



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY ANNUAL CORPORATE REPORT FY 2022/2023

AUGUST 2023

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NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

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List of Acronyms

CBOs	Community Based Organizations
CDM	Clean Development Mechanism
CEP	Committee of Environment Practitioners
CSOs	Civil Society Organizations
DISO	District Internal Security Officer
DLGs	District Local Governments
DPP	Director of Public Prosecutions
EE	Environmental Education
ENR	Environment and Natural Resources
EPF	Environment Protection Force
EPF	Environment Protection Force
ESIAs	Environment and Social Impact Assessment
FY	Financial Year
HCM	Human Capital Management
IDB	International Day for Biodiversity
IPPS	Integrated Personnel Payment System
KCCA	Kampala Capital City Authority
KPAs	Key Performance Areas
KRA	Key Result Area
LAN	Local Area Network
LGs	Local Governments
MALGs	Ministries, Agencies and Local Governments
MDAs	Ministries Departments and Agencies
MEAL	Monitoring Evaluation Accountability and Learning
MEMD	Ministry of Energy and Mineral Development
MoLHUD	Ministry of Land Housing and Urban Development
MUK	Makerere University
MWE	Ministry of Water and Environment
NARO	National Agricultural Research Organization
NDPIII	Third National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NFP	National Focal Point
NRECCLWM	Natural Resource Environment Climate Change Land and Water Management Programme
NSOER	National State of Environment Report
OECD	Organization for Economic Co-operation and Development
RDC	Resident District Commissioner
SDGs	Sustainable Development Goal
TCCP	Technical Committee on Control of Pollution
UNEP	United Nations Environment Programme
URA	Uganda Revenue Authority
UWA	Uganda Wildlife Authority
WCMC	World Conservation Monitoring Centre
WED	World Environment Day

Foreward

The Annual Report for Financial Year (FY) 2022/2023 is a reflection of a steadfast journey of the National Environment Management Authority (NEMA; the Authority) since its establishment in 1995. Notably NEMA's legal mandate is to regulate, monitor, supervise, and coordinate all activities related to the environment in Uganda while ensuring sustainable management and utilization of the country's valuable natural resources for human wellbeing.

In adherence to our commitment to transparency and accountability, this report captures the key interventions undertaken by NEMA during FY 2022/2023. It was a period marked by significant milestones, including review of regulations, heightened enforcement and compliance measures, renewed collaborations with lead agencies, and an organizational re-structuring that is envisaged to propel NEMA towards enhanced efficiency and effectiveness. Despite the many challenges like budgetary constraints and low staffing level that curtailed its performance, the Authority continued to ensure environmental compliance to the existing laws, standards and guidelines, enhanced environmental education, awareness and literacy, and improved corporate image.

Besides, the Annual Corporate (ACR) is an accountability and transparency tool used to demonstrate the results achieved in the reporting period against the funds received from the Government of Uganda and other partners. In addition, the ACR signifies the relevance of NEMA in the context of the National Development Frameworks; the National Vision and the current third National Development Plan (NDPIII); and the regional and international obligations like the multilateral environmental agreements (MEAs) and other conventions/treaties. This is well demonstrated by the Authority's 5-year Strategic Plan that is aligned to the NDPIII, the MEAs and the Sustainable Development Goals (SDGs) through the key results areas (KRAs).

Worth noting, with immense appreciation, NEMA Management hereby, recognizes and appreciates

the Government of Uganda particularly H.E the President Yoweri Kaguta Museveni for the political and leadership in the management of the fragile ecosystems in Uganda, the Sector Ministers and the entire Cabinet for the political and policy guidance, the Parliament for the policy guidance and resource allocation for NEMA, the Judiciary for the legal support, and other ministries, agencies and local governments (MALGs) for the technical collaboration and synergies in environment and natural resources management. Likewise, NEMA appreciates the support from all the development partners, the civil society, the academia and research institutions, the private sector, the media, and the communities in supporting NEMA to meet its mandate.

More importantly, NEMA Management appreciates its Board of Directors for the professionalism and commitment in ensuring harmony, corporate governance and good organizational performance through its oversight role. The Board of Directors of NEMA has demonstrated remarkable results especially in regard to the re-structuring and the operationalization of the new structure of the Authority.

As we reflect on the past fiscal year gone by, we look forward with renewed enthusiasm and commitment, to perform better in FY2023/24 with the available resources.

Barirega Akankwasah, PhD
EXECUTIVE DIRECTOR

Statement of Board of Directors

1. Background

The Mandate of NEMA

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

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

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

The Vision, Mission, Goals and Objectives of NEMA

The mandate of the Authority is strengthened by the Vision, "An efficient Agency, with people in Uganda living in a clean, healthy, productive and sustainable environment"; while the Mission is "to promote and ensure sound environmental management practices for sustainable development"; and the Goal is "to promote sound environmental management and prudent use of environment and natural resources in Uganda". Besides, the development objective of the Authority is "to create, establish and maintain an efficient mechanism for sustainable environmental and natural resources management at the national, district and community levels".

NEMA's Statutory Functions

Section 9 (2) of the NEA No. 5 of 2019 provides for the statutory functions of NEMA, which are to:

- a. advise on the formulation and implementation of environmental and climate change policies, plans and programs;
- b. advise the Minister responsible for environment on legislative proposals and standards relating/pertaining to the environment;
- c. advise the Minister of Water and Environment (MWE) on the harmonization of policies of Government with respect to the environment and natural resources;
- d. support the mainstreaming and integration of environmental concerns in the national and sectoral plans through coordination and collaboration with Lead Agencies;
- e. require Lead Agencies to report and account for the execution of their mandate in relation to environment management as prescribed in the Act and any other applicable law;
- f. (issue environmental compliance certificates;
- g. regulate, monitor and coordinate private sector, intergovernmental organizations,

- non-governmental organizations, cultural; institutions, indigenous people and other local communities and religious institutions on issues related to the environment;
- h. regulate environmental practitioners in the conduct of environmental and social impact assessment, and environmental audit processes;
- i. review and make decisions on environmental and social impact assessments, environmental audits and other studies or reports submitted in accordance with the Act or any other applicable law;
- j. issue permits and licenses in accordance with the Act and any other applicable law;
- k. undertake and coordinate environmental monitoring, inspections and compliance audits;
- l. undertake and support research in innovations, new technologies and emerging issues on environment;
- m. prepare and disseminate the National State of the Environment Report;
- n. support the preparation and dissemination of the National Environment Action Plan;
- o. undertake public environmental awareness and literacy;
- p. coordinate Lead Agencies in their preparedness and response to environmental emergencies or disasters;
- q. support the implementation of multilateral environmental agreements for which the Authority is the focal point;
- r. advise the Minister on legislative and other measures for the management of the environment or the implementation of relevant international conventions, treaties and agreements in the field of environment, as the case may be;
- s. advise the Government on regional and international environmental conventions, treaties and agreements to which Uganda should be a party to and follow up the implementation of such agreements where Uganda is a party; and
- t. enforce the provisions of the Act.

2. BUDGET PERFORMANCE REVIEW FOR FY 2022/23

Execution of activities in NEMA is guided by the FY 2020/21 - FY2024/25 Strategic Plan. This plan is aligned to NDPIII and the Sustainable Development Goal (SDGs), it is upon this strategic plan that individual annual work plans are drawn. The annual work plan is further guided by policy directives including the presidential directives and emerging issues that have an impact on the environment. The annual work plan is implemented under 5 Key Result Areas:

- KRA-1:** Compliance to environmental laws and standards enhanced by 2025
- KRA-2:** Environmental governance, partnerships and coordination enhanced by 2025
- KRA-3:** Environmental literacy and corporate image enhanced by 2025
- KRA-4:** Environmental Planning, Research, Innovation and Development enhanced by 2025.
- KRA-5:** Institutional systems and capacity strengthened by 2025

THE FINANCIAL STATEMENTS FOR FY 2022/23

THE ANNUAL BUDGET PERFORMANCE

Budget Performance FY 2022/2023:

Parliament appropriated Ugx. 18.943 billion for the FY 2022/2023. The actual releases by the end of June 2023 was Ugx. 17.318 billion (91.42%) of which Ugx. 6.722 was wage and Ugx 8.57 non-wage and Ugx. 2.026 was development. A total of Ugx. 16.886 billion was spent cumulatively accounting for 97.51% absorption rate.

Table 1: Budget Performance by end Quarter 4 FY2022/23

CUMULATIVE BUDGET PERFORMANCE REPORT FY 2022/23							
Description		Approved Budget	Released 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	6.722	6.722	6.427	0.295	100%	95.61%
	Gratuity	2.017	2.017	2.017	0.000	100%	100%
	NSSF	0.672	0.636	0.634	0.002	95%	99.69%
Recurrent Non Wage-Statutory obligations	Water, Electricity, Insurance, Board, Property Mgt Expenses, Property rates, Rent produced, staff welfare, telecommunication, Guard, Stationery, Guard, ICT,	2.610	2.450	2.386	0.064	93.87%	97.39%
Recurrent Non Wage -Activity	Litigation, Monitoring & supervision, Workshops, Periodicals, Workshops, Advertising, EIA capital works	3.672	3.467	3.398	0.069	94%	98.01%
Dev't	Capital purchases and tools ie office equipment, ICT equipments and Motor Vehicles	3.250	2.026	2.024	0.002	62%	99.90%
Total Budget		18.943	17.318	16.886	0.432	91.42%	97.51%

Notes:

- Of the four (4) categories; Wage, Gratuity, NSSF and Non-Wage the vote received the projected Cash Limits 100%, 100%, 95%, and 94% respectively, while Development budget had 62% release.
- The Non-Wage Recurrent (statutory and mandatory obligations) comprising medical, utilities, maintenance of both vehicle and property management, cleaning and guard services, telecommunication, rent produced etc. received cumulatively UGX 2.386 billion of the approved UGX. 2.61 billion of the budget, reflecting 93.87% of the amount budgeted.
- Non-Wage Recurrent that covers funds for activities received UGX. 3.467 billion of the budgeted UGX 3.672 billion, reflecting 94% release of the budgeted funds.
- NEMA retooling (development), accumulatively received UGX 2.026 billion of the proposed UGX 3.250 billion and spent UGX 2.024 billion reflecting 99.90% spend.

Table 2: Highlights of absorption rate per KRA under recurrent budget by end Q.4

NEMA FY2022/23 BUDGET DETAILS				
RECURRENT BUDGET AND ABSORPTION RATE BY END Q.4	END Q.4 ALLOCATION	END Q.4 SPEND	END QTR 4 VAR	ABSORPT
KRA 1: Environment Laws, Regulations and Standards Enhanced	382,619	367,816	14,803	96.13%
KRA 2: Environmental Governance, Partnerships and Coordination Enhanced	88,200	84,284	3,916	95.56%
KRA 3: Environmental Literacy and Corporate Image Enhanced	138,850	122,615	16,235	88.31%
KRA 4: Environmental Planning, Research, Innovation and Development	60,000	54,854	5,146	91.42%
KRA 5: Institutional System and Capacity Enhanced	3,368,062	2,998,126	369,936	89.02%
TOTAL	4,037,731	3,606,463	431,268	89.32%

Details of unspent funds:

The details of unspent funds are elaborated here below;

- a) KRA1: Unspent funds of UGX 14,216,132 relate to unutilised funds on workshops, meetings and seminars due to delayed submission of invoices by suppliers
- b) KRA2: Code 228001 – Maintenance building and structures, UGX 10,000,000. These funds were allocated for supporting green initiatives and environment management capacities in cities funds.
- c) KRA3: Code 221001 – Advertising and Public Relations. UGX 17,483,895 were allocated for Public education programs and campaigns on environment management. There was delayed submission of invoices by the suppliers.
- d) KRA3: Code 221007 –UGX 8,342,952 funds allocated for procurement of e-books for the library. Funds unspent due to non-submission of supplier invoices.
- e) KRA3: Code 221008 – Unspent funds of UGX 2,818,000 relate to purchase of computer accessories for effective IT equipment performance.
- f) KRA4: Code 221011- The unspent funds of UGX 5,146,048 relate to the balance of funds on the printing of the National State of Environment Report.
- g) KRA5: Code 211102- UGX 294,955,950 Contract Staff Salaries. These funds relate to employee salaries for positions which were vacant during the financial year.
- h) KRA5: Code 221002 –UGX 15,024,577 Unutilised funds on Workshops and meetings due to delayed submission of invoices by service providers.
- i) KRA5: Code 223003 – UGX 7,895,000 balance on rent, delayed submission of invoice by the service provider.
- j) KRA5: Code 226001 – UGX 10,432,736 balance on insurance the service provider's contract with the Authority had expired.
- k) KRA5: Code 221009- UGX 12,952,500 balance of funds on staff welfare and entertainment which was due to delayed submission of invoices by suppliers.
- l) KRA5: Code 222001 – UGX 10,855,717 balance of funds on Information and Communication Technology services.
- m) KRA5: Code 228002- UGX 10,942,366 Unspent funds on maintenance of transport equipment due to delayed submission of invoices by the suppliers.

Table 3: Highlights of absorption rate per KRA under development budget by end (Q.4).

NEMA FY2022/23 BUDGET DETAILS				
RECURRENT BUDGET AND ABSORPTION RATE BY END Q.4	END Q.4 ALLOCATION	END Q.4 SPEND	END QTR 4 VAR	ABSORPT
KRA 1: Environment Laws, Regulations and Standards Enhanced	83,000	83,000	-	100%
KRA 2: Environmental Governance, Partnerships and Coordination Enhanced	-	-	-	0%
KRA 3: Environmental Literacy and Corporate Image Enhanced	-	-	-	0%
KRA 4: Environmental Planning, Research, Innovation and Development	-	-	-	0%
KRA 5: Institutional System and Capacity Enhanced	100,083	100,083	-	100%
TOTAL	183,083	183,083	431,268	100%

Achievements

The Authority had capital expenditure relating to the purchase of 5 additional fleet for effective and efficient implementation of the mandate of NEMA.

Management also procured an e-licensing and information management system. This system will support online submissions of project briefs, reviews and issuance of certificates which will promote effectiveness, efficiency and better service delivery.

Physical Performance

The performance of NEMA is premised to its 5-year Strategic Plan that focuses on key results areas. Besides, the performance of NEMA reflects the relevance and contribution of the Authority to the national development commitments that include the National Vision, the National Development Plans, the ruling Government Manifesto and the Presidential Directives on the management of the environment and natural resources in Uganda.

Notably, the current Strategic Plan of NEMA has been aligned to the third National Development Plan (NDPIII) with focus on 6 key results areas (KRAs) that include the following:

- (i) Environment Regulation and standards enhanced by 2025;
- (ii) Compliance to environmental laws and standards enhanced by 2025;
- (iii) Environmental governance, partnerships and coordination enhanced by 2025;
- (iv) Environmental literacy and corporate image enhanced by 2025;
- (v) Environmental Planning, Research, Innovation and Development enhanced by 2025; and
- (vi) Institutional systems and capacity strengthened by 2025.

Based on the above KRAs and the annual targets, below are the details of the physical performance of NEMA in FY2022/23:

KEY RESULT AREA 1 (KRA 1):ENVIRONMENT REGULATIONS AND STANDARDS AND ENVIRONMENTAL COMPLIANCE ENHANCED

Key Result Area 1 (KRA1) focuses on enhancing the policy and legal frameworks or regimes for effective environment management in Uganda within the context of the Constitution of the Republic of Uganda, the National Environment Management Policy, National Environment Act No.5 2019, and other relevant sector policies and laws. This KRA encompasses review and development of policies and laws to effect the enforcement of the NEA and other relevant laws by NEMA, other institutions of Government (Lead Agencies), citizens and other stakeholders. The revised or new policies and laws are premised to new and emerging environmental issues or challenges commonly related to, among others, environmental degradation, resource depletion and pollution associated with biodiversity loss, waste management (including electronic waste), climate change, management of chemicals, oil and gas, among others.

It should also be noted for the purpose of this report, KRA 1 incorporates KRA 2, which in the current NEMA's Strategic Plan, focuses on the enhancement of the environment regulations and standards. This has been done to ensure consistency in planning and reporting and thus the two KRAs will be revised accordingly during the mid-term review of the Strategic Plan.

NEMA realized the following achievements in KRA 1 in FY2022/23:

Development of new regulations: The Authority developed 5 regulations to enhance the legislative framework for environment management in Uganda. These include regulations on: air quality; chemicals; the operationalization of the Environment Protection Force (EPF) as per NEA Section 25; Administrative Penalty Scheme (APS) in line with NEA Section 179. Meanwhile, the regulations on noise and vibrations are still being drafted due to budgetary constraints.

Litigation and prosecution: By the end of the FY, NEMA had handled 39 civil cases in the courts of law out of the target of 50 cases accounting for 78% performance. Likewise, to date, the Legal Department at NEMA is

handling 112 criminal cases against the target of 50 (224%). The criminal case files mainly comprise: inquiry (66), hearing (12), sanctioned (13), concluded (14), partially concluded (2); and queried (5). Besides, between FY2021/22 and 2022/23, the Environment Protection Police Unit (EPPU) has 156 criminal case files that are undergoing prosecution. It is important to note that the number of cases handled (both civil and criminal) depends on the availability of staff and funding, which until the operationalization of the new structure and enhancement of the budget of NEMA in FY2023/24, have been significant hindering factors in litigation of civil suits and prosecution of criminal cases by NEMA.

Most of the criminal cases are related to the encroachment and abuse/degradation of wetlands, followed by noise pollution and commencement of projects without ESIA's or illegal projects. This, therefore, calls for more enforcement by providing more resources (personnel, funding and time);

NEMA Management and EPPU personnel have made efforts to conclude a number of criminal cases, besides, serving environmental orders to some of the environmental degraders/offenders; and There are quite a number of criminal case files that require initial inquiries and technical reports to back-up prosecution or conclusion of the cases. Thus, NEMA Management and EPPU should expeditiously handle the pending inquiries and provide the required technical reports to prosecute or conclude these cases.

NEMA Legal Division has continued to provide legal and technical advisory support to the Authority, including drafting correspondences, restoration orders, and compliance agreements, tenancy agreements, and memoranda of understanding (MoUs), among others. NEMA has also been providing legal advice to the Policy Committee on Environment (PCE) on the matters of environment management, especially the cancellation of land titles that are in wetlands and other fragile ecosystems like forest reserves.



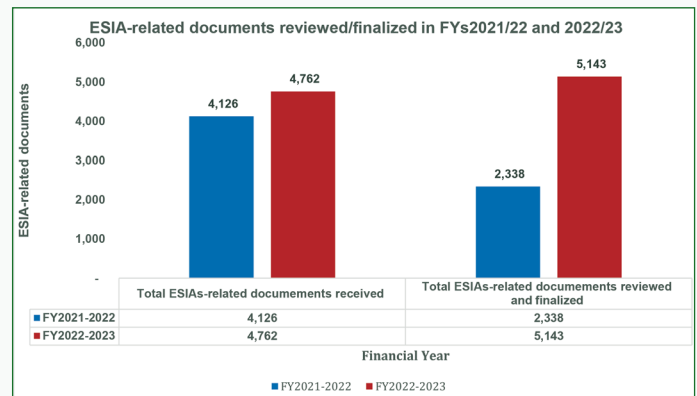
In collaboration with the ministry of water and environment , NEMA undertook an enforcement exercise in Lubigi wetland to evict encroachers. Above is one of the structures that was discovered in the middle of the wetland

ESIA and Environmental Audit

In FY2022/23 NEMA had **4,762 ESIA** related submissions, while **5,143 ESIA** related documents were assessed and finalized (including backlog from the previous FY):

- ❑ 1,571 projects assessed and approved
- ❑ 918 Environment Audits reviewed and concluded
- ❑ 2,104 Terms of References for Environment and Social Impact Assessment finalized
- ❑ 550 Terms of References for Environment Audits finalized

Graph 2 below shows the number of ESIA-related documents reviewed and finalized in FYs 2021/22 and 2022/23. Notably, the number of ESIA-related documents reviewed and finalized increased by 120% in FY2022/23 due to internal administrative review and re-organization done by NEMA Management.



In FY2022/23, NEMA carried out a total of **1,934** environmental inspections of industries and facilities across sectors and country-wide out of the target of **2,000 (97%)**, compared to **950 out 1,900 planned (50%) carried out in FY2021/22**. Environmental inspections are carried out to assess the compliance levels of industries and facilities to the existing environmental standards as conformity to the existing environmental laws. Commonly, environmental monitoring and inspections focus on the issues that environment audit reports handle as mentioned earlier. The common recommend remedial actions include but not limited to: improvement notices, restoration orders, compliance agreements, and stopping the activities or industrial processes. Table 7 below shows the key industrial, facilities and projects/activities that NEMA inspected during the reporting period.

The key high-level inspections NEMA carried in FY2022/23

Kyangwali Mixed Land-Use Project

Environmental and biodiversity issues:

Selective tree cutting was noticed during the inspection by NEMA team while officials of Hoima Sugar Ltd blamed the nearby villages for tree cutting and environmental degradation. The inspection team was informed by the National Forestry Authority (NFA) that the majority of tree cutting occurs at night and that the loggers are protected by security officers. Notably, there is a lot of charcoal burning at the project, a sign of massive tree cutting and biodiversity loss in the area. The designated ecotourism zone too has not been spared by the illegal loggers

and other human activities that are causing deforestation in the area. had been cut down in defiance of the requirements for environmental approval. Some shrubs and herbaceous plants are regenerating but with limited efforts of restoration. In contrast, MS Hoima Sugar decided to undertake the restoration of the ecotourism zone with exotic trees like eucalyptus until NEMA issued a warning restricting such operation. The position of NEMA has been that the restoration interventions should use indigenous species to ensure restoration of the forests near to the original state and thus avoid biodiversity loss

It was recommended that Hoima Sugar should cease tree cutting, encroachment in buffer zones, and burning of charcoal, while implementing enrichment planting with native trees in designated buffer zones and green spaces. They are required to remove encroachers within a month and collaborate with NEMA and NFA on suitable tree species, and stop expansion of the sugar plantation into new areas.



NEMA Board during the inspection of the Kyangwali Mixed land use project

Sino-Mbale Industrial Park, Mbale city:

NEMA engaged Sino-Mbale Industrial Park officials on water channel construction works which aim is to decrease floods that continue to impede the industrial park's expansion and activities. The main goal of this engagement was to form a monitoring committee that will provide technical guidance to the industrial park during the construction and operation phases of the water channel, as well as to identify the major environmental issues associated with the water channel's construction activities. It was observed that the construction of the channel started and was proceeding without the requisite authority advice and approvals. Consequently, NEMA

team advised an environmental review for the construction works should be done to guide the next course of actions to ensure that the project is environmentally sustainable.



NEMA ED and staff inspecting the drainage channel being built at Sino Industrial Park

Management of complaints and incidents:

In regard to response to complaints and incidents, by the end of the FY, NEMA had registered 305 complaints and incidents of which about 42% were verified and handled. Most of the complaints and incidents were about noise pollution, wetland degradation, air pollution, discharge of effluent, among others. It is important to note that there is a great need for improvement on the management of complaints and incidents to ensure timely response and handling of the issues raised or reported to NEMA. The 58% of the complaints and incidents that NEMA did not verify in FY2022/23 could have contributed to more environmental degradation during the reporting period. It is factual that, limited number of personnel, inadequate funding, and manual incident management system, are some of the causes of limited verification and delayed or non-response to complaints and incidents. Possibly, automation of complaints and incidents management system would provide solutions to such gaps and inefficiency. Table 11 below shows the details of complaints and incidents NEMA received and handled in FY2022/23

Table 8: Number of complaints and incidents received and handled by NEMA in FY 2022/23

Item	2022	2023	Grand	Percentage
	(July – Dec)	(Jan -June)	total	
Total number of complaints verified	37	50	87	28.5
Total number of complaints not verified	55	123	178	58.4
Total number of facilities Sanctioned for Court	0	4	4	1.3
Total number of Environmental Improvement Notices issued	29	0	29	9.5
Total number of restoration orders issued	2	0	2	0.7
Total number of stop orders drafted	3	0	3	1.0
Total number of Compliance Agreements issued	2	0	2	0.7
Total number of complaints	128	177	305	100.0

Soil monitoring and environmental disasters: To effectively manage and mitigate risks that are related to landslides in Uganda, NEMA established a comprehensive network of Geographic Early Warning Observers (GEO) in 8 districts in the Elgon region, namely; Mbale, Manafwa, Sironko, Bulambuli, Namisindwa, Bududa, Kween, and Kapchorwa. This network comprises a total of 32 community GOE observers, with 4 observers assigned to each district where 30% and 70% of the observers are women and men respectively.

The primary role of these GEOs is to act as frontline communicators, promptly relaying information on landslide occurrences in their respective areas to the designated district focal person. This information provided by the GEOs provide information which is critical and vital for decision-making processes at both the district and national levels. The reports received by the district focal persons are subsequently transmitted to NEMA for further analysis, management, and interventions. To note is that, NEMA utilizes this information to enhance the existing landslide susceptibility map of the Elgon landscape, employing advanced geospatial techniques and analysis for better mitigation measures for both environmental integrity and human survival in the landslides-prone areas of Uganda.

By improving on the accuracy and precision of the landslide susceptibility map, NEMA aims to enhance the effectiveness of the required

interventions. The updated map serves as a valuable tool in guiding land use decisions, enabling districts to make informed choices that mitigate the risk of landslides through better land use planning. Additionally, NEMA works closely with the Office of the Prime Minister (OPM) to provide support in the process of resettling the affected communities as the information gathered through the landslide's susceptibility maps are suitable for planning for resettlement of the landslide's victims.

Likewise, NEMA extended similar interventions to the Rwenzori region, where the Authority identified 3 landslides scars in Kasese; and 6 in Bundibugyo to gather scientific data for the establishment of a database for disaster risk reduction and management (DRRM) through landslides susceptibility mapping that is expected to get accomplished once funds are available.

By integrating scientific data, community engagement, and strategic partnerships with governmental organizations and other stakeholders, NEMA strives to conserve the fragile ecosystems, protect human life, and promote sustainable development in landslide-prone regions. The integrated approach demonstrates the NEMA's commitment to sustainable development in Uganda through improvement on ecosystems integrity, climate resilience and human wellbeing in the environment-related disaster-prone areas of Uganda.

KEY RESULT AREA 2 (KRA 2):ENVIRONMENTAL GOVERNANCE, PARTNERSHIP AND COORDINATION ENHANCED

KRA 2 focuses on integrating environmental sustainability in the policies, plans, programs and budgets of MALGs by effectively coordinating Lead Agencies for effective management of the environmental aspects that fall within their respective mandates or sectoral jurisdictions. Such management mandates include but not limited to pollution control (air, water and soil), management of noise; waste management; sound management of chemicals, and restoration of the degraded fragile ecosystems. Such management mandates include interventions like education and awareness programs; restoration of the environment; policy, legal and institutional frameworks; environment and social impact assessment; environmental compliance, monitoring, audit and inspections; research and innovations.

The following are the achievements NEMA realized in KRA 2 in FY2022/23:

Supervision and mentoring of local governments: NEMA supervised and mentored 53 District Local Governments (DLGs) out of the 80-annual target, accounting for 66%. The supervision and mentoring focused on the performance assessment and sensitization of the DLGs on their roles in decentralized environment management. The expected results include mindset change and mainstreaming of environmental values and concerns in District and Lower Governments' development plans and annual budgets. The beneficiary districts spread across the country and are selected on the basis of performance levels (the weak ones) in decentralized environment management especially the mainstreaming and integration of environment in local government development planning and budgeting processes. In addition, NEMA held 1 regional workshop to review the performance of selected Local Government Environment Officers where 82 out of the expected 100 officers participated.

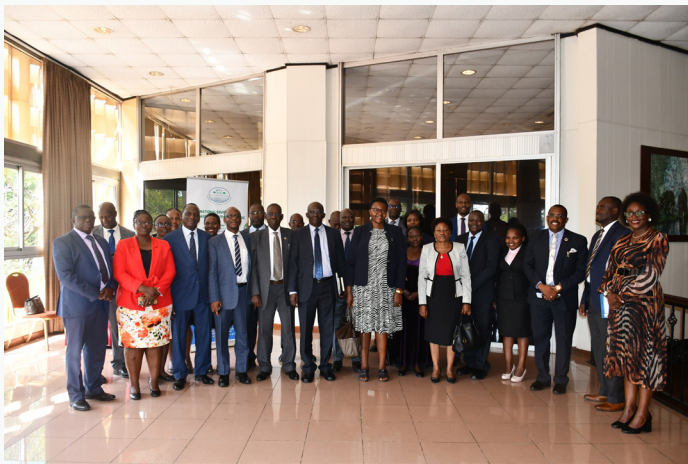
This intervention, too aimed at improving on the capacity of local governments in decentralized environment management in Uganda. Likewise, NEMA carried out capacity building meeting on urban greening initiatives for City Environment Officers and Physical Planners focusing

on enhanced decentralized environment management functions of the local governments and promotion of ecological sustainability in urban areas (Arua, Gulu, Lira, Soroti, Mbale, Jinja, Kampala, Masaka, Mbarara, Hoima, and Fort Portal). Some of the local governments that were supervised and mentored include: Masindi, Kyankwazi, Zombo, Madi-Okolo, Obongi, Adjumani, Sheema, Mitooma, Bushenyi, Mukono, Mukono Municipal Council, Jinja, Kayunga, Masaka, Kyotera, Rakai, Mpigi Town Council, Gomba, Butambala, Mpigi district, Ngora, Soroti, Kalaki, Kaberamaido, Luwero, Nakasongola, Nakaseke, Apac Municipal Council, Apac District, and the 10 new cities.

Lead Agency coordination and support:

The Authority supported the Lead Agencies (LAs) that include Ministries, Agencies and Local Governments (MALGs) in environment management through quarterly performance monitoring and review and the Accounting Officers' Annual Forum that focused on the roles of the LAs, and the development of standard operating procedures (SOPs) for LA management and compliance to environmental laws.

To further ENR management among the lead agencies, NEMA in collaboration with the United Nations Environment Programme-World Conservation Monitoring Centre (UNEP-WCMC) organized a training on environmental reporting and natural capital accounting based on the already developed natural capital accounts for land degradation, fisheries, biodiversity, and tourism for key lead agencies that included MFPED, NPA, UBOS, Uganda National Meteorological Authority (UNMA), UWA and NFA. The training focused on the importance of natural capital and its integration into decision-making processes and outcomes on environmental productivity and sustainability, and human wellbeing. The 25 participants from the lead agencies discussed and built consensus on strategies to enhance the adoption of natural capital approaches in Uganda, with particular emphasis on their roles (lead agencies) in the Natural Resources, Environment, Climate Change, Land, and Water Management Programme (NRECCLWM) as established and prescribed in the third National Development Plan (NDPIII).



A group photo of members of the NEMA board together with heads of lead agencies after a meeting in May 2023

Protection, management and restoration of fragile ecosystems: NEMA carried out sensitization and awareness programs to enhance enforcement and the restoration of the degraded fragile ecosystems like wetlands, riverbanks and lakeshores in the following districts: Kiruhura, Bushenyi (Nyamirembe, Kichamba and Kahaya wetlands), Apac, Kole (Aboke, Amillo, Te -Aboro, Alito wetlands); Kyenjonjo (Muzizi riverbanks and wetlands) , Buikwe, Kikuube, Hoima, Mbale, Zombo (Nyagak riverbank) districts, and GKMA (Lubiji and Nabisasiro wetlands, and the banks of lake Kabaka), among others. Furthermore, in order to enhance sustainable land management for improved soil productivity, NEMA supported the re-establishment of soil conservation measures on farms with the help SLM coordinators from KaZARDI in Kisoro District where 1,600ha is expected to be conserved.



Backfilling of Kakingora wetland in Ntungamo that was discovered during inspection

Participation in regional and international fora on environment and sustainable development:

In order to enhance environment and natural resources governance for sustainable development through the MEAs and other regional and international commitments, NEMA participated in the major and key regional and international for a and meetings that included:

- i. The 18th AMCEN Session in Dakar, Senegal that focused on climate change and biodiversity in preparation for UNFCCC COP27 and CBD COP15 respectively.
- ii. Meetings in preparation for CBD COP15 and post-2020 Global Biodiversity Framework (GBF); Nairobi, Libreville (Gabon) and Montreal. The key outcome of COP15 was the adoption of the Kunming-Montreal Biodiversity Framework (KMBF) for immediate implementation through the review of the NBSAPs and other processes.
- iii. Intergovernmental meetings/negotiations on internationally legally binding instrument to end plastic pollution (Naivasha, Uruguay and France (Paris).
- iv. The Basel, Rotterdam and Stockholm (BRS) Conventions: he Basel Convention 16th Conference of the Parties (BC COP-16), Rotterdam Convention 11th Conference of the Parties (RC COP-11), and Stockholm Convention 11th Conference of the Parties (SC COP-11) that were held in Geneva, Switzerland. The key outcomes of the BRS COPs include; increased institutional capacity and increased access to funds (GEF-8 and others) to manage the Persistent Organic Pollutants (POPs) including the newly designated POPs, and other dangerous compounds, chemicals and waste cluster, electronic and electrical waste, and plastic waste.
- v. Scientific/technical and project meetings for Vienna Convention and Montreal Protocol on ozone depleting substances and products.
- vi. Scientific/technical and project meetings for Minamata Convention on mercury that included the following meetings:

- a. Third Term of the Governing Board of the Specific International Programme (SIP), representing the Africa region and English-speaking countries that focused on the review of the existing financial mechanisms, rules of procedure, and the development of a roadmap for the next round of applications for SIP proposals;
- b. Free Your Mine high level national stakeholders meeting on gender concerns in the ASGM sector to discuss the fair representation of women on ASGM management committees;
- c. "Towards mercury-free gold mining: initiatives, strategies, and trends" during the fourth edition of the Annual Artisanal and Small-scale Mining and Quarrying (ASM-Q) Conference and the launch of the Great Lakes Mining and Energy Transition Mkutano. This meeting focused on practical solutions to phase out mercury use in the ASGM sector, supporting the phasing out of products containing mercury for which mercury-free alternatives exist, establishing a one-stop ASGM center for miners to access to information and equipment, identifying the end users of mercury, developing standalone regulations on mercury, tax reforms on mercury-free alternatives, establishing demonstration sites for mercury-free alternatives, and generating an enabling environment for more research opportunities on the dangers of cyanide.

KEY RESULT AREA 3 (KRA 3): ENVIRONMENTAL LITERACY AND CORPORATE IMAGE ENHANCED

This KRA is about the promotion of environmental literacy and continuous corporate image improvement through information, education and communication (IEC). In this regard, the key IEC interventions or activities NEMA planned to execute in FY2022/23 included support to NEMA's library; production and dissemination of the National State of Environment Report (NSOER) for 2021-22; support to the functionality of the Environmental Information Network; revamping of NEMA's ICT system; radio and TV programs on key and salient environmental issues and values; celebration of the World Environment Day (WED), International Biodiversity Day (IBD) and other relevant memorial days; establishment and maintenance of community-based environment education champions; promotion of education for sustainable development (ESD) and school environment education program (SEE); partnerships in environment education programs; promotion of greening activities in schools; and media programs and publicity for corporate image building.

Promotion of environmental information:

To enhance environmental information, education and communication (IEC), NEMA equipped 114 DLG Resource Centres (out of the 100 planned) with environmental information materials. In addition, NEMA purchased 25 e-books to improve on the stock of books in its library in Kampala. Furthermore, NEMA, with participation of MALGs, civil society, the academia and other partners, produced and disseminated the NSOER 2022 with a theme: "harnessing the environment for sustainable cities and resilient prosperous communities". The NSOER aims to inform the public on the state of the environment in the country; the importance of the environment and natural resources in the development process and their value to society; its trends and projections; the key issues; challenges; recommendations and opportunities for improvement.

NEMA has maintained the Environmental Information Network (EIN) that comprises the key Lead Agencies, civil society and the academia through quarterly meetings for performance review and information sharing, field monitoring and participation in projects.

The Authority procured key hard and softwares for ICT to enhance both internal and external information networking through the internet and other digital services like social media platforms for IEC for environmental literacy and corporate image building.

Production and dissemination of IEC materials:

NEMA produced and disseminated a number of categories of IEC materials that included: NEMA produced IEC materials of the following categories: 2023 calendar, 2023 seasons card, 4 newsletters, 50 reflector jackets, 3 accolades, 6 pull-up banners, 6 PVC banners, 150 polo neck t/shirts, 100 round neck t/shirts, 100 polo caps, 200 invitation cards, and others, that focused on thematic messages for environment protection and human wellbeing, like wetlands conservation, restoration of the degraded fragile ecosystems, proper and use and disposal of plastics, waste management, climate change, among others.

Public environment education and awareness programs:

NEMA carried a number of sensitization and awareness programs to enhance environmental literacy in the country. Such initiatives include: sensitization of 80 leaders (out of 50 target) in 2 meetings with focus on their roles in environment management; production and dissemination of radio and TV programs on environmental integrity and sustainability that included: 13 radio programs produced with focus on management of wetlands, use of plastics and littering; 2 radio talk-shows on environment protection (CBS and Radio One); 112 spot messages on 4 radio stations (Capital FM, Radio One, Radio Simba and Community Green Radio); and 16 spot messages on UBC, BBS and NTV). Likewise, the Taasa Obutonde media campaign that aims at raising public awareness on the environmental risks from improper use and disposal of plastics. The partners include: Vivo Energy, Next Media, Uganda Breweries, Airquo, Stanbic Bank, KCCA and NEMA.

Celebrations of the International Biodiversity Day (IBD) and the World Environment Day (WED):

NEMA coordinated the celebrations of the International Biodiversity

Day (IBD) and the World Environment Day (WED) in collaboration and partnership with key stakeholders like the MALGs, civil society, the private sector, and the media. The National venue for the WED celebrations was Kololo Independence Grounds with the Rt.Hon. Prime Minister, representing H.E the President as the Chief Guest. Over 700 people attended the day's celebration. The theme of World Environment Day 2023 was "Plastic Pollution.", while of IBD was "protect nature" both with associated activities and events linked to pollution (plastic waste management), climate change, biodiversity loss, human health and other livelihoods. The WED activities and events included speeches/key messages, clean ups within Kampala city, tree planting/restoration at Mabira Central Forest Reserve where over 2,000 trees were planted with support from NFA and other partners (as part of IBD), clean-up exercise in Kiwatule, Nakawa Division in Kampala, symposium, exhibitions, and media programs/publicity. Besides, NEMA organized a sensitization program in Buikwe district with the focus on the IBD theme that attracted over 300 people from the local community.

Establishment of community-based environment management champions: The Authority identified and established 200 community-based champions on environment management a clean-up exercise in Kiwatule, Nakawa Division in Kampala. The champions participated in the environmental clean-up exercise that was organized in Kiwatule in Kampala during the week of 2023 WED. They are expected to act as community facilitators in environment protection within their areas of jurisdictions. The 200 champions are Kyambogo university, Rotary Club of Kampala, Environment Hub Youth, and KCCA/ Nakawa Division Community Staff



Some of the community members during the cleanup in Kiwatule



Prime Minister Robinah Nabbanja inspecting the NEMA stall during WED 2023



NEMA ED Dr. Akankwasah Barirega with Board Members Dr. Priscilla Nyadoi, Eng. Yorokamu Katwiremu and Mr. Jimmy Chemonges Kuka during the restoration of Mabira CFR to mark IDB 2023

Partnerships in environment education programs: NEMA has continued to promote education for sustainable development (ESD) and school environment education program (SEEP) through: partnerships with education institutions like Muni and Lira universities, National Curriculum Development Centre (NCDC); establishment of 5 environment clubs in Hoima City; and school greening initiatives (tree planting and other environment conservation best practices) in Kumi District.

Other institutions or entities that participated in NEMA in education and awareness programs organized by NEMA during the FY include: Uganda Wildlife Authority (UWA), Ministry of Water and Environment (MWE), local schools, Caritas Uganda, Ministry of Energy and Mineral Development (MEMD), Total Energies, Shell Uganda, Vivo Energy, Tree Adoption Uganda, Roofings Company, Stanbic Bank, Uganda Biodiversity Fund (UBF), National Association of Professional Environmentalists (UAPE), and Africa Tourism actively participated in the event.

The National Forestry Authority (NFA), the police (EPU), among other stakeholders.

Promotion of education for sustainable development (ESD) and school environment education program (SEEP): NEMA has continued to promote education for sustainable development (ESD) and school environment education program (SEEP) through: partnerships with education institutions like Muni and Lira universities, National Curriculum Development Centre (NCDC); establishment of 5 environment clubs (in Hoima City (Hoima Public School, Bulera Demonstration, St. Aloysius, Duhaga Girls, and Kiduuma Primary School,); and school greening initiatives (tree planting and other environment conservation best practices) in Kumi District. Besides, NEMA promoted greening initiatives in schools by supporting tree planting (establishment of school woodlots) in 2 schools; Kasyebai Primary in Butebo District and Akadot Primary in Kumi District.

Media programs and publicity on NEMA's activities: NEMA carried out publicity of its activities through a number of IEC materials that included: the NEMA Newsletter, online Christmas messages, sending holiday and Christmas cards online. Besides, the Authority produced and disseminated a number of policy and statutory documents which include: the NEMA Board Charter; the Annual National Lead Agency Environment Management Report for 2020–2021; the Annual Corporate Report for FY2021-22; the Albertine Graben Environment Monitoring Report 2022; the NEMA Human Resource Manual 2022; and the Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework for the NBSAP II of Uganda.

In addition, the Authority has continued to improve on its corporate image through publicity and media programs such as the engagement of media influencers; media surveys; use of the digital social media platforms like twitter and Facebook; and participation in the National Events like Uganda's Independence Day (9th October 2023), NRM Anniversary (26th January 2023), Labour Day, Eid Adha, Eid El Fitr, and Women's Day. Besides, as earlier mentioned, NEMA has established partnerships with a number of media houses and private sector companies to promote the publicity of and awareness on NEMA's interventions. These include the Next Media, Vivo Energy, Stanbic Bank and Uganda Breweries through the Taasa Obutonde media campaign on the use and dangers of plastics on the environment, agriculture and food security, and human health. Notably, the number of followers on Twitter grew to 26,800 by the end of June 2023 and on Facebook stood at 9,300 as of June 2023.

KEY RESULT AREA 4 (KRA 4): ENVIRONMENTAL PLANNING, RESEARCH, INNOVATION AND DEVELOPMENT ENHANCED

KRA 4 focuses on environmental planning both at national and district levels, institutional planning, resource mobilization through project proposals, research and innovations for effective environment and natural resources management in Uganda. The key achievements in KRA 4 during the reporting period include the following:

- i. Signing of Memorandum of Understanding (MoU) with Makerere University to enhance research network between the two institutions. It should be noted that more MoUs are being processed to be signed between NEMA and academic/research institutions.
- ii. Data collection and analysis for the production of the National State of Environment (NSOER) for 2022
- iii. Establishment of the first phase of the electronic ESIA Management System as an innovation (system automation) for more efficient and effective service delivery by the Authority.
- iv. With support from ENABEL (NGO) that works in refugee settlement areas, NEMA facilitated the development of 4 District Environment Action Plans (DEAPs) for Kiryandongo, Madi Okollo, Terego and Yumbe
- v. NEMA Management initiated the mid-term review of the of the strategic plan through internal consultations with focus on the planned targets and achieved outputs within the 2 years of implementation.
- vi. One proposal for NEMA infrastructure development project finalized and submitted to DC (MFPED).
- vii. 5 project proposals/project concept notes reviewed by the PDC that include:
 - ☐ Enhancing Waste Management Value Chain in Uganda
 - ☐ Kasese 5 Catchment Protection and Livelihood Improvement Project
 - ☐ Strengthening Environmental Governance and Coordination in Uganda- SEGCU)
 - ☐ Lake Kyoga Basin and Climate Change Resilient Project
 - ☐ Support to Enhancing Electronic Waste Management in Uganda
 - ☐ Strengthening Environment Monitoring and Compliance (SEMC) Project



NEMA ED Dr, Akabnkwasah Barirega and Makerere University vice chancellor Prof. Barnabas Nawangwe during the signing of the MOU

KEY RESULT AREA 5 (KRA 5): INSTITUTIONAL SYSTEMS AND CAPACITY ENHANCED

KRA 5 addresses the institutional functionality (efficiency and effectiveness within NEMA) that includes the functionality of the Board of Directors, Technical Committees of the Board, and the Management. The main achievements in this KRA include:

NEMA Board of Directors (NEMA Board; the Board) has continued to perform its functions as effective as expected through regular meetings of the respective Committees and the full Board; field monitoring and supervision; organizational oversight supervision, and training to enhance corporate governance. The Board has ensured performance effectiveness and accountability by the Management through review of annual and project workplans and performance assessment; risk identification and mitigation, and compliance to the established management systems. The achievements by the Board include:

- i. Implementation of the re-structuring of NEMA Management as per the approval by Ministry of Public Service (recruitment of staff to operationalize the new structure)
- ii. The Board held 36 meetings carried out that comprise 28 Board Committee meetings and 8 full Board meetings as planned.
- iii. The Board carried out 3 field visits in the following areas in the country:
 - ❑ The Albertine Graben to assess on the statement of environment due to oil and gas-related activities in the sub-region;
 - ❑ Kikuube District to assess the impact of Hoima Sugar Industry on the environment; and
 - ❑ Buikwe, Amuria and Lira Districts to assess the impact of Ozone Depleting Substances and Products project supported by UNEP/UNIDO
- IV. NEMA Management organized 1 retreat and a training for the Board on corporate governance to enhance the functionality and the performance of the Board.

to fill staffing gaps in the old structure. However, this process was halted by the Board when the new structure got approved by Ministry of Public Service in October 2022.

In addition, NEMA new structure was approved by Ministry of Public Service to upscale the staffing level of NEMA from 131 to 413 staff. Accordingly, the Board has recruited 115 staff out of the target of 258 within the available funding for wage. The recruitment process is on course to meet the set target with FY2023/24.

Furthermore, in the reporting period NEMA supported staff capacity enhancement as follows:

- i. 6 Accountants and the Internal Audit Manager were supported to undergo Professional Development Programs (PDPs)
- ii. 6 Officers were facilitated (Accountants, Internal Audit Manager, and NEMA Lawyers) to acquire their annual professional membership subscriptions in order to perform their duties for NEMA without any professional and legal hindrances.
- iii. NEMA trained 20 Officers from the Regional Offices on records management to improve on information management.
- iv. 46 NEMA Staff were trained on environment management skills within oil and gas industry with support from the SMPGP Project, funded by the Norwegian Government.
- v. 25 Senior NEMA Staff were trained on planning, procurement management, and M&E skills through an internal training program organized by Monitoring and Evaluation Department in the Office of the Executive Director. The training sessions focused on the Government of Uganda planning cycle, tasks and responsibilities; the public procurement and disposal cycle, tasks and responsibilities; and monitoring and evaluation skills with focus on the key concepts, methods and tools.

Staffing and human resource development: NEMA Board recruited 12 out the 14-target staff

Fleet management: In FY2022/23 NEMA procured 6 vehicles and 2 moto cycles. Currently

the Authority has 42 motor vehicles out of which 20 have been grounded, 16 of the grounded vehicles are earmarked for boarding off. That leaves NEMA with a fleet of 22 vehicles that are operational, accounting 52% of working vehicles if well maintained. Important to note is that, out of the 22 operational vehicles, 13 vehicles have already served beyond their useful age. For efficient and effective operations, NEMA requires at least a fleet of 53 vehicles and 8 motorcycles for entire the institution including the regional offices. This therefore signifies that, the fleet that NEMA has is quite below the minimum requirement. NEMA Management, therefore, requests the Government of Uganda to consider improving on its current fleet to enable the Authority execute its mandate as effective as expected.

Management system functionality: NEMA Management has continued to ensure that all management systems and structures at the Authority are functional and effective. These, among others, include the various management and statutory committees like Top and Senior Management; Disciplinary Committee Contracts Committee; Planning and Finance Committee; planning, monitoring and evaluation, internal audit and financial management systems. Key to note are:

- i. All the statutory and established management structures are functional (with minutes and reports). These include such as the Contracts Committee, Top Management, Senior Management, Disciplinary Committee, Finance and Planning Committee, Project Development Committee, among others.
- ii. The financial management system is functional and effective as the statutory periodic financial management reports (financial statements) and submitted to MFPED and OAG accordingly. Likewise, the financial statement for FY2021/22 prepared and submitted to MFPED as required.
- iii. Internal audit tasks carried out and the specific and quarterly reports produced and submitted to the Board of Directors and the Internal Auditor General at MFPED
- iv. Annual and quarterly workplans have been prepared and implemented in line with the approved budget.
- v. Quarterly activity/project monitoring and performance review done, and quarterly reports (including half-year and annual reports) submitted to the Board of Directors, MFPED and OPM accordingly. Table 9 below shows a brief report on the internal evaluation NEMA carried out on its technical support supervision in selected local governments.

Table 9: Key findings from the internal rapid evaluation of NEMA's technical support to Local Governments

Evaluation criteria	Focus of evaluation	Key findings	Interpretation/analysis of the findings
Relevance	Relevance of technical support supervision by NEMA in Uganda	75% of the respondents agreed that to a great extent, the technical support supervision by NEMA is relevant to environmental management and decentralization of policies of Uganda.	This means that the packaging of the supervision and technical support by NEMA is needs-based and within the context of decentralized environment management in Uganda. However, there is need for improvement in order to take care of the 25% that stated that the relevance of the interventions is at slight extent.

	The extent to which NEMA's supervision and technical support addresses gaps in decentralized environment management	88% of the respondents consented that NEMA's supervision and technical support somehow play a role in bridging the gaps in decentralized environment management. While 12% agreed that NEMA's support plays a negligible role	Issue: This implies that the packaging of the supervision and technical support interventions do not care of the gaps or the expectations from local governments are beyond NEMA's ability Recommendation: There is a great need for regular gaps identification in local governments, re-setting of strategies and gaps-based approach in delivering technical support (training, mentoring and coaching) in local governments
	The extent to which NEMA's supervision and technical support is relevant to its Mandate	50% of the respondents that NEMA's supervision and technical support are relevant to its mandate	Issue: Probably most local governments do not understand the mandate of NEMA Recommendations: ◆ NEMA needs to sensitize and educate all the key stakeholders on its mandate of regulating, monitoring, supervising and coordinating environment management in the country. ◆ NEMA should package all its interventions within its mandate and statutory functions
Coherence	The extent to which NEMA's technical support enhance environmental enforcement in local governments	63% of the respondents agreed that NEMA's supervision and technical support enhance environmental enforcement in local governments	NEMA's function of the enforcement of the laws/regulations is significantly understood in local governments. There is therefore to consolidate on this while progressively improving the performance of the entire mandate of the Authority. Besides, NEMA should develop continuous performance strategies for better performance in the enforcement of the laws.
Efficiency	Timelessness in the activity implementation and response support by NEMA	87.5% of the respondents stated that NEMA is poor in timeliness in activity implementation and response to calls for actions while 12.5% gave NEMA a fair performance	Issue: NEMA is poor in timely activity implementation, possibly due to resource constraints. However, poor response by the Authority to calls for actions is a big problem in local governments Recommendation: NEMA should improve on its responsiveness and readiness to actions to avert environmental degradation as timely as possible
	Financial support by NEMA to local governments (direct and through partners)	100% of the respondents agreed that NEMA does not give any financial support, either direct or through partners.	Issue: NEMA has no funds to extend financial support to local governments and there are no partnerships for such support. However, the expectations from local governments are beyond what NEMA can manage solely Recommendations: NEMA should: ◆ Develop project proposals and partnerships for mobilizing resources for local governments; ◆ Lobby Parliament to increase on funding (conditional grants) for local governments; and ◆ Mobilize more funds to enhance NEF for support to lead agencies as per the National Environment Act No.5 of 2019

Effectiveness	The extent to which the supervision and technical support by NEMA achieves the objectives of NEMA and that of decentralized environment management	75% of the respondents agreed that the supervision and technical support by NEMA achieves the objectives of NEMA and that of decentralized environment management especially in regard to capacity building (training, coaching and mentoring)	This implies that the supervision and technical support interventions by NEMA meet the objectives of both NEMA and decentralized environment management. Therefore, this creates enabling conditions for synergies for mainstreaming environmental values and concerns in local governments' planning and budgeting processes. Recommendation: NEMA is encouraged to sustain and improve on this performance to address the current and emerging environmental issues in local governments.
Impacts	The extent to which NEMA's supervision and technical support have impacted on environment management in local governments	63% of the respondents consider that NEMA has slightly/somewhat improved on environment management and the state of the environment in local governments, while 25% consented that it's at a great significance; and 13% asserted that NEMA has had no effect/impact.	Issue: A great number of local governments assume that NEMA's supervision and technical support interventions do not have the expected impacts; or 3 years-period is not enough to assess such impacts; or the activity planning process does not take into account long term results(impacts) Recommendations: ◆ NEMA should ensure that activity planning process considers results-based targets and indicators that include both outcomes and impacts. ◆ There is need for an in-depth external impact evaluation of NEMA's key interventions in the country
Sustainability	The extent to which NEMA has demonstrated sustainability efforts in its supervision and technical support in local governments	25% of the respondents agreed that NEMA has good sustainability measures, 25% stated that it is to a slight extent, 50% consented that the organization hasn't demonstrated any sustainability efforts.	Issue: The packaging of NEMA's interventions does not consider sustainability measures (environmental and institutional sustainability) Recommendations: ◆ NEMA should ensure that activity planning process considers sustainability targets and indicators that include both the state of the environment and institutional structures ◆ There is need for an in-depth external impact evaluation of NEMA's key interventions in the country that use all the OECD criteria

Statutory committee's meetings: The statutory technical committees of the Board held their quarterly meetings and other tasks as follows:

The Committee of the Environmental Practitioners (CEP) had their 62nd meeting in October 2022 to review the register and consider applications for membership; the 63rd (in February 2023) and the 64th (June 2023) meetings to consider applications for membership.

Likewise, the Committee on Biodiversity Conservation held 2 meetings to review the draft guidelines for biodiversity offsets, and the draft MEAL Framework respectively. Both documents were

recommended by the technical committee for review and approval by the NEMA Board of Directors.

In addition, table 10 shows the decisions taken by the Technical Committee on Control of Pollution (TCCP) on applications submitted for licenses for pollution control:

Table 10: Summary of decisions on applications for licensing handled by the TCCP

Applications received				Remarks following the decision of the committee at its 31 st meeting		
Nature of License		Category	Numbers of applicants	License to be issued	Deferred	To publish public notices
Transportation – Domestic waste		New	9	6	3	0
		Renewal	4	0	0	0
Sub Total			13	0	0	0
Transportation – Hazardous waste		New	8	2	6	0
		Renewal	14	13	1	0
Sub Total			22	0	0	0
Storage of waste		New	7	0	4	3
		Renewal	4	4	0	0
Sub Total			11	0	0	0
Own/operate waste disposal/treatment facilities		New	6	0	2	4
		Renewal	3	2	1	0
Sub Total			9	0	0	0
Transboundary Movement of waste			1	1	0	0
Sub Total			1	0	0	0
Transportation of Non- Hazardous waste		New	7	7	0	0
		Renewal	0			
Sub Total			7	0	0	0
TOTAL			63	35	17	7

3. IMPLEMENTATION OF PROJECTS SUPPORTED BY THE MULTILATERAL ENVIRONMENT AGREEMENTS (MEAs)

With support from UN System (MEAs) and other development partners, NEMA implemented or coordinated the following project interventions during the reporting period:

Developing a Market-Orientated and Environmentally Sustainable Beef Meat Industry project (MOBIP): The Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF) in partnership with NEMA, is implementing a project for Developing a Market-Orientated and Environmentally Sustainable Beef Meat Industry in Uganda (MOBIP) initiative with financing from the European Union (EU). The joint team examined six districts in Central Uganda (Kiryandongo, Nakasongola, and Nakaseke), Western Uganda (Lyantonde, Kiruhura, and Isingiro), and both regions of Uganda (Kiryandongo, Kiruhura, and Isingiro). The project results demonstrate that more individuals have adopted pasture management along the cattle corridor, which supports rangeland restoration and conservation that leads to an increase in plant species. This will also enhance best practices in business management, sales, and marketing, as well as foster work-based learning (such as butchery and milk processing) among business owners. Probably, MAAIF is encouraged to promote grassland management research to boost rangeland conservation so that cattle corridor is protected and conserved for sustainable use.

Development and the implementation of the National Biodiversity Strategy Action Plan (NBSAPII) – Monitoring, Evaluation, Accountability and Learning Framework (MEAL): With financial support from Norwegian Agency for Development Cooperation (NORAD) through the Wildlife Conservation Society (WCS), NEMA developed MEAL for NBSAPII to support accurate assessment of and reporting on the NBSAPII in order to have measurable and result-oriented actions and reports based on reliable data and information, transparency, and accountability.

The MEAL was piloted to assess the rate of conversion of threatened or degraded habitats by human activity in order to test the applicability of the MEAL framework and to give data for the update of the NBSAPIII. In the pilot study, NEMA and NFA assessed the rate of conversion of threatened or degraded habitats by human activities as well as potential trends in the fraction of converted natural habitats. The technology (unmanned aerial vehicle- UAV (a drone) that was used in the study provided valuable insights into the current state of the target ecosystems (wetlands and forests) such as Kirinya-Walukuba, Masese-Walukuba wetlands, Budumbuli wetland and Mwola Central Forest Reserve, among others. The data and information show human-induced ecosystems transformations and ecological changes driven by encroachment of wetlands, deforestation, agricultural expansion, urbanization and human settlements, infrastructure and industrial development.

Furthermore, the MEAL framework will provide valuable information on the contribution of biodiversity to livelihoods and the national wealth of Uganda. Such information is crucial for natural capital accounting for biodiversity and the incorporation of biodiversity values (benefits and costs) in the national accounting system and thus providing impetus for the conservation and sustainable use of biodiversity in Uganda.

Moreover, NEMA in collaboration with WCS, organized a training workshop on the MEAL Framework for key stakeholders that comprised ministries, agencies, local governments, civil society and the academia. The training workshop focused on the meaning, the process, and the use of the MEAL Framework; data management and data quality; results chain and logical framework; and case studies on access and benefit sharing of biodiversity resources.

The workshop participants recommended that: the training on the MEAL Framework should be rolled out to local governments; the need to use the MEAL tools to collect data from the indigenous people and local communities (ILPCs) and outside the protected areas (PAs); enhancing the mainstreaming of the key emerging issues like biodiversity loss, land degradation, climate change, and pollution in the 4th National Development Plan (NDP IV); improvement on biodiversity data quality and management; and upscaling capacity building (bridging the knowledge gap) on biodiversity offsets among the key stakeholders in Uganda.



A group photo of some of the participants that took part in the training workshop for the MEAL framework

4. GENDER, ENVIRONMENT, AND NATURAL RESOURCES

4.1 Gender, Environment and Natural Resource Management

In FY 2022/23 NEMA engaged the participation of men, women, girls, and boys in a range of meetings and other initiatives. The extent of gender diversity and inclusivity within these engagements shows that 543 citizens of Uganda were involved in various activities such as partnership and stakeholder engagements, training sessions, wetland conservation activities, lead agency coordination, environmental education programs, and regional district performance reviews.

For examples: wetland conservation engagements included 19 men and 44 women, indicating a significant involvement of women in this environment conservation initiative; lead agency coordination meeting had 7 men and 5 women; MOU signing events involved 15 men and 13 women, demonstrating a nearly equal participation of both gender; environment education programs involved 36 females and 28 males; the regional district performance review had 54 and 28 female participants; and the meetings with the city councils had 35 men and 33 women, indicating a balanced gender representation; and an encouraging level of inclusivity in local governance.

4.2 Gender and Environment Social Impact Assessment (ESIA) Investment

In FY 2022/23, 3304 Ugandans submitted ESIA-related documents to NEMA. Table 11 shows that 507 people submitted ESIA-related documents in June 2023, with men comprising (255.76%) and women (82.24%) of those submissions. Project briefs, licenses, and permits were among the 655 documents that lacked gender identification. Despite this, the gender analysis reveals that there are still more men than women involved in ESIA processes. The analysis also shows that men tended to invest in ESIA more, with ESIS having the highest submission, whereas females tended to concentrate on EATORs and ESISs.

Table 11: Number of Men and Women submitting ESIA related documents to NEMA for the FY 2022/2023

Gender and ESIA investment in FY 2022/23					
Gender	Q1	Q2	Q3	Q4	Total
Female	33	70	438	117	658
Male	388	789	1079	390	2646
N/A	559	15	68	13	655
Total	980	874	1585	520	3959

In FY 2022/23, 655 documents related to permits and licenses were submitted to NEMA by firms and companies, hence no identification of gender was tagged to this. The sign Not Applicable (N/A) has been used to distinguish them from actual gender disaggregated information.

5. CHALLENGES AND RECOMMENDATIONS

5.1 Challenges

- i. Low staffing level, especially in the Regional Offices continued to adversely affect the performance of NEMA during the reporting period and thus constraining the ability of the Authority in actualizing its principal mandate of regulating, monitoring, supervising and coordinating environment management in Uganda.
- ii. The old and inefficient fleet, coupled with the 47.6% of vehicles that are grounded affects the mobility of the operations Staff, including EPPU and thus impacting negatively on the effectiveness of NEMA in environmental monitoring, inspections, audit and enforcement.
- iii. Lack of modern environmental monitoring equipment especially for air quality and noise constraints environmental monitoring and enforcement especially in criminal prosecution and execution of other administrative instruments like improvement notices and restoration orders in cases of pollution. Evidence-based and effective case management, and execution of certain administrative instruments require real-time and evidence-rich scientific information that requires modern environmental monitoring equipment.
- iv. The current mainly manual and analogue environment management service delivery systems, especially in regard to ESIA, licence and permit systems contribute to delayed processes and decision making that affects NEMA clientele service delivery standards. Besides, it is difficult to curb down inefficiency and malpractices through such manual systems.
- v. High rates of environmental degradation and mentality that environmental stewardship is the sole responsibility of NEMA or the Government. Some of the environmental degradation such as pollution by waste, especially the single use polyethylene carrier bags and PET plastics, is due to lack of responsiveness and irresponsibility by some sections of the public such as the traders and end users.

5.2 Actions taken by NEMA and the way forward

- i. (NEMA Board of Directors and Management embarked on the recruitment of staff in the 2nd quarter of FY2022/23 to operationalize the new structure of the Authority. The recruitment is continuing and during the reporting time 113 out of 258 planned staff were recruited as part of the phase (258) recruitment program within the available funds for wage, while the total number of staff in the new structure is 413.
- ii. NEMA Management procured 6 vehicles and 2 motorcycles during FY2022/23 to add on the current fleet. This has added some value to the fleet of the Authority.
- iii. NEMA has mobilized more funding from GOU that has enhanced its budget from Ugx18 billion to Ugx 42 billion in FY2023/24 that will, among others, facilitate the acquisition of some environmental monitoring equipment to improve on environmental compliance monitoring and enforcement.
- iv. The first of the automation of environment management service delivery system has commenced through the procurement of an electronic system for ESIA processes and other related tasks like issuance of permits, environmental inspections and audits.
- v. NEMA has continued to develop and implement environmental education and awareness programs through dissemination of information, education and communication (IEC) programs on print and electronic media, workshops, meetings and other channels of public and other stakeholders'

engagements.

- vi. NEMA will target radios to improve on dissemination of environmental information, education and communication since they attract big audiences and have a wider coverage. In addition, NEMA should leverage the RDCs' airtime on radios since they have representations across the country.
- vii. The Authority has continued to mobilize resources for effective financing of environment management service delivery for sustainable development in Uganda.

ANNEX I: SUMMARY OF THE ANNUAL PERFORMANCE REPORT FOR FY2022/23

Key Result Area (KRA)	Planned target for FY2022/23	Actual performance in FY2022/23	Explanatory notes
Environment regulation and standards enhanced	2,000 compliance inspections undertaken	1,934(97%) environmental inspections carried out in industries, facilities, projects and other human activities	EPPU compliments NEMA Management in environmental compliance through community policing, arrests, investigation and prosecution.
	4 meetings held to facilitate coordination and regulation of Environmental Practitioners	3 meetings held: ◆ 62nd meeting in October 2022 to review the register and consider applications for membership ◆ 63rd meeting in February 2023 to consider applications ◆ 64th meeting in June to consider applications	Meetings determined by available business for the Committee
	The current charge system reviewed to facilitate express penalty regime	The charge system reviewed and finalized and awaiting gazettment by the Solicitor General	To be gazetted by the Solicitor General
	5 regulations/guidelines developed	NEMA developed the following: ◆ Operationalization of the Environment Protection Force (EPF)- NEA Section 25 ◆ Administrative Penalty Scheme (APS)-NEA Section 179 ◆ Air quality Regulations finalized and submitted to the Minister ◆ Chemicals Regulations finalized and submitted to the Minister ◆ Noise and vibrations drafted	N/A
	15 NEMA officers trained in effective management of environmental aspects Oil and Gas	◆ 20 Officers trained on audit, inspection and compliance protocols ◆ 26 Officers trained on EIA processes	◆ Supported by SMOGP Project due to funding ◆ Co-financed by GOU/NEMA and SMPGP Project
	4 Districts in the Albertine Graben supported to Develop Tier-2 OSCPs	Implementation on course: ◆ 4 consultative and awareness meetings held with the 4 lead agencies (Hoima, Buliisa, Kikuube abs UWA) ◆ In collaboration with PAU and OPM, NEMA developed TOR for the consultants to develop the Tier-2 plans for the 3 districts.	N/A
	4 joint review activities for effective compliance management of the approved ESIA's undertaken	Quarterly (4) joint environmental inspections and monitoring done in conjunction with PAU, UWA, Buliisa and Kikoobe Districts	N/A

	Review Environment and Social Impact Assessment, Environment Audits and related documents from Developers	In FY2022/23 NEMA had 4,762 ESIA related submissions, while 5,143 ESIA related documents were assessed and finalized (including backlog from the previous FY): 1,571 projects assessed and approved 918 Environment Audits reviewed and concluded 2,104 Terms of References for Environment and Social Impact Assessment finalized 550 Terms of References for Environment Audits finalized	Development projects approved across sectors of the national economy and thus contributing to the national wealth for development
	25 national geo-observer networks established	A network 32 community geo-observers in Mbale, Manafwa, Sironko, Bulambuli, Namisindwa, Bududa, Kween, and Kapchrowa districts, with 4 observers assigned to each district.	Done for Elgon region a part from Bukwo District
	1 database of landslide events in Uganda developed and populated	Field excursions done in Elgon and Rwenzori sub regions: 4 landslides scars in Bulammbuli; 6 in Bududa and Namisindwa; 3 landslides scars in Kasese; and 6 in Bundibugyo Data added onto the old one in the Elgon region covering, Sironko, Bulambuli, Mbale, Manafwa, Bududa and Namisindwa Districts	Achieved
	1 landslide susceptibility map for Uganda created	Landslide Susceptibility map for Uganda created	
	50 prosecution of environmental offences undertaken	112 criminal cases (224%) are being handled	More criminal cases were handled than the target due to support from EPPU and DPP's Office
Environmental governance, partnership and coordination enhanced.	support supervision undertaken in 80 District Local Governments (DLGs)	53 DLGs (66%) supervised and mentored on their roles in decentralized environment management	Target affected funding constraints
	Regional district Environment Officers performance review/ capacity building meetings for 100 participants	1 regional District Environment Officers' performance review meeting organized where 82 (82%) officers participated in the meeting (male: 54 (66%) and female: 28 (34%))	Achieved as planned
	The annual Lead Agency Environment Management Report produced	The annual Lead Agency Environment Report produced, reviewed and approved by NEMA Board	Achieved as planned
	Quarterly LA meetings held	2 meetings for technical and two for Accounting Officers	Achieved as planned
	Engage 30 LAs to develop, publish and disseminate SOPs for LAs	SOPs for LA management and compliance to environmental laws developed	Undertaken as planned

	The Annual National Environment Forum organized	Stakeholders convened to hold Environment Conservation Network (ECONETU) forum	Achieved as planned
	8 community sensitization activities on environment management, compliance and ecosystem restoration undertaken	7 sensitization activities undertaken: ◆ Community sensitization done in Kiruhura District with focus on environmental management, compliance, and ecosystem restoration of the Ekizimbe Wetland within Lake Mburo watershed. ◆ 2 stakeholder engagement workshops was carried out to address the restoration and management of the degraded sections of Nyacum and Temogo Wetlands in Apac Municipality, Apac District ◆ NEMA organized 2 awareness community meetings on wetland conservation in the Kyenjojo District with the participation of community-based groups, civil society organizations, and local opinion leaders from Aswa Butiiti and Wafuba Nyakisi sub-counties. ◆ Community awareness meetings held on the conservation of Mabira Central Forest for over 300 participants as part of WED in Buikwe District.	Not all the 8 target activities due to funding shortfalls
	24 compliance enforcement activities to protect and restore fragile ecosystems undertaken	NEMA, with support from EPPU, carried out 30 (125%) key inspections that contributed to evictions and restoration of the fragile ecosystems like Lubigi and Nabisasiro wetlands in GKMA; Kichamba and Kahaya wetlands in Bushenyi district; riverbanks such as Ajia, Lenze, Nyagak, and River Nile, as well as wetlands in Kole (Aboke, Amillo, Te -Aboro, Alito); wetlands and hilly areas within Kigezi highlands where tea growing is causing significant adverse impacts on wetlands, riverbanks and lakeshores Others include inspections of Kyangwali Mixed-Land Use Project, Hoima Sugar, and Sino-Mbale Industrial Park	More enforcement activities carried out due to support from EPPU

	Appropriate soil and water conservation practices implemented in SW Uganda covering 500ha	NEMA supported the re-establishment of soil conservation measures on farms with the help SLM coordinators from KaZARDI in Kisoro District; 1,600ha expected to be conserved	Undertaken with support from KaZARDI
	Quarterly statistics collection to implement with Strategic Plan for Statistics undertaken	Data collected and quarterly statistics developed	Undertaken as planned
	15 MALGs trained on environmental reporting and natural capital accounting	7 MDAs trained (MWE, NEMA, MFPED, NFA, UWA, UBOS, NPA)	The available funding was inadequate to include local governments in the training program.
	Effectively participate in 10 international and UN related fora on environment and MEAs	◆ 4 international meetings in preparation for CBD COP15 and post-2020 Global Biodiversity Framework (GBF); Nairobi, Libreville (Gabon) and Montreal ◆ 3 intergovernmental meetings/ negotiations on internationally legally binding instrument to end plastic pollution (Naivasha, Uruguay and France(Paris) ◆ 2 Scientific and technical meetings on persistent organic pollutants (POPs)-Stockholm Convention ◆ 2 Scientific and technical meetings on ozone depleting substances and products- Vienna Convention and Montreal Protocol (Montreal and Vienna) ◆ Scientific and technical meetings organized by the Basel Convention on transboundary movements of hazardous wastes and other wastes ◆ 2 Technical and project meetings mercury (Minamata Convention)	Number of international meetings affected by GoU ban on travels abroad
	Effectively participate in 10 national and regional fora on environment conservation and sustainable development	The 18th AMCEN meeting in Dakar, Senegal	Number of international meetings affected by GoU ban on travels abroad

Environmental literacy and corporate image enhanced.	2 dialogues conducted with private sector and CSOs in respect to environment management and their advocacy role	In April 2023, NEMA organized 2 awareness workshops on wetland conservation in Kyenjojo District, involving community-based groups, civil society organizations, and local opinion leaders from Aswa Butiiti and Wafuba Nyakisi sub- counties that involved 117 (44 men and 73 women), and 63 participants (19 men and 44 women) respectively.	Implemented as planned
	100 DLG resource centers equipped with environmental information materials	114 DLG Resource Centres equipped with environmental information materials	More than planned target the availability of the publications
	20 e-books procured for the library	25 e-books procured	Procured more e-books due to price variations
	2 environmental information bulletins produced	2 bulletins produced and shared online	Achieved as planned
	The annual Environmental Information Network Forum for Accounting Officers held	The annual forum for Heads of Environment Management Agencies and the relevant Permanent Secretaries held	Implemented as planned
	Quarterly EIN Committee meetings held	2 meetings were held with the focus on development of the Albertine Graben sensitivity atlas	The number of meetings constrained by availability of funds
	4 natural resources monitoring and assessments using aerial vehicles conducted	Assessments were done in Lwera, Murchison falls NP, Ntoroko and Buhweju Districts	Implemented as planned
	2 preventive maintenance of ICT equipment carried out; and payment for internet services, firewall and anti-virus licenses done	Preventive maintenance of IT equipment was carried out at NEMA house. Firewall and Kaspersky licenses were procured	Implemented as planned
	30 computer accessories for effective IT equipment performance including Toner purchased	NEMA procured/purchased: ♦ 4 laptops ♦ 5 screens ♦ 6 mice ♦ 6 wireless cuts ♦ 1 network toolkit	22 items procured with the available funds
	ICT support services and maintenance undertaken in the 4 Regional Offices	Preventive maintenance of IT equipment was carried out at NEMA house and the regional offices	Implemented as planned
	4 radio infomercials on environment produced and disseminated	2 radio talk-shows on environment protection (CBS and Radio One)	Radio talkshows preferred to radio infomercials as the former enhance instant feedback from listeners

	12 radio talk shows on environment conducted in local stations	13 radio programs produced with focus on management of wetlands, use of plastics and littering	More radio programs produced due to partnerships with the media houses like Namirembe FM
	50 leaders in local communities and umbrella bodies sensitized and trained on environment management	80 leaders sensitized 2 meetings with focus on their roles in environment management	More leaders sensitized because of partnership with the respective districts.
	7 categories of Information, Education and Communication (IEC) materials (calendars, dairies. Newsletters, resource books, posters, brochures, and other materials) printed	NEMA produced IEC materials of the following categories: • 2023 calendar • 2023 seasons card • 4 newsletters • 50 reflector jackets • 3 accolades • 6 pull-up banners • 6 PVC banners • 150 polo neck t/shirts • 100 round neck t/shirts • 100 polo caps • 200 invitation cards • 16 spot messages on UBC, BBS and NTV)	More IEC materials produced due to partnerships with CSOs and the media houses
	50 regional radio infomercials on WED theme and ENR management produced and disseminated	112 spot messages on 4 radio stations (Capital FM, Radio One, Radio Simba and Community Green Radio)	More infomercials run because of negotiations with the radio stations and partnerships with CSOs
	10 radio talk shows on the national WED theme undertaken	To publicize the 2023 World Environment Day (WED), multiple media outlets were utilized to create environmental awareness among the public with focus on both the WED and International Biodiversity Day (IBD) national themes. This included 15 thematic media programs and events TVs and Radios like NBS, BBS, NTV, UBC, Capital FM, Radio One, CBS, Namirembe FM, Kingdom FM, Radio Simba, Community Green Radio, and KFM Next Radio.	Implemented as planned

WED Celebrations undertaken	• The National venue for the WED celebrations was Kololo Independence Grounds with the Rt.Hon. Prime Minister, representing H.E the President as the Chief Guest. Over 700 people attended the day's celebration. The theme of World Environment Day 2023 was "Plastic Pollution." with associated activities and events linked to pollution (plastic waste management), climate change, biodiversity loss, human health and other livelihoods. - The WED activities and events included speeches/key messages, clean ups within Kampala city, tree planting/restoration at Mabira Central Forest Reserve, symposium, exhibitions, and media programs/publicity.	Implemented as planned with support from CBOs, the private sector and media houses
Commemoration of 5 other environment-relevant national & international events commemorated	♦ NEMA organized the commemoration of the International Biodiversity Day (IBD) ♦ NEMA participated in other environment conservation days such as wetlands day, forests day, water day (3)	Number of events commemorated depended on the available funds
5 National days and public events celebrated	NEMA fully participated in the following National Days through media publicity and the actual events: ♦ Uganda's Independence Day (9th October 2023) ♦ NRM Anniversary (26th January 2023) ♦ Labour Day ♦ Eid Adha ♦ Eid El Fitr ♦ Women's Day	NEMA participated in more events due to the reduction in number of participating staff (only key staff) and thus reducing costs to cover more events.
64 community based champions identified and trained on environment management	200 people sensitized and participated in environment management activities like clean-up exercises (Kyambogo university, Rotary Club of Kampala, Environment Hub Youth, and KCCA/ Nakawa Division Community Staff)	More champions established because of partnership with KCCA
Follow-up and monitoring of 48 community-based environment management champions undertaken	Follow-up monitoring done in Karamoja and Acholi sub-regions covering 72 champions	More champions covered the meetings were clustered instead of visiting individual districts in the 2 sub-regions

	2 partnership engagement meetings conducted with National curriculum Development Center(NCDC)	◆ NEMA facilitated the review of the curriculum of Uganda Wildlife Training Institute in Kasese ◆ NEMA co-facilitated the development of Climate Change IEC materials with NCDC and UNATCOM	Implemented as planned
	4 partnership engagements conducted with tertiary institutions on environment management	2 partnership meetings (50%) were organized at Lira and Muni Universities to establish and strengthen collaborations on education for sustainable development (ESD) in tertiary institutions.	Number of partnership engagements constrained by the availability of funds
	Greening activities undertaken in 4 model schools within the regions of Uganda	Greening initiatives like tree planting introduced to 2 schools (Kasyebai Primary in Butebo District and Akadot Primary in Kumi District)	Activity target affected by budgetary constraints
	The capacity of 5 environment clubs in education institutions built and strengthened	NEMA organized meetings on the promotion of environment education in 5 schools in Hoima City to establish and strengthen environment clubs in in Hoima Public School, Bulera Demonstration School, St. Aloysius, Duhaga Girls, and Kiduuma Primary School. Besides, the schools were provided with tree seedlings to initiate tree planting as means of environment protection.	Implemented as planned
	Quarterly public engagements on environment including (breakfasts, dialogues, influencers and opinion leaders) undertaken	◆ Board field visit to the Albertine Graben ◆ Restoration of Mabira CFR as part of WED activities ◆ Meeting with CEOs/Accounting officers of lead agencies ◆ Ceremonial signing of MOU with Africa Wildlife foundation ◆ Clean up in Luzira with Zero waste partners	Implemented as planned

	12 activities undertaken to publicize NEMA activities and other undertakings/interventions	◆ NEMA carried out publicity of its activities through a number of IEC materials that included: the NEMA Newsletter, online Christmas messages, sending holiday and Christmas cards online (3) ◆ Besides, the Authority produced and disseminated a number of policy and statutory documents which include: the NEMA Board Charter; the Annual National Lead Agency Environment Management Report for 2020–2021; the Annual Corporate Report for FY2021-22; the Albertine Graben Environment Monitoring Report 2022; the NEMA Human Resource Manual 2022; and the Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework for the NBSAP II of Uganda (6) ◆ Radio programs (Capital FM, CBS and Bukedde- 3) ◆ TV programs (UBC, NTV and NBS-3) ◆ The number of followers on Twitter grew to 26,800 by the end of June 2023 The number of followers on Facebook stood at 9,300 as of June 2023	Implemented as planned
	8 dissemination activities undertaken on digital platforms to publicize NEMA's interventions/work	Three digital media influencers were engaged. They are associated with GCIC, Capital FM, and Digital Freelance. They were engaged to particularly support the implementation of the Express Penalty Scheme and served to popularize plastic related activities and World Environment D	Achieved as planned
	Phase 1 of the Environment Management and Licensing System procured	The contract for development of Environment licensing and information management system was signed and the system is being implemented. Phase 2 will start in Financial year 2023/24	Implemented as planned
	10 ICT, GIS Equipment and computer accessories including toners acquired.	◆ 10 GPSs ◆ 72 printer toners procured	
Environmental planning, research, innovation and development enhanced	The National State of Environment Report produced and launched	The NSOER 2022 was produced and launched at World Environment Day	Achieved as planned

	40 Planners and Environment Officers in DLGs trained and engaged to integrate ENR in their plans and budgets	40 Officers from DLGs trained	Implemented as planned
	The annual Lead Agency Accounting Officers Forum held	The annual Lead Agency Accounting Officers forum was held where Heads of key MDAs participated in the forum that focused on strengthening their mandates in areas of environment and natural resources management.	Implemented as planned
Institutional systems and capacity enhanced	4 proposals reviewed by the Project Development Committee (PDC)	5 project proposals/project concept notes reviewed by the PDC that included: ◆ Enhancing Waste Management Value Chain in Uganda ◆ Kasese 5 Catchment Protection and Livelihood Improvement Project ◆ Strengthening Environmental Governance and Coordination in Uganda- SEGCU) ◆ Lake Kyoga Basin and Climate Change Resilient Project ◆ Support to Enhancing Electronic Waste Management in Uganda ◆ Strengthening Environment Monitoring and Compliance (SEMC) Project	Undertaken beyond the target due to submissions from the Departments/project proponents
	2 asset verification reports produced	2 reports produced	Achieved as planned
	2 training programs on Financial Management System Upgrades conducted	2 training programs conducted for NEMA Accountants	Undertaken as planned
	The annual financial statement prepared and submitted	Financial statement for FY2021/22 prepared and submitted to MFPED	Undertaken as planned
	45 NEMA Staff supported to undergo training on specialized skills in ENR management	46 NEMA Staff trained on environment management skills within oil and gas industry	The training program was supported by SMOGP Project
	10 NEMA Staff facilitated to undergo Continuous Professional Development programmes (PDPs)	6 Accountants and the Internal Audit Manager supported to undergo PDPs	The available funding determined the number of Staff to be trained
	6 NEMA Staff facilitated to undertake annual subscriptions to umbrella bodies	6 Officers facilitated (Accountants, Internal Audit Manager, and NEMA Lawyers)	Implemented as planned

6 NEMA Management Committees facilitated to perform their functions (DC, Communication, Top management, Senior management, FPC, PDC)	All Management Committees at NEMA are functional as they are able to hold regular meetings, develop/implement workplans and produce reports accordingly.	Not all the activities of the Management Committees require funding
14 staff recruited to fill staffing gaps	12 Staff recruited	Recruitment of staff was halted in the 2nd quarter of the FY as the new structure got approved by Ministry of Public Service in October 2022
The re-structuring process supported	◆ The new structure of NEMA of 413 staff approved by Ministry of Public Service in October 2022 ◆ Re-structuring is on- course So far 115 staff recruited in the new structure out of the 1st phase target of 258 staffing level	Operationalization of the new structure has been planned in phases in line with availability of funding for wage
20 Regional Officers trained on records handling	20 Officers trained on records management	Implemented as planned
2 NEMA buildings maintained	Routine maintenance (repairs and face-lifting) done on NEMA buildings at Jinja Road and Kololo	Done as planned
4 activities conducted for the Environment Minister and PCE to undertake their oversight role in environment management.	◆ NEMA facilitated the sector Ministers to monitor management of environmental aspects of oil and gas in the Albertine Graben ◆ 2 PCE technical meetings	Target affected by the availability of funds
40 NEMA Board and Board Committee meetings conducted	36 meetings carried out: ◆ 28 Board Committee meetings carried ◆ 8 Board meetings carried out	The other 4 meetings had been planned for to cater extra-ordinary meetings
2 NEMA Board field monitoring activities undertaken	The Board carried out 3 field visits: ◆ In the Albertine Graben to assess on the statement of environment due to oil and gas-related activities in the sub-region ◆ In Kikuube District to assess the impact of Hoima Sugar Industry on the environment In central, eastern and northern Uganda to assess the results of Ozone Depleting Substances and Products project supported by UNEP/UNIDO	More field monitoring executed due to support from the UNEP/ UNIDO-supported
2 NEMA Board training programs undertaken	1 training conducted on corporate conducted for the Board	Implemented as planned

	Quarterly system and field audit inspections done	Internal audit tasks carried out and the specific and quarterly reports produced and submitted to the Board of Directors and the Internal Auditor General at MFPED	Implemented as planned
	Quarterly project and activity monitoring and evaluation done	Quarterly activity/project monitoring and performance review done, and quarterly reports submitted to the Board of Directors, MFPED and OPM	Implemented as planned
	Half-year and annual results based organizational and activity performance evaluation carried out	• The Half-Year Performance Report for FY2022-23 produced and submitted to the Board of Directors, MFPED and OPM	Implemented as planned
	30 NEMA Staff trained on monitoring and evaluation skills	• 25 Senior NEMA Staff trained on planning, procurement management, and M&E skills	Implemented as planned, though not all the target staff participated in the training due to the restructuring process and other commitments
	Rapid results-based impact evaluation study on restored fragile ecosystems carried out	Rapid internal impact evaluation done on NEMA's technical support and backstopping in Local Governments, and the restoration of Akadot wetland system in Kumi District	Done as planned but the budget for rapid evaluation was inadequate to cover at least one-third of the District, City and Municipal local governments, and other interventions by NEMA across the country
	Working fleet of vehicles maintained for NEMA to deliver environment management services across the country	26 out of 42 vehicles (62%) are functional (maintained for operations)	16 vehicles are grounded which should be auctioned
	6 field operations vehicles procured	6 vehicles procured	Implemented as planned

