocacy for behavioural change
- h. Strengthening institutional systems and capacity to deliver on NEMA’s mandate

3.4.2 NATIONAL STATE OF ENVIRONMENT REPORT

Under section 46 of the National Environment Act, Cap. 181, NEMA is mandated to prepare a national state of environment report in accordance with environmental principles. The report is prepared every two years to guide environmental planning and

feeds into the National Environment Action Plan. The National State of the Environment Report 2024 (NSOER)² offers a comprehensive assessment of Uganda's environmental governance, aligning national policies with global commitments such as the SDGs, Uganda's Vision 2040 and the National Development Plan IV.

In the reporting period, NEMA produced NSoER 2024, detailing assessment of the environmental landscape for the period 2022 to 2024. The report preparation involved extensive stakeholder engagement, including review and validation meetings, and was approved by the NEMA Board of Directors and launched during WED 2025 celebrations.

The report identifies key drivers of environmental change, including rapid population growth, urbanisation, economic development, and climate change. These factors aggravate deforestation, habitat loss, and resource depletion, while contributing to poverty and inequality among the citizens. Climate change impacts, such as rising temperatures, floods, and droughts, further disrupt ecosystems health and agriculture. In addition, air pollution, water contamination, land degradation, and biodiversity loss are major concerns that need to be tackled.

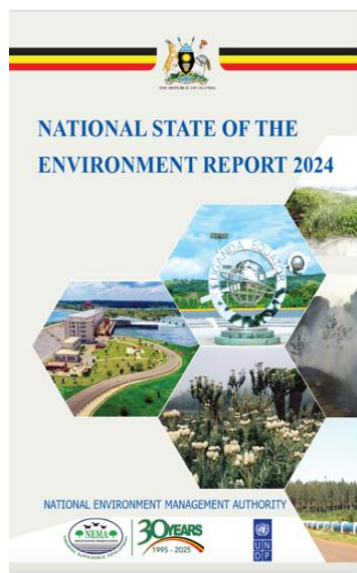


Photo: Hon. David Bahati launches the National State of Environment Report 2024 during Wed, 2025 celebrations.

² <https://www.nema.go.ug/en/the-national-state-of-environment-report-2024/>

3.4.3 RESEARCH STUDIES

Research was conducted on selected five (5) environmental topical issues, with findings that are critical in guiding national planning and implementation of interventions. The studies undertaken included:

- a. Assessment of heavy metal contamination in the Nakivubo Channel ecosystem
- b. Evaluation of pesticide contamination levels in commonly consumed vegetables in Uganda
- c. Pesticide residues in vegetables from Kampala markets and the River Mpanga catchment, highlighting risks to public health and ecosystems
- d. State and management of municipal waste sites in urban areas to improve waste handling and disposal
- e. Concentrations of heavy metals and micro plastics in compost samples from CDM sites across Uganda, informing strategies for safer waste management practices

These studies provide evidence to inform policy, strengthen regulation, and promote actions aimed at safeguarding public health and environmental sustainability.

3.4.4 POLICY BRIEFS

The Authority produced five (5) policy briefs on key environmental issues, generating evidence and information that are critical in informing policy and guiding implementation. The policy briefs included:

- a. High-impact brief to enhance inter-country collaboration on biodiversity, health, and transboundary zoonotic disease control across Uganda, Kenya, and South Sudan, aimed at fostering regional environmental resilience
- b. Micro Plastics in Composts: Are We Poisoning Our Farms?
- c. Urban Plastic Waste Crisis in Uganda
- d. The Silent Crisis of Municipal Solid Waste in Cities of Uganda
- e. Death on the Plate: Pesticide Residues in Vegetables in Uganda

In addition, the Authority published two articles in peer-reviewed journals focusing on critical aquatic ecosystem challenges. The first article examined the environmental

impacts of cage fish farming, assessing its effects on water quality, biodiversity, and sustainable fisheries management. The second article analysed the impacts of sand mining on fish breeding, highlighting how unregulated extraction disrupts aquatic habitats, affects spawning grounds, and threatens fish populations. These publications provide scientific evidence to guide regulatory frameworks, promote sustainable resource use, and safeguard aquatic ecosystems that are vital for food security and livelihoods. The publications are:

- a. Environmental Impacts of Cage Fish Farming: A review in the International Journal of Fisheries and Aquatic Studies (2025;13(3):13-17, DOI: <https://doi.org/10.22271/fish.2025.v13.i3a.3071>
- b. Impacts of Sand Mining on Fish Breeding: A review in the East African Journal of Environment and Natural Resources, (8)(1), 487-494, <https://doi.org/10.37284/eajenr.8.1.3027>.

3.4.5 ENVIRONMENT STATISTICAL ABSTRACT (FY2024/2025)

NEMA compiled a comprehensive Environmental Statistical Abstract for FY2024/25, providing an in-depth assessment of key environmental indicators across air, land, and water components. The findings highlight significant trends and patterns, offering valuable insights into the state of Uganda's environment. Designed to support policymakers, environmental authorities, and other stakeholders, the Abstract serves as a critical reference for documenting environmental conditions and tracking changes over time. By providing reliable and evidence-based statistics, the Abstract enables informed decision-making, facilitates proactive measures for sustainable resource management, and supports effective responses to emerging environmental challenges.

NEMA mobilised resources by developing eleven (11) project proposals, four (4) of which secured funding amounting to UGX 5.6 billion. This achievement has significantly enhanced NEMA's capacity to implement critical environmental management activities, fostering long-term sustainability and improved institutional performance. The funded proposals include: Domestic Solid Waste Management Strategies for Sustainable Urban Growth and Climate Resilience in Uganda, GEF 8 NBSAP Support (7NR and NBSAP

Update), NEMA Institutional Development Needs to Support UDAP (Uganda Digital Acceleration Programme) and Grow Project, two (2) proposals are currently at Project Concept Approval (PCA) stage and full proposal development respectively.

Despite significant reforms since the 1990s, Uganda continues to face serious environmental challenges including environmental degradation, deforestation, wetland loss, poor waste management, and limited enforcement capacity. These issues have led to deteriorating public health, increased vulnerability to climate disasters, and reduced economic productivity. NEMA conducted a feasibility study for the NEMA infrastructure development project (NEMA-IDP) with a primary objective to evaluate the most appropriate, cost-effective strategies for strengthening NEMA's capacity to coordinate, monitor, regulate, and supervise environmental management across Uganda. This study seeks to address the environmental challenges by establishing six regional offices, equipping them with modern monitoring tools, and implementing an Integrated Environmental and Social Impact Assessment and Licensing System. It also aims to enhance waste management through e-waste collection centres, model waste facilities, and train at least 500 staff across NEMA and partner agencies. These interventions align with Uganda's Fourth National Development Plan (NDP IV), Vision 2040, and international commitments such as the SDGs and the Paris Agreement. The project is designed to enhance environmental compliance, support sustainable development, and protect Uganda's natural capital, positioning the country for inclusive economic growth and long-term environmental resilience. The specific objectives of the NEMA infrastructure development project (NEMA-IDP) include:

- a. Conduct Demand Analysis: Assess institutional and operational needs for environmental compliance, infrastructure, digital systems, enforcement capacity, and waste management services
- b. Assess Policy, Legal, and Regulatory Alignment: Ensure the project aligns with national laws, policies, and international conventions, ensuring coherence and compliance
- c. Examine Environmental and Social Impacts: Conduct an ESIA, identify potential impacts, and propose mitigation and sustainability measures

- d. Analyse Human Resource Requirements: Identify staffing, training, and capacity-building needs for successful project implementation and long-term operations
- e. Determine Technical and Engineering Requirements: Define specifications for infrastructure, equipment, digital systems, and integrated management systems
- f. Undertake Financial, Economic, Risk, and Stakeholder Analysis: Assess financial and economic viability (FNPV, FIRR, ENPV, EIRR), identify risks and mitigation strategies, and map stakeholder interests, roles, and benefits to ensure inclusive participation

Table 12: Performance against targets under budget output 140010 Environmental Planning, Research, Innovation and Development

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
The National State of the Environment Report (NSOER) prepared and disseminated	NSOER Produced	1	1	Achieved	NSOER for 2024 was produced launched and disseminated
NEMA research strategy operationalised	Number of policy briefs developed	3	5	Achieved	Policy brief on 5 topical issues were developed and disseminated
	Number of researches undertaken	1	5	Achieved	Achieved
NEMAs Strategic planning function strengthened	Number of work plans produced	5	5	Achieved	Quarterly work plans and annual work plans were produced
	FY 2025/2026 – FY2029/2030	1	1	Achieved	The strategic plan was developed,

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
	Strategic Plan in place				approved by the Authority Board and submitted to NPA for approval certification
	Number of studies undertaken	1	1	Achieved	NEMA infrastructure development project feasibility study was conducted and is now with MoFED for approval
Resources to support the functions of the Authority mobilised	Draft Mobilisation Strategy in place	1	1	Achieved	A draft mobilisation strategy was developed through extensive stakeholder consultations
	Number of bankable proposals developed	4	11	Achieved	A proposal development committee was established and this has greatly spearheaded development of proposal. During the reporting period 11 proposals were developed

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remark
					and submitted to different development partners
Data generated for effective environment and Natural Resource Management	A statistics Abstract developed	1	1	Achieved	NEMA is spearheaded the compilation of the environment statistical abstraction by bringing together all actors in the sector to provide information that was useful for abstract development
	Number of Quarterly Statistics reports	4	4	Achieved	Compiled quarterly statistical reports and were submitted to UBOS
Capacity of lead agencies in environmental reporting and Natural Capital Accounting developed	Number of lead agencies trained on NCA	50	35	Moderately Achieved	35 Planners selected from sector MDAs were trained

Planned Outputs	Performance Indicators	Target FY2024/ 2025	Actual performance	Rating	Remark
Research in innovations, new technologies and emerging issues on environment supported	Number of participants trained in green economy technologies	50	80	Achieved	80 participants selected from industrialists were trained
	Number of Economic Instruments developed	1	2	Achieved	Developed the Express Penalty Scheme, and the development of National Environment (Extended Producer Responsibility) Regulations is ongoing
	An Ecosystem Valued	1	1	Achieved	Valuation of Rwizi river was conducted and the report undergoing validation

3.5 KEY RESULT AREA 5: INSTITUTIONAL SYSTEMS AND CAPACITY

The Authority continues to prioritise the enhancement of institutional systems and capacity as a cornerstone for driving operational excellence and sustainable growth. By fostering robust systems, optimising processes, and building internal capabilities, the Authority aims to deliver superior performance and achieve its strategic objectives. During the reporting period, the institution undertook a number of actions towards ensuring its efficiency and effectiveness.

3.5.1 STAFFING AND HUMAN RESOURCE GROWTH

Over the years, NEMA has faced staffing constraints, operating with an average of 120 staff, which was inadequate to efficiently execute its regulatory and enforcement mandate. Limited staffing affected the Authority's ability to conduct nationwide environmental monitoring, inspections, and enforcement of compliance with environmental laws.

In 2022, the NEMA Board, in response to the increasing workload and the need to enhance institutional effectiveness, proposed a new organisational structure, which was subsequently approved by the Ministry of Public Service, providing for 413 positions. The new structure significantly strengthens the Authority by creating dedicated units in the following areas: Environmental Protection Force, Regional Offices to improve local presence and responsiveness, Crime Intelligence and Enforcement, Research and Innovations, Environmental Management Information Systems (EMIS), Chemicals Management, Legal Affairs and Environmental Planning.

As of FY2024/2025, a total of 248 staff (165 males, 83 females) had been recruited, representing 60% of the approved 413 positions, with 40% still vacant. This marks a 108% increase from the previous average of 120 staff, significantly enhancing the Authority's operational capacity. Of the recruited staff, five have since resigned, and their replacement process is underway. Figure 21 illustrates the growth in staffing levels and the progress towards full implementation of the approved structure.

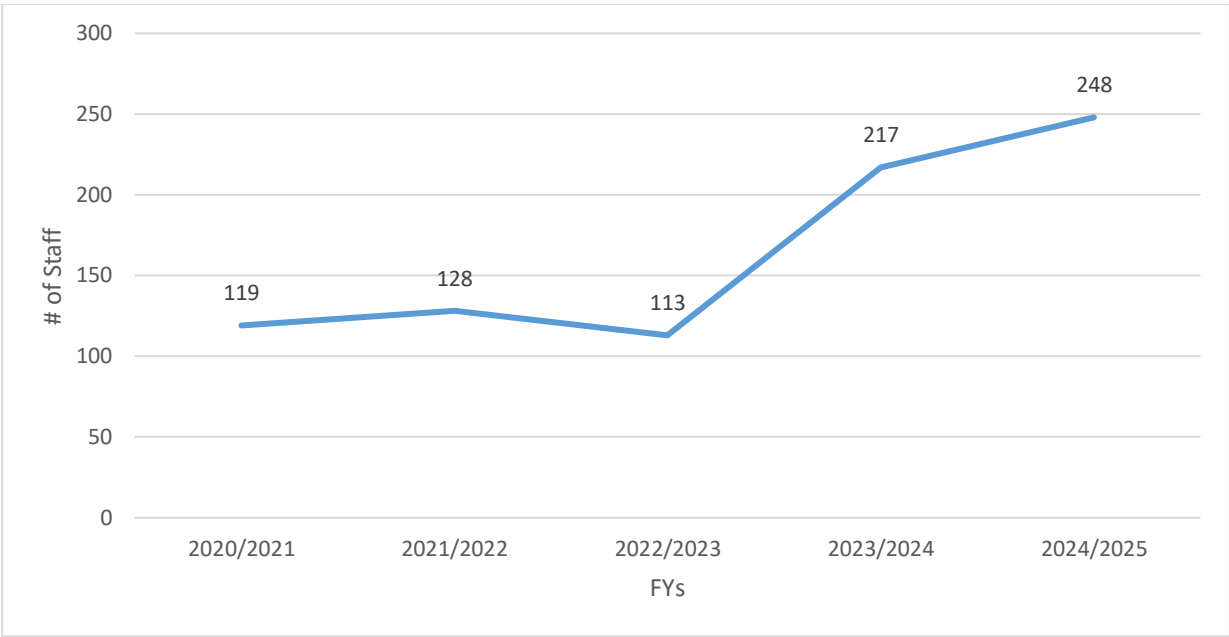


Figure 10: NEMA staffing trends over the years

3.5.2 HUMAN RESOURCE DEVELOPMENT

During the reporting period, NEMA prioritised staff capacity development by supporting professional growth and facilitating annual professional subscriptions for 21 employees across key departments:

- Finance: 10 accountants supported with annual subscriptions to the Institute of Certified Public Accountants of Uganda (ICPAU) and the Association of Chartered Certified Accountants (ACCA).
- Internal Audit: Three staff supported with annual subscriptions to the Institute of Internal Auditors (IIA) and ACCA.
- Human Resources: Five staff supported with annual subscriptions to the Human Resources Management Association (HRMA).
- Information Technology: Three staff supported with annual subscriptions to the Information Systems Audit and Control Association (ISACA).

In addition, it conducted a four-day orientation programme for 131 staff members (90 male, 41 female), aimed at familiarising them with the Authority’s mandate, functions, operations, and code of conduct.

Furthermore, the Authority trained and operationalised the Disciplinary Committee to uphold ethical standards and enhance organisational performance.

3.5.3 STRENGTHENING THE CAPACITY OF REGIONAL OFFICES

The Authority also strengthened the capacity of its regional offices in Mbarara, Albertine Region, Lira, and Mbale to effectively carry out environmental management at the regional level. Officers were deployed to these offices and each regional office equipped with at least two operational vehicles to support environment compliance monitoring, inspection, and enforcement activities. These measures aim to ensure that NEMA's operations are decentralised, responsive, and capable of addressing regional environmental challenges efficiently.

3.5.4 FLEET MANAGEMENT

To strengthen the institution's capacity to effectively execute its mandate, NEMA has progressively expanded its vehicle fleet over the past five financial years. In FY2024/25, the Authority procured 16 motor vehicles and six motorcycles, bringing the total motor vehicle fleet to 52. Of these, seven vehicles are earmarked for disposal, and four await repair, resulting in 79% of the fleet (41 vehicles) being in good working condition to support institutional activities.

The fleet growth has shown a general upward trend, with a slight dip in FY2021/22, reflecting NEMA's efforts to enhance operational mobility. The addition of motorcycles in FY2024/25 further diversifies the fleet to support field operations.

3.5.5: BOARD GOVERNANCE AND STRATEGIC OVERSIGHT

During the financial year, NEMA welcomed its 9th Board, marking a significant milestone in strengthening the Authority's governance framework. With its strategic vision and policy expertise, the Board is well-positioned to guide NEMA in fulfilling its mandate of safeguarding Uganda's environment for present and future generations.

The Board plays a critical role in providing strategic oversight and policy guidance to NEMA. Its key responsibilities include:

- a. Ensuring effective implementation of Uganda’s environmental laws and regulations
- b. Promoting sustainable development across all sectors
- c. Addressing emerging environmental challenges in line with national and global priorities

The Board’s leadership is instrumental in aligning NEMA’s operations with national development goals and international environmental standards. The 9th Board was inaugurated in April 2025, and following their inauguration, members underwent a comprehensive induction programme. This programme was designed to equip the Board with the knowledge and tools necessary to provide strategic oversight, guide policy implementation, and promote environmental stewardship for sustainable development.

Through this strengthened governance structure, NEMA is better positioned to enhance accountability, improve decision-making, and advance its mission of protecting Uganda’s environment.



Photo: Inauguration of NEMA’s 9th Board of Directors, Officiated by the state minister for Environment, Hon. Beatrice Anywar

Table 13: Performance against targets under budget output 140011 institutional systems and capacity

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remarks
A resource mobilisation strategy developed and implemented	An updated financial system	1	1	Achieved	Authority annual financial reported was prepared and system updated
Financial management function strengthened	Number of asset verification reports	2	2	Achieved	Two asset verification exercise were carried out
	Number of financial statements prepared	2	2	Achieved	Prepared half year and annual financial statement
Human resource management strengthened	Number of staff facilitated	22	21	Moderately Achieved	10 accountants received support for annual subscriptions to ICPAU and ACCA; three Internal Audit team members were supported with annual subscriptions to the IIA ACCA; five human resource staff were supported with annual subscriptions to the HRMA, and; three Information Technology staff received support for annual subscriptions to the ISACA.
	A staff annual performance engagement undertaken	248	248	Achieved	Staff prepared performance appraisals and development performance plan for the new financial year
	Number of staff recruited and deployed	33	33	Achieved	Achieved as planned

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remarks
Develop computerised records management systems	Number of archival boxes procured	40	20	Not Achieved	Procured 20 archival boxes and cleared the Artic for storage of archival boxes and electronic wastes
Personnel emoluments and welfare provided (salaries, medical, leave transport, insurance)	Number of staff	248	248	Achieved	Achieved as planned
	Number of staff	248	248	Achieved	Achieved as planned
	Number of staff	248	248	Achieved	Achieved as planned
	Number of staff on medical scheme	248	248	Achieved	Achieved as planned
	Insurance cover undertaken	248	248	Achieved	Achieved as planned
	Number of staff facilitated	248	248	Achieved	Achieved as planned
Services and Utilities provided	Bills paid	12	12	Achieved	Achieved as planned
	Bills paid	12	12	Achieved	Achieved as planned
	Services provided	12	12	Achieved	Achieved as planned
	Services provided	12	12	Achieved	Achieved as planned
	Services provided	12	12	Achieved	Achieved as planned
	Rent paid	12	12	Achieved	Achieved as planned
	Rates Settled	12	12	Achieved	Achieved as planned
	Refurbishment of NEMA buildings and offices undertaken	12	12	Achieved	Achieved as planned
Functionality of regional offices enhanced	Rent paid	12	12	Achieved	Achieved as planned
Operations of the governance arms of the Authority	Number of PCE activities carried out	4	4	Achieved	Conducted quarterly engagements with PCE

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remarks
Strengthened (board function, ED'S office, statutory committees, PCE)	Board members fully facilitated	9	9	Achieved	All Board members were paid retainer fees
	Number of Board & Board Committee meetings facilitated	20	6	Not achieved	Board held two full Board meetings and four Committee meetings
	Number of field activities	4	4	Achieved	Achieved as planned
	Number of people trained	33	33	Achieved	Achieved as planned
	Quarterly strategic activities undertaken	4	5	Achieved	Held meetings including Budget Committee of Parliament, GCF Steering Committee meeting, NRECCLMW Meeting at MWE, Top Policy meeting at MWE
	Number of committees facilitated	6	6	Achieved	Achieved as planned
Procurement and disposal functionality enhanced	Number of procurement operations carried out	8	8	Achieved	Achieved as planned
Internal audit and risk management function enhanced	A risk profiling report	1	1	Achieved	Achieved as planned
	Quarterly Audit reports produced	4	3	Moderately Achieved	Achieved as planned
Internal Monitoring and Evaluation function strengthened	Number of monitoring and evaluation activities carried out	4	3	Moderately Achieved	Achieved as planned
	M&E Framework developed	1	1	Achieved	Achieved as planned
	Number of periodic evaluation reports produced	2	2	Achieved	Achieved as planned

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remarks
An integrated ICT Infrastructure enhanced	Number of assorted ICT supplies procured	10	10	Achieved	Achieved as planned
	Number of licences procured	3	4	Achieved	Procured four Licences; three Software Licences; (Antivirus, Adobe Creative Application Subscription and SPSS Perpetual Licence) and GIS Licence
	Number of trainings undertaken	2	2	Achieved	Achieved as planned
	Number of preventive maintenance activities	4	2	Not achieved	Funds not sufficient
	Offices networked	3	3	Achieved	Achieved as planned
	Number of ICT equipment procured	38	35	Moderately Achieved	Funds not sufficient
	Number of kits procured	1	1	Achieved	Achieved as planned
Environment audits and ESIA's and other studies or reports submitted to NEMA reviewed and decision taken	Number of modules procured	5	5	Achieved	Achieved as planned
Collaborative IT support function strengthened	Number of regional offices supported	4	4	Achieved	Achieved as planned
Fleet operations enhanced	Number of vehicles fuelled	31	31	Achieved	Achieved as planned
	Number of functional vehicles	31	31	Achieved	Achieved as planned

Planned Outputs	Performance Indicators	Target FY2024/2025	Actual performance	Rating	Remarks
	Number of MVs	16	16	Achieved	Achieved as planned
	Number of Motorcycles	6	6	Achieved	Achieved as planned
Other office running logistics provided (office space, stationery, admin costs)	Categories of stationery purchased	5	5	Achieved	Achieved as planned
Other office running logistics provided (office space, stationery, admin costs)	Number of furniture sets procured	100	94	Moderately Achieved	43 chairs, 43 desks, and eight tables procured; procurement of 22 office chairs, 3-layer stainless big trolleys and 3 electrical adjustable work tables still ongoing

CHAPTER 4: PERFORMANCE OF DEVELOPMENT PROJECTS

During the Financial Year 2024/2025, NEMA successfully implemented five development projects, funded by key international partners including the African Institute, the Norwegian Agency for Development Cooperation (NORAD), and the Global Environment Facility (GEF)/ UNEP. The Authority received a total of USD 2,183,574 to support these initiatives.

The projects implemented include:

- a. Promoting Integrated Landscape Management Approach for Conservation of the Mount Elgon Ecosystem in Eastern Uganda (Mt. Elgon Project).
- b. Institutional Capacity Strengthening for Implementation of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing (ABS) in Uganda Project.
- c. Conservation, Mitigation of Impacts, Biodiversity Offsets (COMBO) Project.

In addition, the Authority received funding to implement MEAs, including:

- a. Uganda Country Programme on the Protection of the Ozone Layer.
- b. National Biodiversity Strategy and Action Plan Early Action Support Project (NBSAP EASP).

The achievements of each project are detailed below.

4.1 PROMOTING INTEGRATED LANDSCAPE MANAGEMENT APPROACH FOR CONSERVATION OF THE MOUNT ELGON ECOSYSTEM IN EASTERN UGANDA (MT. ELGON PROJECT)

The Elgon Project, funded by GEF with a budget of USD 9,433,027, aims to promote an integrated landscape management (ILM) approach for the conservation of the Mt. Elgon ecosystem in eastern Uganda. The project began in September 2022 and is scheduled to run until June 2028. Implementation is carried out in partnership with key government institutions including the Ministry of Agriculture, Animal Industry and Fisheries, the Ministry of Water and Environment, Uganda Wildlife Authority (UWA), and the National

Forestry Authority together with international organisations such as IUCN and the World Agroforestry Centre (ICRAF). It also works closely with farmer cooperatives, women empowerment groups, and nine DLGs: Bududa, Bukwo, Bulambuli, Kapchorwa, Kween, Manafwa, Mbale, Namisindwa, and Sironko. During the reporting period, the project made achievements including:

The project made notable progress in mainstreaming Integrated Landscape Management (ILM) and biodiversity conservation into DDPs. Working closely with district planners, natural resource officers, and production officers in nine project districts of Bududa, Bukwo, Bulambuli, Kapchorwa, Kween, Manafwa, Mbale, Namisindwa and Sironko. This process not only fostered ownership among district technical officers but also led to the development of a sustainable Integrated Landscape Management (ILM) plan for the Mt. Elgon landscape, embedding ecosystem conservation and landscape management into long-term district development planning. The project introduced highland-specific Climate Smart Agriculture (CSA) and Sustainable Land Management (SLM) approaches, with a focus on on-farm diversification. A Training of Trainers (ToT) was organised for extension workers and farmer group leaders, equipping them with knowledge and skills in CSA, SLM, and good agronomic practices for staple crops including banana, Irish potato, maize, and beans. Beyond training, the project also built the capacity of farmer groups to actively participate in food crop value chains and supply systems, enhancing both productivity and market engagement.

Incentive schemes were introduced to encourage sustainable crop production and marketing. A consultancy firm was engaged to identify both existing and potential revolving funds and credit schemes, while extension workers and selected farmers both men and women were trained in their effective management and utilisation. These schemes are intended to provide farmers with financial support to adopt and sustain environmentally friendly production practices.

The project also worked to strengthen the coffee value chain by building the capacity of farmers, extension workers, and other value chain actors to apply sustainable coffee standards. This intervention aimed at ensuring coffee production in the region meets both

environmental and market sustainability requirements, while contributing to improved household incomes.

The project made efforts towards restoration of ecosystems in the region. In total, more than 237.7 hectares of degraded ecosystems were rehabilitated, contributing to the restoration of vital ecosystem functions in the Mt. Elgon landscape. The restored areas included; 37.5Ha of River Kaptokwoi in East division in Kapchorwa, 107.5Ha of River Khamitsaru and wetland system in Bugobero Sub-county, Manafwa District, 20Ha of River Sironko in Sironko District, 25Ha of Passa river and wetland system in Bukibokolo sub-county in Bududa District, 01 Ha of River banks of Suume in Buwali Parish and Buwali Sub-county in Bududa district, 33.7Ha of Lirima-Laaso river and wetland system in Bukhoko Sub-county in Namisindwa District, 1.5Ha of River banks of Sasa in Bugimwera Parish, Bumasobo Sub-county in Bulambuli District, 1.5Ha of River banks of Dirigana in Bugitimwa Sub-county in Sironko District and 10Ha degraded Namatale Central Forest Reserve in Mbale City.

At the community level, action planning for degraded farmlands was carried out in Busulani (Sironko District) and Bumasobo (Bulambuli District). The exercise attracted 195 participants (103 males and 92 females) drawn from 12 parishes. Through participatory planning, communities prioritised interventions such as training in good agronomic practices delivered through demonstration modules at the lead-farmer level, tree planting on farmlands using preferred species like *Markhamia lutea*, *Cordia Africana*, *Ficus natalensis*, *Albizia coriaria*, Bamboo, and *Persea americana*, as well as tailored soil and water conservation practices based on local contexts.

Finally, the project carried out extensive community sensitisation on the benefits of ecosystem restoration. A total of 939 people were reached 737 (454 males and 255 females) from Bududa and Manafwa districts, and Namisindwa District. Sensitisation messages emphasised the economic and ecological benefits of restoration, including biodiversity protection and improved community livelihoods. Communities were encouraged to adopt conservation-friendly activities such as beekeeping, planting Napier grass to control soil erosion and improve water retention, producing tree seedlings for

fuelwood, and embracing wildlife conservation as a pathway to safeguarding both nature and local economies.

4.2 INSTITUTIONAL CAPACITY STRENGTHENING FOR IMPLEMENTATION OF THE NAGOYA PROTOCOL ON ACCESS TO GENETIC RESOURCES AND BENEFIT SHARING (ABS) IN UGANDA PROJECT

The ABS Project, funded by GEF through UNEP with a budget of USD 2,560,842, aims to strengthen Uganda's regulatory and institutional frameworks for effective implementation of the Nagoya Protocol on access to genetic resources and sharing of benefits arising out of their utilisation (ABS). The project began in January 2021 and is scheduled to run until December 2026. Implementation is carried out in partnership with key government institutions, including NEMA as the lead implementer, UNCST, UWA, National Forestry Authority (NFA), Plant Genetic Resources Center (PGRC), National Forestry Resources Research Institute (NaFORRI), Natural Chemotherapeutics Research Institute (NCRI), and Makerere University; together with community organisations such as the Karamoja Women Cultural Group (KWCG) and United Organisation for Batwa Development in Uganda (UOBDU). During the reporting period, the project made achievements including:

The project made notable progress in strengthening national regulatory and institutional frameworks for ABS. Thirteen regulatory frameworks were developed, covering ABS, Collaborative Forest Management (CFM), and Revenue-Sharing mechanisms, including the Draft ABS Policy (2024), Updated ABS Regulations (2024), Updated ABS Implementation Guidelines (2024), and the Draft Uganda Wildlife (Community Resource Access) Regulations (2024). These frameworks underwent review by NEMA and are awaiting final approval. Additionally, CFM agreements were signed and updated in several Central Forest Reserves, such as Moroto CFR (with groups like Taimoe Forest Conservation Group, Lingabong-Lorichanmon CFM Group, and Musupo Lotukomum Conservation Group), Napak CFR (with Tongi CFM Forum), Kadam CFR (with Tespo Environmental Conservation Association and Kokuwam Environmental Conservation Association), and Echuya CFR (involving groups in Muko, Murora, Kanaba, and Bufundi sub-counties), enhancing community involvement in sustainable forest management.

The project developed two electronic systems i.e., the ABS Online Permit Management System and the National Electronic System for Monitoring Prior Informed Consent (PIC) and Mutually Agreed Terms (MAT). These systems are awaiting validation and will improve monitoring, certification, and transparency in genetic resource access once operational.

The project conducted capacity building for government agencies and stakeholders for effective enforcement of the Nagoya Protocol. A total of 22 institutions at national, sub-national, and community levels were trained, including NEMA, UNCST, UWA, NFA, NaFORRI, NCRI, Makerere University, PGRC, Ministry of Water and Environment, National Livestock Resources Research Institute (NaLIRRI), National Crops Resources Research Institute (NaCRRI), Ministry of Finance, Planning and Economic Development, zonal research institutes such as Kachwekano and Nabuin ZARDI, Bwindi Mgahinga Conservation Trust, 11 DLGs of Bundibugyo, Kanungu, Rubanda, Kisoro, Kaabong, Kotido, Abim, Moroto, Napak, Nakapiripirit, and Amudat, and community groups such as KWCG and UOBDU. Six agencies, including NEMA, UNCST, NaFORRI, PGRC, NaLIRRI, and Makerere University, are actively enforcing the protocol, with the NARO-ABS Committee facilitating access to 1,600 genetic resource accessions such as cassava, coffee, finger millet, sorghum, and cowpea.

In collaboration with Makerere University and stakeholders from academia, MDAs, and the private sector, the project reviewed and updated a training curriculum to incorporate ABS principles for long-term capacity building. Fifty stakeholders, including scientists, lawyers, social workers, and researchers, were trained on ABS procedures, negotiation skills, PIC, and MAT under the Nagoya Protocol.

Following a training needs assessment and capacity evaluation, an ABS capacity development plan, toolkit, and Capacity Needs Assessment report were created. Community groups were trained on developing Community Protocols and Contractual Clauses, leading to six PICs and MATs signed by herbal medicine groups in Kisoro District (Kanaba, Rukere, Nyagakeke, Birara, Sinuriro, and Biizi). Essential logistics, including vehicles, motorcycles, and computers, were procured to support protocol implementation.

The project advanced effective working models for ABS at the community level through model contractual clauses, codes of conduct, and pilots. Model clauses and a community protocol were developed for sandalwood and herbal product extraction in Kisoro, with 120 local communities trained in PIC and MAT negotiations. Pilot initiatives included: documenting and utilizing Batwa Indigenous Peoples and Local Communities (IPLC) traditional knowledge for malaria herbal therapy in seven Kisoro communities (Kanaba, Rukere, Nyagakenke, Birara, Sanuriro, Rubuguri, and Biizi), resulting in six community protocols; developing Community Protocols for sandalwood access in Karamoja, with awareness workshops by NaFORRI; mapping and managing the *Prunus Africana* value chain with Batwa IPLCs, including risk assessments and a value chain plan; and implementing ABS-responsive CFM in forests like Moroto, Napak, Kadam, Echuya, Bwindi, Mgahinga, and Semuliki, forming 11 community groups and updating agreements.

Guidelines for gender mainstreaming in ABS were finalised and are under review by NEMA, with pilot sites selected among Batwa and Karamojong communities in Kigezi (Rubanda and Kisoro) and Karamoja (Napak and Nakapiripirit). A gender scoping analysis identified gaps and roles to enhance women's participation in resource governance.

Finally, the project enhanced awareness on the Nagoya Protocol through a consultative process involving stakeholders from Karamoja, Kigezi, and national partners, culminating in the National ABS Awareness and Communication Strategy, submitted for approval. A roster of 56 technical and communication experts (41 males, 15 females) was registered by UNCST, with profiles to be uploaded to an integrated online system for ongoing support.

4.3 UGANDA COUNTRY PROGRAMME ON THE PROTECTION OF THE OZONE LAYER PROJECT

The Uganda Country Programme on the Protection of the Ozone Layer Project, grounded in the Montreal Protocol on Substances that Deplete the Ozone Layer, aims to strengthen national mechanisms for the expeditious preparation, implementation, monitoring, and reporting of initiatives to phase out ozone depleting substances (ODS) and promote sustainable alternatives.

Uganda ratified the Protocol on September 15, 1988, and in May 2023, the Government through NEMA the National Ozone Office - signed a cooperation agreement with UNEP to implement the 'Uganda Institutional Strengthening Project Phase V.' The project focuses on six key objectives: improving adoption and implementation of ODS legislation and regulations; ensuring efficient data collection and reporting; fostering consultations and coordination with stakeholders; supervising timely phase-out activities; raising awareness and facilitating information exchange; and promoting regional cooperation and participation in Montreal Protocol meetings. Implementation is carried out partnership with key government institutions, including the National Ozone Unit (NOU), Uganda National Association of Refrigeration and Air Conditioning (UNARA), training institutions, media especially Vision Group; both manufacturing and processing industries, alongside international organisations such as the United Nations Industrial Development Organisation (UNIDO), German Agency for International Cooperation (GIZ), and UNEP. Ozone engages training institutions (Kyambogo University, Ogolai Technical Institute, Uganda Technical College Elgon, Uganda Technical College Bushenyi and Kasese Youth Polytechnic, Refrigeration and Air Conditioning (RAC) technicians, importers, retailers, and educational stakeholders across districts like Kampala, Mukono, Wakiso, Iganga, Kasese, Bushenyi, Amuria, Lira, Adjumani, Mbale, Hoima, Buliisa, Kakumiro, Mubende, Sembabule, and Kyotera. During the reporting period, the project made achievements including:

The project made notable progress in coordinating the implementation of ozone-depleting substances management through regular meetings of the Technical Committee on Management of Ozone Depleting Substances and Products. The committee reviewed multiple importation applications for HCFC R-22 from companies such as Premium Electrical Services and Contractors Ltd, Transa Electrical Services and Contractors, China Petroleum Pipeline Engineering Company Limited, and Africool Uganda Limited. Authorisations were granted for compliant applicants with conditions to ensure safe management, while non-compliant applications were deferred or rejected to uphold regulatory standards. The Committee also adopted stricter documentation requirements for future applications and initiated drafts for public awareness letters on ODS alternatives

and follow-up communications with the Uganda Revenue Authority to address importation issues under the Montreal Protocol, targeting a complete phase-out by 2030.

The project conducted extensive training programmes in hydrocarbon (HC) technology and good service practices for RAC systems. A Training of Trainers was organised at Kasese Youth Polytechnic, covering modules on HC refrigerants, safety considerations, flammability management, electrical components, risk assessment, recovery procedures, and leak detection, with participants receiving certificates upon completing theoretical and practical exams.

Capacity building was undertaken to 12 Ozone staff including: Technicians, trainers, and assistant ozone officers. The training was undertaken in Cairo, Egypt, focusing on advanced practices including pumping down, purging, vacuuming, charging, health and safety for flammable refrigerants like R-600a and R-290, pipe work, and system component testing. Further capacity building included training for the Assessment Division on ozone-friendly gases such as hydrocarbons, ammonia, carbon dioxide, and water, alongside explanations of the Montreal Protocol, Vienna Convention, Kigali Amendment, and national regulations. One staff member was also trained in Spain on handling the Dobson #56 unit for atmospheric measurements.

Incentive schemes and equipment distribution were introduced to support the transition to green cooling technologies. In collaboration with GIZ, the project donated 12 hydrocarbon-running freezers to training institutions including Amelo Technical Institute, Ogoi Technical Institute, Bushenyi Technical Institute, Kasese Youth Polytechnic, and Nicwood Techub, enhancing both formal and informal RAC training programmes.

Furthermore, 80 brand-new R-290 air conditioners, tools, and spare parts were distributed to 10 national institutions, such as NEMA (32 units), Ministry of Energy and Mineral Development (11 units), Kyambogo University (5 units), and others, to facilitate hands-on training in sustainable RAC practices. This built on support that enabled a local manufacturer in Namataba, Mukono to produce environmentally friendly fridges.

At the institutional and international level, the project advanced licensing and policy integration. A stakeholder meeting was held to incorporate ODS licensing into the

Environment Licensing and Management Information System (ELMIS), addressing challenges, outlining integration steps, and planning for testing, validation, and user training to improve efficiency and compliance monitoring.

Uganda participated in global forums, including the 13th Conference of Parties to the Vienna Convention and the 36th Meeting of Parties to the Montreal Protocol in Bangkok, Thailand, where decisions on atmospheric monitoring, energy efficiency in RAC, and end-of-life management were adopted, and a report on nitrous oxide was launched by the Minister of State for Environment. The project also attended a regional network meeting in Arusha, Tanzania, to combat illegal ODS trade in East Africa, and an open-ended working group meeting in Bangkok to establish connections on LRM.

The project also carried out extensive awareness-raising and community engagement activities on ozone layer protection. A writing contest themed “Ozone for Life” engaged university and secondary school students, resulting in numerous articles and an innovative NOU piece titled “Tunde’s path to protecting the earth,” with plans for a documentary.

The National Ozone Contest, implemented through quizzes, targeted students from 15 universities across Uganda, awarding trophies and cash prizes to winners crowned as Mr. Ozone and Ms. Ozone. Talk shows on radio stations such as Capital FM, Busoga One FM, and Vision Radio, plus a TV show on NTV, reached wide audiences on ODS dangers, Montreal Protocol obligations, and alternatives.

Awareness was created in 150 secondary schools across the country and through Corporate Games events, where the Authority’s participation and branded messaging on low-GWP refrigerants enhanced public understanding, with NEMA topping the results table. Procurement of a laptop, camera, and voice recorder supported field activities, while exhibitions at World Environment Day in Kabale District demonstrated ODS alternatives and refrigerant analyzers, reaching participants with hands-on learning on sustainable options like R-600a. In total, these efforts sensitised thousands, including students, professionals, and the public, emphasising the economic and ecological benefits of ozone protection and encouraging adoption of conservation-friendly practices.

4.4 NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN EARLY ACTION SUPPORT PROJECT (NBSAP EASP)

The NBSAP EASP project, funded by UNEP through GEF, aims to review and align Uganda's National Biodiversity Strategy and Action Plan II (NBSAP II) with the KMGBF. The project focuses on four key components: the review and alignment of NBSAP II, assessment of monitoring systems, enhancement of policy and institutional coherence, and strengthening of biodiversity finance. Project implementation is led by NEMA on behalf of the Government of Uganda, in partnership with key institutions such as the Ministry of Water and Environment, Ministry of Energy and Mineral Development (MEND), Ministry of Finance, Planning and Economic Development, and international organisations including the UNDP/IUCN, and the CBD Secretariat. It also engages civil society organizations, academia, private sector actors, and local governments across districts and cities.

In the reporting period, the project made achievements including;

The project made notable progress in aligning national biodiversity targets and strategies with global frameworks. Uganda submitted its revised National Biodiversity Targets to the CBD Secretariat in September 2024, earning recognition at COP16 in October 2024 as the second country worldwide to achieve this milestone. This was complemented by a comprehensive review and alignment of NBSAP II to the KMGBF, culminating in the development of NBSAP III (2025-2030), which emphasises maintaining rich biodiversity for socio-economic development, reducing biodiversity loss, and ensuring equitable benefit-sharing from genetic resources.

To enhance monitoring and policy coherence, the project conducted a thorough assessment of monitoring systems for implementing NBSAP III between June 2024 and July 2025. This included developing an aligned Policy and Institutional Coherence Framework to support NBSAP III execution. Additionally, a Draft Biodiversity Finance Plan was formulated to guide resource mobilisation and financing for NBSAP III, addressing gaps in biodiversity funding and promoting mechanisms like Payment for Ecosystem Services (PES) and ecological fiscal transfers.

International and regional engagements strengthened project outcomes and capacity. The Project Coordinator participated in COP16 in Cali, Colombia, in October 2024, and attended CBD Secretariat-organised workshops, including sessions on Target 3 of the KMGBF in Nairobi, Kenya (15th and 17th-21st February 2025), and regional consultations in Rome, Italy (22nd February to 2nd March 2025). Further participation occurred in a Pan-African Workshop on the Nagoya Protocol in Saly, Senegal, and the BES-Net Regional Trialogue in Windhoek, Namibia, where presentations were made on mainstreaming Access and Benefit-Sharing (ABS), Biotrade, and approaches to invasive alien species in NBSAP processes, emphasising whole-of-government and whole-of-society involvement.

Sector-specific support advanced biodiversity integration into key areas. The project assisted MEMD in reviewing and aligning energy and extractives sector actions with national priorities and the KMGBF, through workshops held from 19th-21st February 2025 at Imperial Golf Course Hotel, Entebbe, in collaboration with IUCN under the BIODEV 2030 project. This led to the development of a Draft Energy and Extractives Sector Biodiversity Action Plan during sessions on 18th-19th June 2025 at the same venue. Additionally, the project supported co-reviewing an ESIA for the importation of *Biomphalaria Glabrata* for research at the Uganda Virus Research Institute.

Capacity building and mainstreaming efforts targeted institutions and local levels. Fifty-one (51) participants (39 males, 12 females) were trained to mainstream NBSAP III into District and City Environment Action Plans and Development Plans. This prompted updates in plans for entities including Soroti City, Lira City, Arua City, Sheema District, Kabale District, Namutumba District, Hoima City, Masaka City, Pallisa District, Kibuku District, Ntungamo District, Mbarara City, Gulu City, Jinja City, and Kampala Capital City Authority. Further capacity building included workshops on PES as a biodiversity financing mechanism (under UNDP support), mainstreaming biodiversity offsets inESIAs (4th-6th March 2025 at 360 Degrees Hotel, Ndejje Entebbe), and reviewing PES guidelines with stakeholders.

Biodiversity finance and ecosystem initiatives were advanced through innovative tools. In collaboration with BIOFIN Phase II, the project facilitated editing and refinement of NBSAP III, the National Biodiversity Finance Plan, monitoring systems, and policy

coherence documents. This included developing a national biodiversity and ecosystem index to inform ecological fiscal transfers (EFTs), identifying priority districts for investments ranging from UGX 208.6 billion to UGX 511.5 billion to optimise forest and wetland services. A scoping study on PES landscapes was completed, highlighting opportunities for market-based incentives, and capacity building trained 51 technical officers (27 males, 24 females) on PES implementation.

Through the project, community and ecosystem-focused activities promoted sustainable practices. The project coordinated ecotourism planning meetings with MWE, NEMA, UNDP, and Wakiso DLG for wetlands under BIOFIN-II, including field assessments in April 2025 at Mabamba, Lutembe, and Nabajjuzi Ramsar sites, involving 42 participants (30 males, 12 females). This identified Mabamba Wetland as a pilot for ecotourism and eco-enterprises, with a concept note developed by the Mabamba Wetland Eco-Tourism Association (MWETA) to enhance sustainable use, community livelihoods, and biodiversity conservation.

4.5 CONSERVATION, MITIGATION OF IMPACTS, BIODIVERSITY OFFSETS (COMBO) PROJECT

The main objective of the COMBO project was to review Terms of Reference (ToRs) and incorporate the aspect of Mitigation Hierarchy and as well as reviewing the ESIA reports to ascertain the extent of adherence to the recommended ToRs with emphasis on the application of Mitigation Hierarchy. During the reporting cycle which ended in July 2025, NEMA reviewed the ESIA for the establishment of a packaging materials manufacturing factory and ware housing facilities in Kampala Business and Industrial Park and decisions were made. ESIA/TOR/2869/2024/12. The Authority also reviewed the scoping report and ToR for the Proposed 33kV Clustering Solution and Rural Electrification in the Elgon Region.

CHAPTER 5: CHALLENGES, RECOMMENDATIONS AND CONCLUSIONS

5.1 CHALLENGES

NEMA encountered several challenges during the implementation period, including the following:

1. Inadequate financing for environmental management activities: Limited budget allocations constrained effective implementation of planned interventions.
2. Limited staffing and capacity: The EPF currently have only 44 recruited officers out of the planned 150, limiting the Authority's capacity for compliance monitoring and enforcement.
3. Insufficient modern monitoring equipment: The availability of critical tools such as drones and emission monitoring systems for air, water, and noise remains limited.
4. Weak inter-agency coordination: Fragmented institutional mechanisms have led to duplication of efforts, delayed prosecutions, and gaps in enforcement.
5. Low public awareness and engagement: Limited knowledge and appreciation of environmental laws among communities and private sector actors continue to impede effective monitoring, reporting, and compliance.

5.2 RECOMMENDATIONS/ACTIONS

Based on the challenges encountered during the financial year, the following strategic actions are recommended to enhance environmental governance and management:

1. Strengthening enforcement and compliance: NEMA is collaborating closely with security agencies to reinforce environmental enforcement and ensure adherence to environmental laws.
2. Intensifying resource mobilisation: Efforts are being made to increase resource mobilization and leverage strategic partnerships to support environmental management initiatives.
3. Enhancing monitoring capacity: The Authority has procured essential monitoring tools, including air and noise meters, and continues to advocate for additional funding to acquire advanced environmental monitoring equipment.

4. Building institutional capacity: NEMA continues to strengthen the capacity of lead agencies, including local governments and urban councils, to effectively manage environmental resources and enforce regulations.

5.3 CONCLUSION

The Financial Year 2024/2025 marked a period of significant achievement and strategic progress for NEMA. Throughout the year, the Authority reaffirmed its commitment to supervising, regulating, monitoring, and coordinating environmental management across Uganda. NEMA's performance reflected notable growth in institutional capacity, financial sustainability, regulatory enforcement, and stakeholder engagement. These accomplishments not only strengthened the Authority's operational effectiveness but also advanced Uganda's pursuit of national development priorities while aligning with global environmental commitments.

APPENDIX I: AUDITED FINANCIAL STATEMENT

Government of the Republic of Uganda National Environment Management Authority

Statement of Responsibilities of the Accounting Officer

The financial statements set out on pages 4 to 86 have been prepared in compliance with the provisions of the Public Finance Management Act, 2015 Cap 171 (the Act) and the Generally Accepted Accounting Principles for the Public Sector. They have been prepared on the modified accrual basis of accounting where revenue is recognised when earned with the exception of taxes and grants which are recognised when received. Expenditure on the other hand is recognised when incurred, as further detailed in the accounting policies that are part of these financial statements.

In accordance with the provisions of Section 43 and Schedule 5 of the Act, I am responsible for and personally accountable to Parliament for the activities of the vote to which I am the Accounting Officer. Further, I am responsible for the regularity and proper use of the money appropriated to the vote to which I am the Accounting Officer. I am also responsible for authorizing any commitments made by the vote and for controlling resources received, held or disposed of by or on account of the vote. Finally, I am responsible for putting in place effective systems of risk management and internal control in respect to all resources and transactions of the vote.

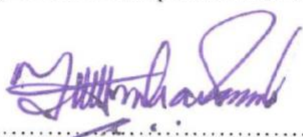
Section 43 (3) of the Act requires the Accounting Officer to enter into an annual budget performance contract with the Secretary to the Treasury which shall bind the Accounting Officer to deliver on the activities in the work plan of the vote for a financial year.

Sections 48 and 49 of the Act require me to prepare and submit financial statements of my vote to the Accountant General for consolidation and to the Auditor General for audit within the timelines specified in the Act using the prescribed formats.

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

To the best of my knowledge and belief, these financial statements are consistent with the books of account, which have been accurately maintained.

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


.....
Accounting Officer [Names and Signature]

.....
Date



Government of the Republic of Uganda
National Environment Management Authority

Commentary on the Financial Statements by the Head of Accounts

The financial statements are prepared in compliance with the Public Finance Management Act, CAP 171, the Generally Accepted Accounting Principles, and instructions issued by the Accountant General from time to time.

The total approved budget for FY 2024/25 was UGX 40.342 which was all released (100% release) compared to the approved budget of UGX 42.29 billion for FY 2023/24 of which UGX 39.892 billion (94.33 % of the budget) was released. UGX 38.93 Billion (96.5% of the amount released) was spent in FY 2024/25 compared to FY 2023/24 where UGX. 35.672 billion (89.42%) of the amount released was spent. Improved absorption was therefore realized during the FY 2024/25.

The NTR collected by the Authority for the 12 months ending in June 2025 was UGX 16.27 billion. This year's collections have increased by 16.2% % in comparison to the previous year, FY2023/2024 (13.739 billion). This increase can be attributed to the increase in compliance monitoring and enforcement, enforcement on the payment of administrative fines for commencing projects without approvals, enforcement of fines on missed environmental compliance audits and improved internal processes that have reduced the turnaround time for project reviews and decision making.

The detailed budget performance is reported in Table 1 below;

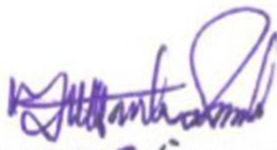
BUDGET PERFORMANCE REPORT FOR FY 2024 /25

Description		Approved Budget	Release by End Q.4	Spent by End Q.4	Variance between the releases and the spend	% Budget Released by End Q.4	% Releases Spent
Recurrent	Wage	12,903	12,903	12,014	0,889	100%	93%
	Gratuity	3,87	3,87	3,87	0	100%	100%
	NSSF	1,29	1,29	1,27	0,02	100%	98%
Recurrent Non-Wage- Statutory obligations	Water, Electricity, Insurance, Board, Property management expenses, property rates, rent, staff welfare, telecommunication, Guard, Stationery, ICT, Fuel, funeral costs, licenses, bank charges, allowances, consultancy, recruitment expenses.	9,55	9,55	9,47	0,23	100,00%	99,10%
Recurrent Non-Wage - Activity	Litigation, Monitoring and supervision, workshops and seminars, periodicals, EIA capital works, protective gear, appraisal feasibility studies	4,939	4,939	4,925	0,014	100,00%	99,72%
Development	Capital purchases and tools, i.e. ICT equipment, Motor Vehicles, Furniture	7,79	7,79	7,38	0,41	100,00%	94,74%
Total Budget		40,342	40,342	38,93	1,412	100,00%	96,51%

Government of the Republic of Uganda
National Environment Management Authority

Statement of Financial Performance for the Financial Year Ended 30 June 2025
[Based on classification of expenditures by nature]

	Note s	Actual 30-Jun-25 (Shs)	Actual 30-Jun-24 (Shs)
REVENUE			
Revenue from non-Exchange transactions			
Taxes	2		
External Assistance	3		
Transfers received from Treasury- UCF	4	38,935,105,596	35,672,504,923
Transfers received from the Contingencies Fund	5		
Transfers received from other Government Units	6		
Non-Tax revenue- non-Exchange	7	16,287,845,238	13,641,860,575
Sub-total Revenue from Non-Exchange transactions		55,222,950,834	49,314,365,498
Revenue from Exchange Transactions			
Non-Tax Revenue- Exchange	8	6	645,902,910
Sub-total Revenue from exchange transactions			
Total Revenue		55,222,950,834	49,960,268,408
EXPENSES			
Compensation of employees	9	20,040,231,742	15,072,874,525
Goods and services consumed	10	11,175,780,142	11,632,264,161
Depreciation expense	11	4,040,693,650	2,638,511,440
Impairment of property, plant, and equipment	12		
Subsidies	13		
Grants and other transfers	14		
Social benefits	15	40,000,000	60,000,000
Finance costs	16		
Bad debts expense	17		
Other expenses	18	129,805,648	34,912,000
Total Expenses		35,426,511,182	29,438,962,126
Foreign Exchange gains/loss	19	6,794,376	559,099
Transfers to Treasury	20	10,403,555,678	10,703,330,342
Gain/ loss on asset revaluation			
Surplus/ Deficit for the year		9,386,089,598	9,818,535,039



Accounting Officer [Names & Signature]

Annual Performance Report
FY 2024/2025

Government of the Republic of Uganda
National Environment Management Authority

Statement of Financial Position as at 30 June 2025

	Notes	30-Jun-25 (Shs)	30-Jun-24 (Shs)
ASSETS			
Current Assets			
Cash and Cash equivalents	21	13,400,425,659	12,239,874,429
Prepayments and advances	22(a)	0	0
Receivables	23(d)	11,874,427,233	12,520,330,143
Inventories	24		
Non-current Assets			
Prepayments and advances	22(b)		
Receivables	23(c)		
Investments	25		
Property, Plant and Equipment	26(a)	15,125,300,409	13,976,550,562
Investment property	26(b)		
Intangible assets	26(c)	7,210,567,904	5,436,575,401
Non-Produced Assets	27	1,787,734,375	1,787,734,375
Total Assets		49,398,455,580	45,961,064,910
LIABILITIES			
Current Liabilities			
Payables	28(a)	988,746,792	176,868,444
Deposits	29(a)	0	5,360,360,020
Short-term borrowings	30(a)		
Pensions	31(a)		
Non-current liabilities			
Payables	28(b)		
Deposits	29(b)		
Long-term borrowings	30(b)		
Pensions	31(b)		
Total liabilities		988,746,792	5,537,228,464
Net Assets		48,409,708,788	40,423,836,446
REPRESENTED BY			
Reserves		48,409,708,788	40,423,836,446

Statement of Changes in Net Assets/Equity for the Financial Year ended 30 June 2025

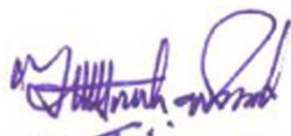
	Notes	30 June 2025 (Shs)	30 June 2024 (Shs)
At 1 July - net assets last financial year (B/F)		40,423,836,446	17,849,452,582
Less: Transfers to the UCF account (Prev year balances)			0
=/- Balance sheet adjustments	32	-1,400,217,256	12,755,848,825
Revaluation reserves			0
Add: Surplus/(deficit) for the year		9,386,089,598	9,818,325,382
Closing net assets/ Net worth		48,409,708,788	40,423,836,446

Accounting Officer [Names & Signature]

Government of the Republic of Uganda
National Environment Management Authority

Cash flow Statement
For the Financial Year ended 30 June 2025
[Direct Method]

	Notes	30 Jun-25 (Shs)	30 Jun-24 (Shs)
CASH FLOWS FROM OPERATING ACTIVITIES			
Revenue from operating activities (see below)		45,465,298,066	43,971,395,176
Payments			
Compensation of employees		-20,040,231,742	-15,072,874,525
Goods and services consumed		-10,201,788,142	-11,632,264,161
Grants and Other Transfers			
Social benefits		-40,000,000	-60,000,000
Other expenses		-129,805,648	-34,912,000
Letters of credit receivable			
Other advances and prepayments			
Other Receivables			
Foreign Exchange loss/gain		-6,794,376	559,099
Domestic arrears paid out during the year		-162,113,652	-177,338,620
Deposits paid out during the year		-5,360,360,020	
Pension arrears paid during the year			
Losses of cash			
Net cash inflows/(outflows) from operating activities		9,524,204,486	16,994,564,969
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		-8,363,653,256	-8,695,674,716
Purchase of Non-Produced Assets			
Purchase of investments			
Proceeds from sale of property, plant and equipment			
Proceeds from the sale of Non-Produced Assets			
Proceeds from sale of investments			
Net cash inflows/(outflows) from investing activities		-8,363,653,256	-8,695,674,716
CASH FLOWS FROM FINANCING ACTIVITIES			
Finance Costs			
Proceeds from external borrowings			
Repayments of external borrowings			
Proceeds from other domestic borrowings			
Repayments of other domestic borrowings			
Net cash flows from financing activities		0	0
Net increase/(decrease) in cash and cash equivalents		1,160,551,230	8,298,890,253

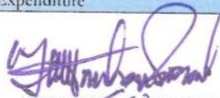


Accounting Officer [Names & Signature]

Government of the Republic of Uganda
National Environment Management Authority

Statement of Appropriation based on Classification of Expenditure by Nature
For the Financial Year ended 30 June 2025

	Initial Budget (Shs) (a)	Adjustments (Shs) (b)	Revised Budget (Shs) (c)=(a)+(b)	Actual Performance (Shs) (d)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Revenue						
Taxes						
External Assistance						
Transfers received from Treasury- UCI	30,352,498,002	10,000,000,000	40,352,498,002	38,935,105,596	1,417,392,406	4%
Transfers received from the Contingencies Fund						
Transfers received from other Government Units						
Non-Tax Revenue	30,876,144,058		30,876,144,058	16,287,845,238	14,588,298,820	47%
Total Revenue	61,228,642,060	10,000,000,000	71,228,642,060	55,222,950,834	16,005,691,226	22%
Expenditure by Nature						
Compensation of employees	18,511,074,621	2,592,285,000	21,103,359,621	20,040,231,742	1,063,127,879	5%
Goods and services consumed	6,493,713,027	4,743,963,000	11,237,676,027	11,184,074,417	53,601,610	0%
Grants and other transfers						
Social benefits		50,000,000	50,000,000	40,000,000	10,000,000	20%
Finance costs						
Other expenses	150,000,000	3,752,000	153,752,000	129,805,648	23,946,352	16%
Purchase of Property Plant and Equipment	5,180,000,000	2,610,000,000	7,790,000,000	7,527,648,486	262,351,514	3%
Purchase of Non-Produced Assets						
Domestic arrears paid	17,710,354		17,710,354	15,832,147	1,878,207	11%
Pensions arrears paid						
Total expenditure	30,352,498,002	10,000,000,000	40,352,498,002	38,937,592,440	1,414,905,562	4%
Foreign exchange (gain)/loss				6,794,376	-6,794,376	
Transfers to Treasury	30,876,144,058		30,876,144,058	10,403,555,678	20,472,588,380	66%
Net Expenditure				5,875,008,340	5,875,008,340	

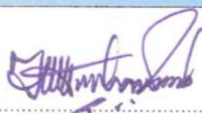


Accounting Officer [Names & Signature]

Government of the Republic of Uganda
National Environment Management Authority

Statement of Appropriation based on the Classification of Expenses by Programmes
For the Financial Year ended 30 June 2025

	Initial Budget (a) (Shs)	Adjustments (b) (Shs)	Revised Budget (c)=(a)+(b) (Shs)	Actual Performance (d) (Shs)	Variance: (e)=(c)-(d)	Variance Percentage [(e)/(c)]
Revenue						
Taxes						
External Assistance						
Transfers received from Treasury- UCF	30,352,498,002	10,000,000,000	40,352,498,002	38,935,105,596	1,417,392,406	4%
Transfers received from the Contingencies Fund						
Transfers received from other Government Units						
Non-Tax Revenue	30,876,144,058		30,876,144,058	16,287,845,238	14,588,298,820	47%
Total Revenue	61,228,642,060	10,000,000,000	71,228,642,060	55,222,950,834	16,005,691,226	22%
Expenditure by Programmes						
Agro-Industrialization	2,000,000,000		2,000,000,000	1,956,107,859	43,892,141	2%
Mineral Development			-		-	
Sustainable Petroleum Development	2,300,148,027		2,300,148,027	2,279,148,918	20,999,109	1%
Tourism Development			-		-	
Natural Resources, Env't, Climate Change, Land & Water Mgt	25,952,349,975	10,000,000,000	35,952,349,975	34,602,335,663	1,350,014,312	4%
Private Sector Development					-	
Sustainable Energy Development	100,000,000		100,000,000	100,000,000	-	0
Legislation, Oversight and Representation					-	
Total expenditure	30,352,498,002	10,000,000,000	40,352,498,002	38,937,592,440	1,414,905,562	4%
Foreign exchange (gain)/loss				6,794,376	-6,794,376	
Transfers to Treasury	30,876,144,058		30,876,144,058	10,403,555,678	20,472,588,380	66%
Net Expenditure				5,875,008,340	-5,875,008,340	



• Accounting Officer [Names & Signature]

Government of the Republic of Uganda
National Environment Management Authority

Cash flow Statement for the year ended (continued)

For cash flow purposes receipts from revenue comprise;

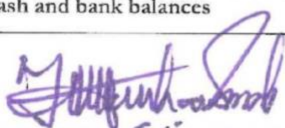
	Notes	30 June 2025 Shs.	30 June 2024 Shs.
Total Revenue as per Statement of Financial Performance		55,222,950,834	49,960,268,408
Add : Advances recovered during the year			
: Revenue receivable collected during the period		645,902,910	
: Deposits received			5,360,360,020
Total Revenue		55,868,853,744	55,320,418,771
Less: Grants received in Kind			
Revenue in Kind (Tax waivers)			
Transfers to Treasury	20	-10,403,555,678	-10,703,330,342
Revenue Receivable for the reporting period			-645,902,910
Total revenue received for Cash flow statement purposes		45,465,298,066	43,971,395,176

Reconciliation of movement of cash during the year

	Notes	30 June 2025 (Shs)	30 June 2024 (Shs)
Cash and cash equivalents at the beginning of the year		12,239,874,429	3,940,984,176
Less: Transfers to the UCF account (Previous Year Balances)	32		
Add/ (Less): Adjustments in cash and cash equivalents	32		
Net increase (decrease) of cash from the <i>Cash flow Statement</i>		1,160,551,230	8,298,890,253
Cash and cash equivalents at the end of the year		13,400,425,659	12,239,874,429

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

	Notes	30 June 2025 (Shs)	30 June 2024 (Shs)
Cash and cash equivalents	21	13,400,425,659	12,239,874,429
Cash and bank balances		13,400,425,659	12,239,874,429



Accounting Officer [Names & Signature]

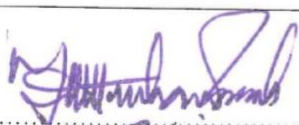
Government of the Republic of Uganda
National Environment Management Authority

Table (i) explaining material variances in the Statement of Appropriation

Note	Expenditure Item/ Programme	Variance Percentage	Explanation
a)	Natural Resources, Env't, Climate Change, Land & Water Mgt	4%	MoFPED released funds late which impacted on our ability to utilize full amount as intended

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

	Actual 30 June 2025 (Shs)	Actual 30 June 2024 (Shs)
Total expenditure per Appropriation Account	38,937,592,440	35,673,064,022
Add:		
Letters of credit receivable prior year but delivered during the year		
Accrued expenditure		0
Prepayments performed		
Depreciation and impairment expenses	4,040,693,650	2,638,911,440
Gains/loss on Disposal of assets		
Less:		
Letters of credit receivable at year-end		
Domestic arrears paid	162,113,652	(177,338,620)
Pension arrears paid		
Non-produced assets for the period		
Purchase of PPE	-8,363,653,256	-8,695,674,716
Prepayments for the period		
Total Expenditure per Statement of Financial Performance	34,452,519,182	29,438,962,126



Accounting Officer [Names & Signature]



NATIONAL ENVIRONMENT
MANAGEMENT AUTHORITY (NEMA)

ANNUAL PERFORMANCE REPORT

FINANCIAL YEAR 2024/2025

NOVEMBER, 2025

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