



ANNUAL CORPORATE PERFORMANCE REPORT

FINANCIAL YEAR 2025/2026



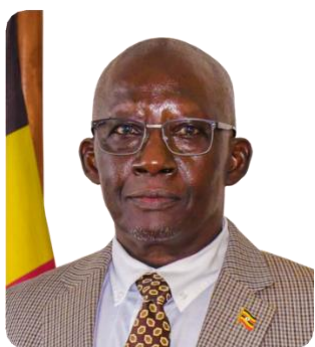


ANNUAL CORPORATE PERFORMANCE REPORT

FINANCIAL YEAR 2025/2026

September, 2026

Message from the Chairman Board of Directors



On behalf of the Board of Directors, I am pleased to present the National Environment Management Authority (NEMA) Annual Performance Report for the Financial Year 2025/2026. The report outlines the Authority's progress in strengthening environmental governance and promoting sustainable development in support of Uganda's socio-economic transformation.

During the financial year, the Board provided strategic direction and oversight to guide the implementation of NEMA's mandate under the National Environment Act, Cap. 181. This strengthened institutional governance, regulatory performance and accountability. It also enabled the Authority to register progress in environmental regulation, compliance and enforcement, ecosystem restoration, pollution control, and the implementation of Uganda's national and international environmental commitments.

The Board acknowledges that environmental degradation, climate change, biodiversity loss and increasing pressure on natural resources remain major threats to sustainable development. Addressing these challenges requires strong institutions, sustained investment, effective partnerships and evidence-based decision-making. The Board will continue to champion policies and strategic investments that place environmental sustainability at the heart of Uganda's development agenda.

I extend sincere appreciation to the Government of Uganda, the Ministry of Water and Environment, Parliament, Development Partners, Lead Agencies, Local Governments, the Private Sector, Civil Society Organisations and communities for their continued support and collaboration. I also commend the Executive Director, Management and Staff of NEMA for their dedication and professionalism in delivering the Authority's mandate.

The Board remains committed to providing the strategic leadership and oversight necessary for NEMA to protect Uganda's environment while supporting sustainable economic growth for present and future generations.

A handwritten signature in black ink, consisting of a stylized 'J' and 'O' followed by a horizontal line.

Prof. James Okot-Okumu

CHAIRMAN, BOARD OF DIRECTORS

Message from the Executive Director



It is my pleasure to present the National Environment Management Authority (NEMA) Annual Performance Report for the Financial Year 2025/2026. The report highlights the Authority's progress in strengthening environmental governance and delivering effective regulation in support of Uganda's sustainable development.

Despite growing environmental challenges and fiscal constraints, NEMA registered strong performance across its core mandate. The Authority received 93.4% of its approved budget of UGX 38.98 billion and achieved a budget absorption rate of 98.3%, reflecting prudent financial management and efficient utilisation of resources. The Authority collected a total of UGX 20.46 billion Non-Tax Revenue representing 112% of the annual target UGX 18.33 billion while the National Environment Fund grew to UGX 18.71 billion, strengthening the financing of environmental conservation initiatives. The Authority also expanded its workforce by 21%, from 238 to 288 staff, thereby enhancing its capacity to deliver its mandate.

Demand for environmental regulatory services continued to grow, reflecting increased investment activity and greater awareness of environmental obligations. During the Financial Year, NEMA received 6,316 Environmental and Social Impact Assessment (ESIA) applications and 6,915 environmental audit reports, compared with 3,165 and 1,452, respectively, in FY 2021/2022. The Authority strengthened compliance monitoring by conducting 3,320 inspections. In addition, 538 enforcement operations led to 564 environmental criminal cases, 302 arrests and the recovery of UGX 628.4 million in court fines.

National air quality monitoring recorded an annual average fine particulate matter (PM_{2.5}) concentration of 17.7 µg/m³. This evidence will inform pollution control measures, regulatory action and policy interventions.

These achievements demonstrate NEMA's continued commitment to effective regulation, innovation and accountability. As we implement the NEMA Strategic Plan 2025/2026 - 2029/2030, our priorities remain strengthening environmental governance, accelerating ecosystem restoration, building climate resilience and fostering partnerships to safeguard Uganda's natural capital for sustainable and inclusive development.

I wish to acknowledge and thank all institutions, partners, stakeholders, and communities whose support and collaboration continue to strengthen Uganda's efforts towards sustainable environmental management. I particularly recognise the dedication and professionalism of the Management and Staff of NEMA, whose commitment remains central to advancing environmental protection and stewardship across the country.

Barirega Akankwasah, PhD
EXECUTIVE DIRECTOR

TABLE OF CONTENTS

Message from the Chairman Board of Directors	i
Message from the Executive Director	ii
TABLE OF CONTENTS	iii
LIST OF FIGURES	v
LIST OF TABLES	vi
LIST OF ABBREVIATIONS AND ACRONYMS	vii
Executive Summary	ix
CHAPTER ONE: INTRODUCTION	1
1.1. Objectives of the Report	1
1.2. Methodology	1
1.3. NEMA's Mandate and Function	2
CHAPTER TWO: FINANCIAL PERFORMANCE	4
2.1. GoU Budget Performance	4
2.2. Off-Budget Performance	4
2.3. Non-Tax Revenue Performance	5
CHAPTER THREE: ACHIEVEMENT ON PLANNED OUTPUTS	7
3.1. Key Service Area 14007: Environment Regulation and Standards	7
3.1.1. Develop, Review and Implement Regulations and Guidelines	7
3.1.2. Environmental and Social Impact Assessment	8
3.2. Environmental Compliance Monitoring and Inspections	11
3.3. Air Quality Monitoring	13
3.4. Compliance Assistance Inspections	14
3.4.1. Noise, Noxious Smell and Vibrations Monitoring	15
3.4.2. Waste Management	15
3.4.3. National Mechanisms for Ozone Protection and Compliance	17
3.4.4. Environmental Compliance Audits	18
3.5. Enforcement Operations and Environmental Restoration	22
3.5.1. Monitoring and Restoration of Degraded Wetlands	22
3.5.2. Restoration of the Kawaala Zone in the Lubigi Wetland System	22
3.5.3. Restoration of the Kaliddubi Wetland System in Makindye-Ssabagabo Municipality	23
3.5.4. Restoration of the Degraded Kyangwali Landscape in Kikuube District	25
3.5.5. Restoration Orders Issued	26
3.5.6. Profiling and Mapping of Wetland Encroachers in Wetland Systems in Masaka City and Wakiso District	27

3.6.	Key Service Area 140008: Environmental Governance and Partnerships	28
3.6.1.	Lead Agency Coordination	28
3.6.2.	Capacity of Lead Agencies strengthened	30
3.6.3.	Partnerships for Environmental Management	32
3.7.	Key Service Area 140009: Environmental Literacy and Corporate Image	36
3.7.1.	Public Awareness on Environmental Management	36
3.7.2.	International Day for Biological Diversity 2026	37
3.7.3.	Air Quality Awareness Week - May 2026.....	37
3.7.4.	Celebrating NEMA's 30 th Anniversary	38
3.7.5.	Third National Environment Sustainability Awards	1
3.7.6.	World Environment Day (WED) 2026.....	4
3.8.	Key Service Area 140010: Environmental Planning, Research, Innovation and Development	6
3.8.1.	Environmental Research and Development	6
3.8.2.	Biodiversity Conservation	9
3.9.	Key Service Area 140011: Institutional Systems and Capacity	11
3.9.1.	Board Oversight and Governance	11
3.9.2.	Staffing	12
3.9.3.	Staff Capacity Building.....	12
3.9.4.	Fleet Management	13
CHAPTER FOUR: CHALLENGES AND RECOMMENDATIONS		56
4.1	Challenges	56
4.2	Recommendations	56
Annex1: FY2025/2026 Indicator Performance Matrix		57



LIST OF FIGURES

Figure 1: GOU budget releases to NEMA over years 4

Figure 2: NTR collections over the years.....6

Figure 3: Trends of ESIA certificate applications over years 9

Figure 4: ESIA certificate application processed over years.....11

Figure 5: Trend of Compliance Audit submissions to NEMA over years 19

Figure 6: Trends of Audit reports processed over years 20

Figure 8: NEMA staffing over a period of 5 years 13

LIST OF TABLES

Table 1: Core Values.....2

Table 2: Released funds per programme 4

Table 3: Development project budget released and spent (USD) 5

Table 4: Sources of Non-Tax Revenue.....6

Table 5: List of Environmental management regulations and guidelines developed.....7

Table 6: Breakdown of ESIA reports submitted by sector 10

Table 7: ESIA certificate extension applications.....11

Table 8: Sites monitored and inspected for environment compliance 12

Table 9: Cities and Municipalities with air quality monitoring sites.....14

Table 10: Waste management license application 16

Table 11: Breakdown of audit reports submitted by sector 20

Table 12: Restoration orders issued in the reporting period 27

Table 13: Trainings conducted in the Financial Year.....31

Table 14: Winners of different award categories 2

LIST OF ABBREVIATIONS AND ACRONYMS

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



NFA	National Forestry Authority
NGOs	Non-Governmental Organisations
NOU	National Ozone Unit
IUCN	International Union for the Conservation of Nature
NSOER	National State of Environment Report
NTR	Non-Tax Revenue
ODS	Ozone Depleting Substances
OSCP	Oil Spill Contingency Plan
PES	Payment for Ecosystem
PM2.5	Particulate Matter 2.5
SLM	Sustainable Land Management
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
UWA	Uganda Wildlife Authority
WED	World Environment Day

Executive Summary

The National Environment Management Authority (NEMA) made significant progress in strengthening environmental governance and regulatory service delivery during FY 2025/2026, despite resource constraints. Government appropriated UGX 41.72 billion to the Authority, of which UGX 38.98 billion (93.4%) was released. NEMA utilised 98.3% of the released funds, demonstrating effective budget execution. The Authority also collected UGX 20.46 billion in Non-Tax Revenue, exceeding its annual target of UGX 18.33 billion by 12%. The National Environment Fund grew to UGX 18.71 billion reflecting improved domestic resource mobilisation for environmental conservation.

The Authority strengthened Uganda's environmental regulatory framework by finalising the National Environment Fund Regulations and advancing regulations and guidelines on chemicals management, waste management, environmental assessment, oil-spill preparedness and response, and Extended Producer Responsibility. These measures provide a stronger legal and regulatory foundation for environmental protection and sustainable development.

Demand for environmental regulatory services continued to grow. NEMA received 6,316 Environmental and Social Impact Assessment (ESIA) certificate applications, representing a 77.2% increase compared with FY 2022/2023. The Authority reviewed 5,503 ESIA reports, exceeding the annual target of 5,048. It also processed 1,298 applications for the extension of ESIA certificates, of which 877 (67.6%) were approved. In addition, 6,915 environmental compliance audit reports were submitted and 5,313 were reviewed during the Financial Year.

Environmental compliance monitoring and enforcement remained a major priority. The Authority conducted 3,320 compliance inspections, representing 88.6% of the annual target and a 63.6% increase compared with the previous Financial Year. A total of 538 enforcement operations were conducted which led to 564 environmental criminal cases, 302 arrests and 53 court cases. These interventions also resulted in the recovery of UGX 628.4 million in court fines and related fees.

Through its restoration interventions, approximately 16 hectares of degraded wetlands and landscapes were restored. Key interventions included restoration activities in the Lubigi and Kaliddubi wetland systems as well as the Kyangwali landscape in Kikuube District.

The Authority strengthened pollution management through expanded air quality monitoring, waste management initiatives, compliance assistance inspections and enforcement against the open burning of waste. National air quality monitoring recorded an annual average fine particulate matter (PM_{2.5}) concentration of 17.7 micrograms per cubic metre (µg/m³). Although this was within Uganda's National Ambient Air Quality Standard of 25 µg/m³, it remained above the World Health Organization guideline value of 5 µg/m³. This underscores the need for sustained action to improve air quality, particularly in rapidly urbanising areas. Progress was also made in ozone-layer protection, chemicals management and the development of guidance for the National Green Certification Scheme.

NEMA further strengthened environmental governance through partnerships with government institutions, Development Partners, academia, cultural institutions and the private sector. The Authority trained 598 stakeholders from Lead Agencies and Local Governments and signed

strategic Memoranda of Understanding with the Buganda Kingdom and the Global Alliance on Health and Pollution. It also supported the establishment of the Environment and Social Sustainability Centre at Makerere University and advanced biodiversity conservation initiatives, including Access and Benefit Sharing, Payment for Ecosystem Services, and the National Biodiversity Strategy and Action Plan.

Public awareness and environmental sensitisation remained a key priority during the Financial Year, with emphasis on promoting environmental stewardship and citizen participation in environmental protection. This was advanced through community engagements, media campaigns, and the commemoration of national and international environmental events, including the International Day for Biological Diversity 2026, Air Quality Awareness Week, the 30th Anniversary of NEMA, the 3rd National Environment Sustainability Awards, and World Environment Day 2026. Outreach was further strengthened through extensive radio, television and social media engagements across the country.

Overall, the Authority registered improved institutional performance, stronger environmental compliance, greater public engagement, enhanced revenue mobilisation and more effective environmental governance. These achievements contribute to the implementation of Uganda's Fourth National Development Plan and Vision 2040, as well as the country's obligations under regional and international environmental agreements. They also reinforce NEMA's central role in promoting sustainable development and strengthening environmental resilience.

CHAPTER ONE: INTRODUCTION

The National Environment Management Authority (NEMA) is mandated under the National Environment Act, Cap. 181, to coordinate, monitor, regulate, and supervise environmental management in Uganda. In fulfillment of this mandate, the Authority implemented a wide range of interventions during Financial Year (FY) 2025/2026 to strengthen environmental governance, enhancing regulatory compliance, promoting sustainable natural resource management, and supporting the country's socio-economic transformation.

This Annual Performance Report presents the Authority's achievements against the approved Annual Work Plan and Budget for FY2025/2026. It highlights achievements under the key budget outputs, including environmental regulation and standards, environmental governance and partnerships, and environmental literacy and corporate image. The report also provides an overview of financial performance, revenue mobilisation, implementation of environmental policies and regulations, environmental compliance monitoring and enforcement, biodiversity conservation, pollution management, environmental restoration, institutional partnerships and capacity building.

The report reflects NEMA's continued commitment to promoting sustainable development through effective environmental regulation, strengthened compliance and enforcement, enhanced stakeholder engagement, and implementation of national and international environmental obligations. It also outlines the key implementation challenges encountered and provides evidence to guide policy formulation, planning, resource allocation, and continuous improvement in environmental management.

1.1. Objectives of the Report

The objective of this report is to assess and present NEMA's performance against the approved Annual Work Plan and Budget for FY 2025/2026. It highlights key achievements, progress against planned targets, financial performance, implementation challenges and lessons learned. The report also outlines priority actions for strengthening environmental management and improving institutional performance.

1.2. Methodology

The report was prepared using a systematic performance assessment approach involving the collection, review, validation, and analysis of both quantitative and qualitative data from various sources. Information was obtained from departmental performance reports, project implementation reports, financial records, monitoring and evaluation reports, inspection and compliance monitoring records, management reports, and other relevant institutional documents.

The data collected was assessed against the approved FY 2025/2026 Annual Work Plan, Budget, and Strategic Plan targets to determine the level of achievement. Performance results were validated through consultations with responsible departments and review of supporting evidence to ensure accuracy, consistency, and completeness of reported achievements.

The analysis focused on key performance areas, including programme implementation, environmental regulatory services, compliance monitoring and enforcement, financial

performance, institutional capacity development, and progress towards strategic objectives. Challenges affecting implementation were identified, and recommendations were developed to guide improvements in service delivery and achievement of institutional goals.

1.3. NEMA’s Mandate and Function

NEMA’s strategic direction is anchored in its Mandate, Vision, Mission and Core Values, which collectively guide the Authority’s work in promoting effective environmental management, sustainability and conservation.

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

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

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

CORE VALUES:

Table 1: Core Values

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

	empowered to contribute. By embracing diversity and practicing fairness, we build stronger teams, better solutions, and lasting relationships.
	Collaboration We collaborate, respect diverse perspectives, and work together to achieve shared environment sustainability goals. We believe in the power of teamwork. By working together with other environment players, sharing ideas, and supporting one another, we achieve greater results than we could individually. NEMA values open communication, mutual respect, and partnerships that build trust and deliver collective success.

CHAPTER TWO: FINANCIAL PERFORMANCE

2.1. GoU Budget Performance

In FY 2025/2026, Government appropriated a total of UGX 41.72 billion to NEMA, comprising UGX 33.56 billion for recurrent expenditure and UGX 8.13 billion for development expenditure. Out of the approved budget, UGX 38.98 billion was released representing 93.4% of the total appropriation. Of the funds released, UGX 38.32 billion (98.32%) was utilised by the end of the reporting period (Table 1).

Additionally, the budget released to NEMA has increased over the past five financial years from UGX 17.88 billion in FY 2021/2022 to UGX 41.69 billion in FY 2025/2026 (Figure 1).

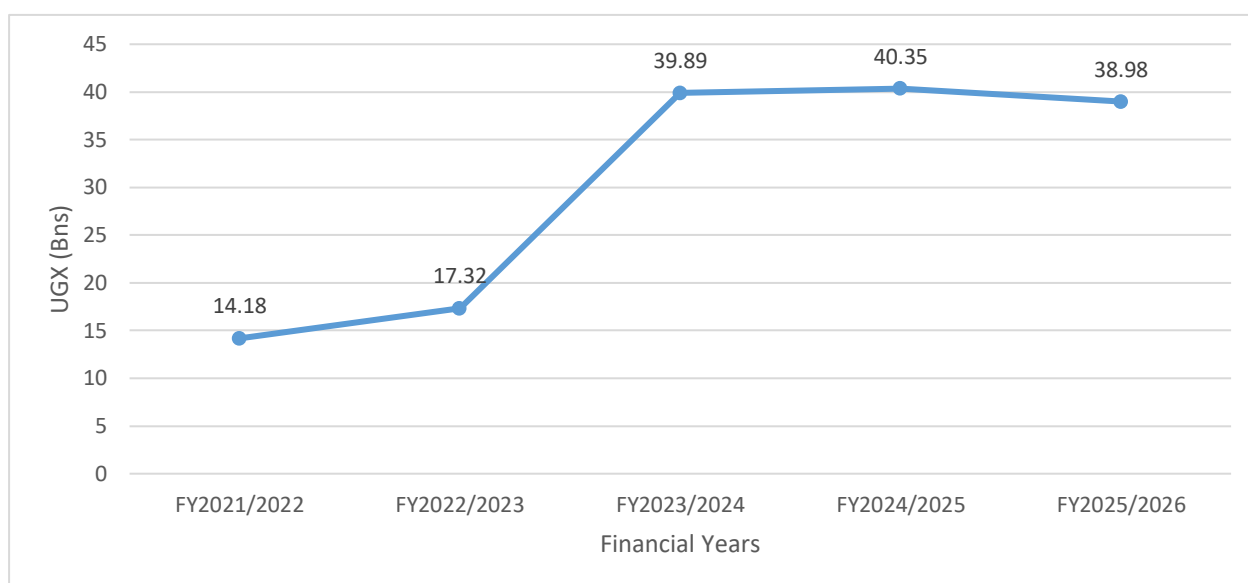


Figure 1: GOU budget releases to NEMA over years

Table 2: Released funds per programme

Budget output (Programme)		Annual Budget	Q1 Release	Q2 Release	Q3 Release	Q4 Release	Total Releases	Unreleased funds	Encumbrance	Actual
Sustainable Land and Environment Management	010073	1,600,000,000	104,450,000	568,550,000	-	27,000,000	700,000,000	900,000,000	3	696,979,497
HIV/AIDS Mainstreaming	000013	1,235,518,000	500,000,000	440,000,000	180,000,000	115,518,000	1,235,518,000	-	-	1,235,518,000
Climate Change Adaptation	000090	220,000,000	65,000,000	70,000,000	57,000,000	28,000,000	220,000,000	-	-	220,000,000
Environmental regulation and standards	140007	1,294,120,000	228,550,000	500,690,000	356,036,000	208,844,000	1,294,120,000	-	1,386,597	1,290,171,241
Environment Governance and Partnerships	140008	644,924,000	106,000,000	446,424,000	77,500,000	15,000,000	644,924,000	-	2,469,408	641,478,611
Environmental Literacy and Corporate Image	140009	520,000,000	60,000,000	310,000,000	65,000,000	85,000,000	520,000,000	-	(2)	519,977,501
Environmental Planning, research, innovation	140010	572,641,000	117,800,000	352,041,000	61,400,000	41,400,000	572,641,000	-	15,618,000	556,931,924
Institutional systems and capacity	140011	26,006,809,703	5,087,397,787	6,877,857,091	4,780,492,786	9,223,932,787	25,969,680,451	37,129,252	23,889,056	25,381,218,170
Retooling of NEMA	000003	7,230,000,000	-	2,710,049,342	-	2,710,049,342	5,420,098,684	1,809,901,316	(2)	5,393,642,608
Environmental Social and Security Safeguard	000057	2,400,148,027	303,000,000	1,239,700,000	424,600,348	432,699,348	2,399,999,696	148,331	4,022,582	2,382,491,305
		41,724,160,730	6,572,197,787	13,515,311,433	6,002,029,134	12,887,443,477	38,976,981,831	2,747,178,899	47,385,642	38,318,408,857

2.2. Off-Budget Performance

During half year of 2026 (Jan - June 2026), the Authority had seven (7) active development projects with a combined project value of USD 12.78 million. Of the total project value, USD 3.194 million was released during the reporting period, of which USD 1.575 million was absorbed (Table 3).

Table 3: Development project budget released and spent (USD)

No	Project Name	Funding Source	Total Project Cost	Amount Released	Amount Spent
1	Institutional Capacity Strengthening for Implementation of Nagoya Protocol on Access to Genetic Resources and Benefit Sharing in Uganda (ABS) Nagoya Protocol)	GEF/UNDP	2,560,842	420,959	220,028
2	Uganda Country Programme on the Protection of the Ozone Layer – NEMA	UNEP	125,000	89,621	88,867
3	Promoting Integrated Landscape Management Approach for Conservation of Mount Elgon Ecosystem in Eastern Uganda-(USD)	GEF/UNDP	9,433,027	2,301,852	1,087,822
4	Global Diversity Framework early action Project (NBSAPs)	UNEP	304,115	237,264	136,623
5	The Global Development, Review and Update of The National Implementation Plans (NIPS)	UNEP Through African Institute	279,000	2,373	2,116
6	Management of Single Use Plastics in Uganda	Norwegian Agency for Dev't Coop	80,000	19,791	17,240
7	Basel Convention Coordinating Center Africa	GEF/UNEP	1,610,000	122,766	23086
	Total		12,781,984	3,194,626	1,575,782

2.3. Non-Tax Revenue Performance

The Authority's Non-Tax Revenue (NTR) collection capacity has significantly increased over the years, the collections have risen from UGX 5.93 billion in FY 2021/2022 to UGX 20.46 billion in FY 2025/2026 (Figure 2). This growth demonstrates the Authority's enhanced capacity in revenue mobilization and improved compliance with environmental regulatory requirements.

In FY 2025/2026, the Authority collected UGX 20.46 billion against a planned target of UGX 18.33 billion, representing a performance of 112% of the annual target.

The major sources of revenue were ESIA fees, environmental audit fees, administration fees, and fines (Table 4). ESIA fees and environmental audit fees constituted the largest share of the total collections, contributing 43% and 28% respectively. The strong performance in revenue collection is largely attributed to increased compliance with environmental regulations, growth in

development projects requiring environmental approvals, and strengthened enforcement and revenue collection mechanisms.

The National Environment Fund (NEF) grew significantly from UGX 13.40 billion in FY 2024/2025 to UGX 18.71 billion in FY 2025/2026. During the Financial Year, the Authority mobilised UGX 5.31 billion for the Fund. The growth in the NEF reflects enhanced resource mobilisation efforts and provides an important financing mechanism for supporting environmental conservation, restoration, and sustainable environmental management initiatives in the country.

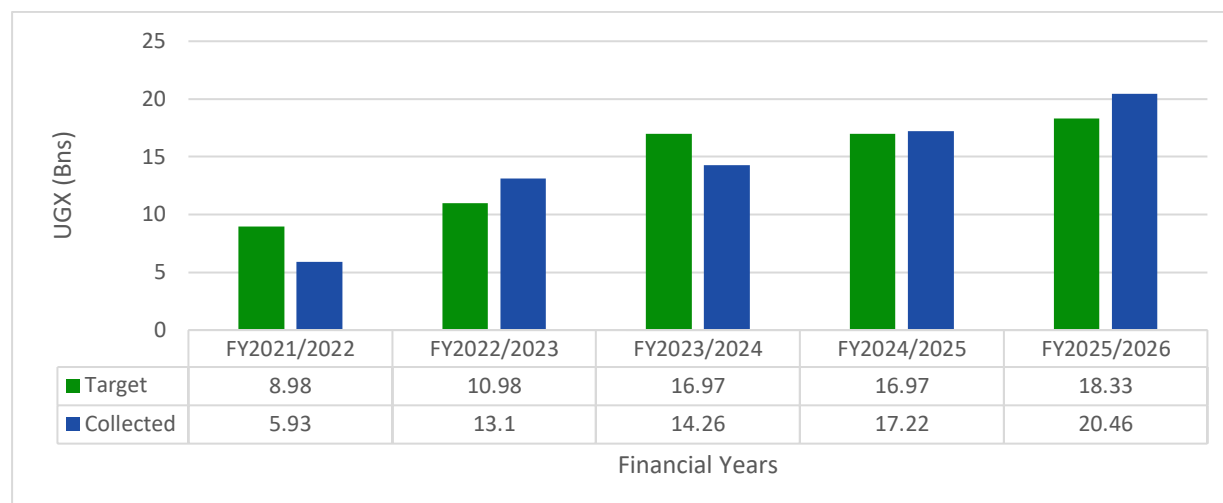


Figure 2: NTR collections over the years

Table 4: Sources of Non-Tax Revenue

SOURCE OF NTR	COLLECTION
ESIA fees	8,703,664,778
Audit fees	5,774,500,000
Administration fees	5,858,628,197
Waste management fees	63,050,000
Pollution fees	21,700,000
Tender fees	24,030,000
Management of ozone	9,600,000
Wetland user fees	1,850,000
Environmental practitioner fees	2,700,000
Other fees and costs pay	4,700,000
TOTAL	20,464,422,975

CHAPTER THREE: ACHIEVEMENT ON PLANNED OUTPUTS

This section presents performance against the planned outputs and targets in the FY 2025/2026 Annual Work Plan. It summarises the interventions implemented under each budget output, assesses the level of achievement against approved targets, highlights significant results, and identifies performance gaps and the actions required to address them.

3.1. Key Service Area 14007: Environment Regulation and Standards

Under this key service area, outputs were planned including; environmental policies, laws, standards, and guidelines developed, environmental and social impacts of development projects assessed and appropriate mitigation measures prescribed, environment compliance audits and inspection, Environment surveillance and enforcement operations. The achievements registered under each of these outputs are presented below.

3.1.1. Develop, Review and Implement Regulations and Guidelines

During the reporting period, NEMA strengthened the environmental policy and regulatory framework by finalising the National Environment Fund (NEF) Regulations, which were subsequently approved by the relevant Government Agencies. This achievement, delivered against an annual target of three regulations and guidelines, provides the legal framework for the effective operationalisation and sustainable management of the Fund.

In addition, the Authority advanced the review and development of six regulations and two environmental guidelines, which are currently undergoing stakeholder consultations and technical review (Table 5). The ongoing consultative process is intended to ensure that the regulatory instruments are comprehensive, responsive to emerging environmental challenges, and aligned with national development priorities and international best practices.

Table 5: List of Environmental management regulations and guidelines developed

No.	Regulation/guideline	Purpose
1	National Guidelines for the Sound Management of Chemicals and Associated Waste	These guidelines provide a comprehensive framework for the sound management of chemicals in Uganda, aiming to protect human health and the environment while fostering sustainable development and economic growth.
2	District Environment and Natural Resource Committee Regulations	To operationalise District Environment and Natural Resource Committees by defining their composition, roles, responsibilities, and procedures, thereby strengthening decentralised environmental governance, coordination, and enforcement of environmental laws at the local government level.
3	Extended Producer Responsibility (EPR) Electronic and electrical Waste Regulations	To establish a legal framework that requires producers, importers, distributors, and other stakeholders to take responsibility for the collection, recycling, treatment, and environmentally sound disposal of end-of-life electrical

		and electronic equipment (e-waste), thereby reducing environmental pollution and promoting resource recovery.
4	National Environment (Oil Spill Prevention, Preparedness, and Response) Regulations, 2020	To prevent oil spills and ensure effective preparedness, response, containment, cleanup, restoration, and compensation in the event of oil pollution incidents. The regulations also clarify the responsibilities of operators and relevant institutions to minimise environmental damage associated with petroleum activities.
5	Extended Producer Responsibility (EPR) for plastics Regulations	To require producers, importers, and brand owners to assume responsibility for the entire life cycle of plastic products, including collection, recycling, reuse, and environmentally sound disposal, with the aim of reducing plastic pollution, promoting a circular economy, and improving waste management.
6	Guidelines for preparation of the National State of Environment Report (NSOER)	To provide a standardised framework for collecting, analysing, and reporting environmental information for the preparation of the National State of Environment Report, ensuring consistency, accuracy, and evidence-based environmental planning and decision-making.
7	Environmental and Social Impact Assessment (ESIA) 1998, guidelines	To provide practical guidance for undertaking Environmental and Social Impact Assessments by outlining procedures, methodologies, and standards for identifying, assessing, mitigating, and monitoring environmental and social impacts of development projects, thereby ensuring sustainable development and compliance with environmental laws.
8	National Environment Fund (NEF) regulations	To provide guidance to operationalisation and implementation of NEF

Collectively, these regulations and guidelines strengthen Uganda's environmental governance framework by enhancing environmental compliance, promoting sustainable natural resource management, improving pollution prevention and waste management, strengthening environmental monitoring and reporting. They also ensure that development projects are environmentally and socially sustainable. Their implementation contributes to the achievement of NDP IV by supporting sustainable industrialisation, climate resilience, environmental protection, public health, and inclusive socio-economic transformation through strengthened regulatory systems and evidence-based decision-making.

3.1.2. Environmental and Social Impact Assessment

Environmental and Social Impact Assessment (ESIA) is a key process for assessing the potential environmental and social impacts of proposed projects and activities in the country. The ESIA process is anchored in the Constitution of the Republic of Uganda, the National Environment Act,

Cap. 181, and related regulations, including the National Environment (Environmental and Social Assessment) Regulations, 2020.

The ESIA process is intended to promote sustainable development by identifying, predicting, and mitigating potential adverse environmental and social impacts before project implementation. It further ensures environmental protection, safeguards the interests of affected communities, and facilitates informed decision-making, thereby striking a balance between socio-economic development and environmental sustainability.

As a result of the Authority’s strengthened capacity in environmental compliance monitoring and inspections, enhanced enforcement against non-compliance, increased environmental education and awareness, and the automation of environmental services through the Environmental Licensing Management Information System (ELMIS), compliance with ESIA requirements has significantly improved. Consequently, the number of developers submitting ESIA certificate applications to NEMA increased by 77.2%, from 3,565 documents in FY 2022/2023 to 6,316 documents in FY 2025/2026 (Figure 3).

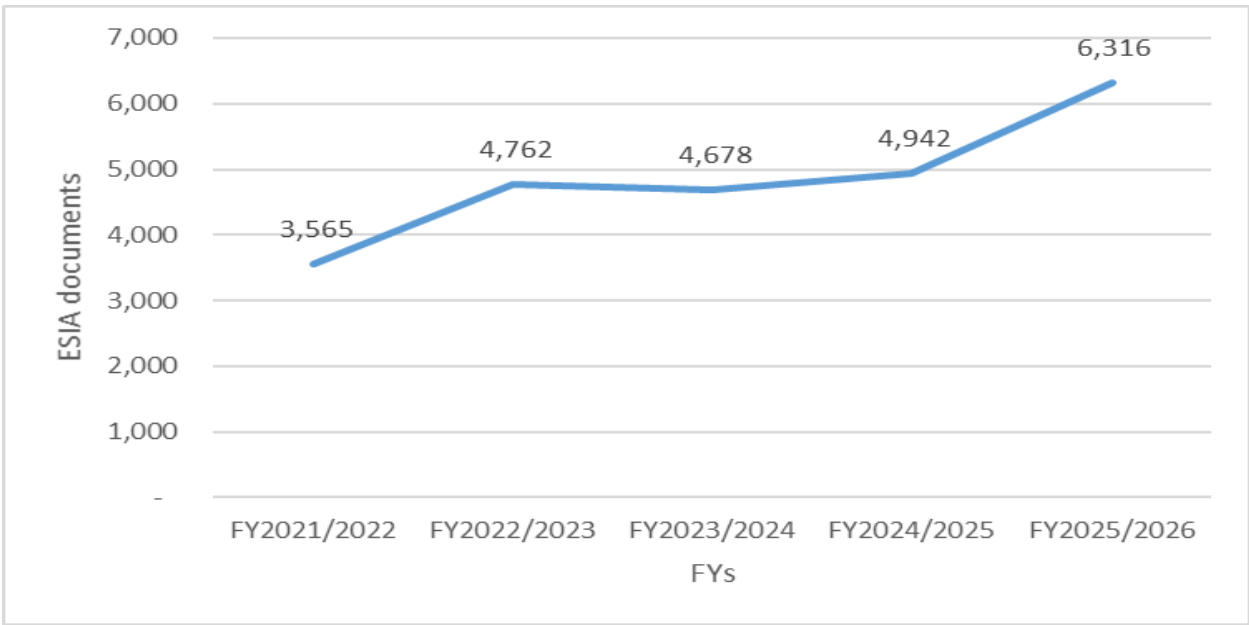


Figure 3: Trends of ESIA certificate applications over years

3.1.2.1. Distribution of ESIA applications by Sector

In the Financial Year, the majority of ESIA certificate applications were for sectors of petroleum operations and mining, communications, housing and urban development, and manufacturing. Petroleum operations and mining activities accounted for the highest number of submissions, with 1,736 projects representing 27% of the total ESIA certificate applications. This was followed by communications with 1,064 projects (17%) majorly Broadcasting Transmission Companies (BTCs), housing and urban development with 879 projects (14%), and manufacturing with 773 projects (12%) of the total 6,316 applications submitted to the Authority (Table 6).

Collectively, these sectors contributed approximately 70% of all ESIA certificate applications during the Financial Year, reflecting the increasing pace of economic growth, industrialisation, urban expansion, infrastructure development, and extractive activities in the country.

The high number of submissions from these sectors underscores the importance of the ESIA process in ensuring that potential environmental and social impacts associated with development activities are adequately identified, assessed, and mitigated to promote sustainable development and environmental protection.

Table 6: Breakdown of ESIA reports submitted by sector

Sectors	Number
Agriculture, livestock, range management and fisheries	275
Chemical industry	120
Communications facilities	1,064
Exploration and power generation, transmission and distribution infrastructure	111
Hotel, tourism and recreational development	330
Housing and urban development	879
Textile industry	43
Transport, transportation equipment and related infrastructure	297
Utilization of water resources and water supply	331
Waste management facilities	180
Petroleum operations and mining activities	1,736
Manufacturing	773
General	177
Total	6,316

3.1.2.2. Performance of ESIA Reports Review

In the Financial Year, the Authority reviewed 5,503 (109%) of the annual target of 5,048 ESIA certificate applications. Out of the 5,503 applications reviewed, 5,076 were approved, 222 were rejected, and 205 were deferred pending submission of additional information or compliance with specific requirements. Relatedly a total of 222 ESIA certificate applications were rejected due to non-compliance with environmental requirements and standards, including inadequate environmental mitigation measures, submission of incomplete information, proposed developments in environmentally sensitive areas, and failure by developers to meet the requirements stipulated under the National Environment Act and the National Environment (Environmental and Social Assessment) Regulations, 2020.

Over the years the Authority has registered a significant increase in the number of ESIA certificate applications processed from 2,600 applications in FY 2021/2022 to 5,503 application in FY 2025/2026 (figure 4).

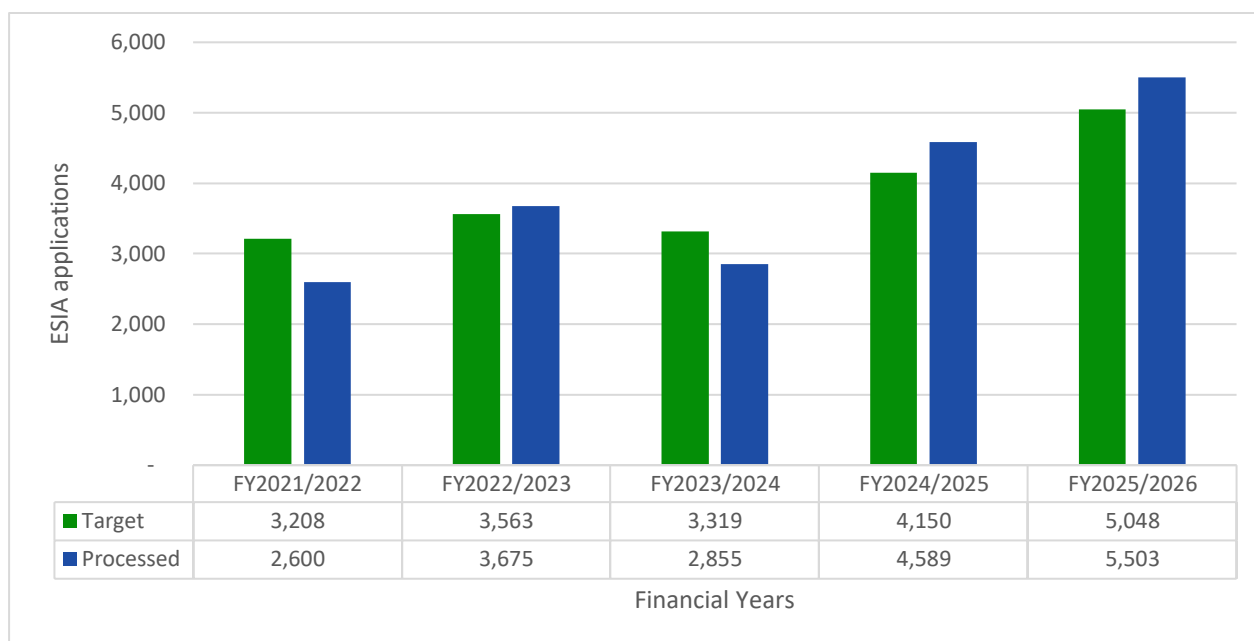


Figure 4: ESIA certificate application processed over years

3.1.2.3. ESIA certificate Extensions

Out of 1,298 applications processed during the reporting period, 877 (67.6%) were approved, 10 (0.8%) were rejected, and 73 (5.6%) were deferred pending additional information or compliance. A total of 338 (26.1%) applications remained in the processing pipeline, comprising 150 (11.6%) under review, 93 (7.2%) assigned for assessment, and 95 (7.3%) newly submitted and awaiting processing (Table 7).

Table 7: ESIA certificate extension applications

Status	Total
Approved	877
Rejected	10
Deferred	73
Pending review	150
Assigned	93
Submitted	95
Total	1,298

3.2. Environmental Compliance Monitoring and Inspections

Environmental compliance monitoring and inspections are among the core regulatory functions of NEMA mandated under the National Environment Act, Cap. 181. The Authority is responsible for ensuring that all development activities, projects, and operations are implemented in compliance with environmental laws, regulations, standards, permit conditions, and approved Environmental and Social Impact Assessment commitments.

Environmental compliance monitoring and inspections are undertaken to assess adherence to environmental requirements and to verify the implementation of mitigation measures prescribed in Environmental and Social Management Plans (ESMPs), environmental permits, restoration orders, and other regulatory instruments. The inspections also provide an opportunity to identify emerging environmental risks and institute corrective measures to prevent environmental degradation.

Over the years, the Authority has strengthened its capacity to undertake environmental compliance monitoring and inspection of projects in order to assess their environmental and social impacts and ensure compliance with environmental laws, regulations, standards, and permit conditions.

During the reporting period, a total of 3,320 project sites were inspected against an annual target of 3,744 project sites, representing a performance of 88.6% (Table 8). The inspections conducted by the Authority included compliance monitoring and inspection of projects, noise and air quality monitoring and pollution inspections, baseline verification inspections, environmental audit verification inspections, and compliance assistance inspections.

Compared to FY 2024/2025, the total number of project sites inspected increased significantly from 2,029 to 3,320 project sites in FY 2025/2026, representing an increase of 1,291 project sites (63.6%). This remarkable improvement is attributed to the strengthening of the Authority's inspection capacity, enhanced enforcement efforts, increased staffing and coordination, improved logistical support, and the automation of environmental regulatory services through the Environmental Licensing Management Information System (ELMIS).

The increased inspections have enhanced the Authority's ability to detect and address cases of environmental non-compliance, verify the implementation of environmental mitigation measures, and provide technical guidance to developers on compliance requirements. Consequently, this has contributed to improved environmental governance, increased compliance levels among developers, and the prevention and mitigation of adverse environmental impacts arising from development activities.

Table 8: Sites monitored and inspected for environment compliance

Inspections Undertaken	Number of Project Sites
Compliance monitoring inspections	1,299
Noise and air quality monitoring	440
Baseline verification inspection	1,037
Audit verification inspections	506
Compliance assistance inspection	38
Total	3,320

3.2.1. Inspection of Extractive industry development

The Authority undertook comprehensive compliance inspections across multiple high-priority developments including;

- i. Proposed mining projects in Buliisa, Kabale, Rubanda, Amudat, Moroto districts and sand mining sites in Mbegu, Hoima District, operational mining sites in Kisoro and Kanungu districts, a quarry facility managed by the Mount Moroto Women Association, and an assessment of the decommissioning plan for a borrow pit in Buliisa District.
- ii. Oil and Gas activities in Albertine Graben Region where 60 sites were inspected including; 26 Tilenga Project sites and related developments in Buliisa and Nwoya districts, 7 EACOP sites, and 19 sites within the Kingfisher Development Area
- iii. Enforcement & Compliance (Surveillance) Operations conducted in Kakumiro District, targeting illegal petrol and filling stations across Kibambura Village (Bwansa S/C), Buluuko Sub County, and Bunuko Village (Nalweyo Town Council). These actions underscore a continued effort to curb unlicensed fuel retail operations.
- iv. Trained 120 (92 males and 28 females) artisanal and small-scale gold miners in Kassanda and Busia on environmental management, occupational health and safety, regulatory requirements, and sustainable mining practices to improve compliance with Uganda's environmental laws and standards. The capacity initiative is expected to empower artisanal and small-scale miners to reduce the environmental impacts of mining activities, improve health and safety standards, and contribute to the sustainable development of Uganda's mining sector.

3.3. Air Quality Monitoring

In FY 2025/2026, the aggregated air quality monitoring results from different regions of the country indicated that the annual average concentration of PM_{2.5} across Uganda was 17.7 µg/m³ which, according to Air Quality Index (AQI) estimates, is generally considered safe for the population (www.aqi.in). Similarly, the average PM₁₀ concentration across the country was 32 µg/m³, which falls within acceptable limits and is generally considered safe for the public. However, localized conditions in specific areas continue to result in elevated concentrations of particulate matter. The aggregated PM_{2.5} concentrations is within National Ambient Air Quality Standard of 25 µg/m³, however it exceeds World Health Organization (WHO) guideline value of 5 µg/m³, indicating persistent air quality challenges in urban and rapidly developing areas.

Monitoring findings by the Authority identified several air pollution hotspots, particularly within the Greater Kampala Metropolitan Area (GKMA). Katwe in Makindye Division registered one of the highest PM_{2.5} concentrations at 35.3 µg/m³, while Banda recorded the lowest concentrations at 12.8 µg/m³. In Jinja City, Buwenge North was identified as an area where communities are continuously exposed to poor air quality, highlighting the need for immediate and targeted air quality management interventions.

Air quality remains a critical environmental and public health concern, particularly in rapidly urbanizing areas of Uganda. Fine particulate matter (PM_{2.5}) poses significant health risks due to

its ability to penetrate deep into the respiratory system, resulting in respiratory and cardiovascular diseases, reduced life expectancy, and other adverse health outcomes over time.

Current air quality monitoring initiatives in the country involves continuous monitoring in selected cities, through the use of low-cost sensors (LCS) provided by Makerere University through the AirQo Project. This initiative has enhanced the country's capacity to generate real-time air quality information and support evidence-based decision-making.

Collaborative efforts among key stakeholders, including Makerere University through the AirQo Project, NEMA, Kampala Capital City Authority (KCCA), the United Nations Environment Programme (UNEP), and the United States Mission, have strengthened air quality monitoring capacity in Uganda. These partnerships have facilitated the establishment of a network of over 170 low-cost air quality sensors across the country (Table 9).

NEMA has also acquired two heavy-duty air quality monitoring stations capable of analysing a broad range of air quality parameters, including particulate matter, gaseous pollutants, and noxious odours. The monitoring stations will be installed in Kampala and the Albertine Graben region, particularly in the Kingfisher project areas, to strengthen air quality surveillance and support evidence-based environmental management and decision-making.

Table 9: Cities and Municipalities with air quality monitoring sites

Region	Number of districts with air quality monitoring sites	Number of Sites
Central Region	Kampala, Kira, Masaka, Makindye Ssabagabo, Entebbe, Mubende, Mukono, Luwero, Mityana.	107
Northern Region	Gulu, Lira.	11
Eastern Region	Jinja, Soroti (Two pilot deployments).	25
Western Region	Mbarara, Kabale, Fort Portal.	28

3.4. Compliance Assistance Inspections

During the reporting period, a total of 38 compliance assistance inspections were conducted against an annual target of 30 inspections. Compliance assistance inspection reports were prepared for all inspected facilities to facilitate corrective actions and promote continuous environmental improvement.

The inspections provided detailed assessments of gaps in compliance with national environmental regulatory requirements and recommended practical measures to enhance environmental performance. The recommendations focused on the adoption of cleaner production technologies, circular economy approaches, resource efficiency measures, pollution prevention practices, and other proactive and innovative interventions aimed at improving environmental compliance.

The inspections covered a cross-section of high-impact facilities, including three beverage processing industries namely Crown Beverages Limited, Coca-Cola Beverages Uganda Limited, and Harris International Limited; four lubricants blending facilities comprising AXCL Lubricants (U) Ltd, Briton Lubricants Limited, Potenza Lubricants Limited, and Viral Lubricants Limited; four used oil processing facilities including Kalakasa Investment Limited, Canadian Oil Refinery and

Energy Limited, Oil Busters Industries Limited, and Kyabazinga Oil Industries (EA) Limited; one used tyre recycling facility, Real Oil Industry Limited; and ten manufacturing industries.

Additionally, manufacturing facilities located in Njeru Municipality were inspected, including Yogi Steels Limited, Modern Tiles Limited, Seven Star Agro Industries Limited, Pramukh Steels Limited, Victoria Nile Plastics Ltd, Vita Foam 2015 Ltd, MAKEPASI Match Ltd, Bavima Steel Limited, Victoria Tyres Limited, East African Packaging Solutions Ltd, and Modern Laminates Ltd.

3.4.1. Noise, Noxious Smell and Vibrations Monitoring

The Authority conducted targeted environmental monitoring exercises across multiple locations, with a focus on noise levels, air quality, noxious smells, and reported pollution incidents. The monitoring revisited 145 previously selected sites, including manufacturing industries, processing plants, construction spoil and aggregate stockpiles, illegal poultry operations in residential zones, and waste holding facilities such as the Buyala waste holding site. Inspections also covered churches and bars in several areas, including Mukono, Seeta, Bweyogerere, Kireka, Namugongo, Jjanda, Kulambiro, Bukoto, Katwe, Buloba, Makindye, Mengo, and Kampala.

In addition to offering compliance assistance and raising awareness, recommendations to address noise pollution were issued. These included; requiring facilities to install sound proofing and other noise-reduction measures; imposing administrative fines proportionate to the severity and frequency of violations; issuing stop notices to facilities that persistently emit noise above permissible limits; and impounding noise-generating equipment such as speakers, amplifiers, microphones, stabilizers, crossovers, mixers, and other sound systems from non-compliant facilities to ensure strict adherence to noise control regulations.

3.4.2. Waste Management

NEMA undertook a number of initiatives at community level in a move to transform waste management. These efforts were designed to mobilize local participation, strengthen institutional capacity, and introduce innovative practices that redefined how communities handle waste. Among the key initiatives were:

- a) Produced a draft of Uganda's National Strategy for Organic Waste Management. This initiative marks a significant step forward in addressing municipal organic waste, which remains the largest waste stream in the country.
- b) In collaboration with GAHP-Global, the Authority convened the 4th multi-sectoral working group to develop Uganda's Health and Pollution Action Plan (HPAP). The plan aims to address; Air pollution; Water contamination; Pesticide exposure and Waste management. The inception meeting brought together Ministries, Departments and Agencies, Academia, Civil Society, International Partners and Private Sector.
- c) Strengthening enforcement against open burning of waste. The Authority issued a nationwide stop notice to all Cities, Urban Authorities, and District Local Governments directing the immediate cessation of open burning of waste. The intervention followed numerous public complaints and findings from nationwide environmental monitoring inspections, which confirmed the continued practice despite existing legal and technical provisions on waste management. The directive reaffirmed the prohibition of open burning

under the Act due to its adverse impacts on public health and the environment. NEMA further instructed the responsible authorities to strengthen enforcement of proper waste management practices and conduct continuous public awareness and sensitization programmes targeting staff, waste handlers, and communities. This intervention is expected to improve compliance with environmental laws, reduce air pollution, and promote sustainable waste management across the country.

- d) **Licensing of Waste handlers.** During the reporting period, 110 waste handling applications were received including 47 new applications (Transportation-26, Treatment/disposal-16 Storage-04, Transboundary-01, Petroleum Waste management-01) and 63 renewals (Transportation-51 Treatment/disposal-09, Storage-01, and Transboundary movement of waste-02). The 110 applications were reviewed, and determined by the Technical Committee on Pollution Control and Prevention, out of which 60 were approved, 21 rejected and 29 differed (Table 10).

Table 10: Waste management license application

License Applied For	Applications		
	<i>New</i>	<i>Renewal</i>	<i>Total</i>
Transportation	26	51	77
Treatment	16	9	25
Disposal	0	0	0
Storage	4	1	5
Petroleum Waste Management	1	0	1
Transboundary Movement of Waste	0	2	2
Total	47	63	110

3.4.2.1. Pilot project on domestic solid waste management in Mukono Municipality and Waste-to-Wealth Initiative

With support from the International Growth Center (IGC) and funding from the London School of Economics, NEMA implemented a pilot research project titled “**Domestic Solid Waste Management Strategies for Sustainable Urban Growth and Climate Resilience in Uganda.**” The study¹ was undertaken in Mukono Municipality to assess practical approaches for improving household solid waste management while creating economic opportunities for communities.

The intervention demonstrated that household waste segregation can be significantly improved when communities are provided with appropriate knowledge, tools and market opportunities. The pilot resulted in increased household waste segregation, greater adoption of environmentally responsible waste management practices, and removal of key barriers that previously constrained household participation. Importantly, households increasingly recognised waste as

¹ <https://www.theigc.org/collections/domestic-solid-waste-management-strategies-sustainable-urban-growth-climate-uganda>

an economic resource, with waste management activities generating additional household income.

The study further established that Uganda has a relatively comprehensive policy and legal framework for solid waste management, but implementation continues to be constrained by weak enforcement, inadequate financing, limited segregation infrastructure, insufficient technical support from local authorities, underdeveloped recycling and resource-recovery markets, and language barriers arising from the predominance of English in policy communication.

The Mukono pilot generated evidence-based lessons and a practical model for scaling up household waste segregation and waste-to-wealth approaches across Uganda. The intervention demonstrated that transforming waste from a disposal burden into an economic resource can simultaneously contribute to cleaner urban environments, improved household livelihoods, resource recovery, and enhanced climate resilience. The findings therefore provide a basis for strengthening partnerships among NEMA, local governments, communities and the private sector to promote circular economy approaches and expand waste-to-wealth opportunities nationally.

3.4.3. National Mechanisms for Ozone Protection and Compliance

The National Ozone Unit registered significant progress in strengthening Uganda's implementation of the Montreal Protocol and the Kigali Amendment through awareness creation, capacity building, enforcement, and institutional strengthening initiatives. The Unit successfully conducted national consumption surveys on controlled substances across key districts, including Kampala, Wakiso, Mukono, and Iganga, thereby improving the national database on ozone-depleting substances (ODS) and hydrofluorocarbons (HFCs). The exercise also established important linkages with importers, retailers, and refrigeration and air conditioning (RAC) technicians, which will facilitate future tracer studies and strengthen monitoring of controlled substances.

In an effort to enhance public awareness and stakeholder engagement, the Unit implemented extensive sensitization campaigns under the theme "Ozone for Life." Awareness was created among students in over 20 secondary schools including: Mentor, Ibanda, St. Noa Mawaggali, St. Mary's College Kisubi, Namung'alwe Parents, Akalo, St. Charles Lwanga International, St Charles Vocational. Several universities were also engaged including: Busitema, Soroti, Lira, Gulu, Makerere, Kyambogo, Uganda Christian University, Ndejje and Uganda Martyrs University, Nkozi through ozone quiz competitions, media engagements, and participation in the Corporate Games. These initiatives significantly improved public understanding of the Montreal Protocol, the Kigali Amendment, the harmful effects of ozone-depleting substances, and the need to transition to climate-friendly and low global warming potential refrigerants. NEMA's outstanding participation and leadership in the Corporate Games further amplified visibility and public appreciation of ozone protection initiatives.

Considerable progress was made in strengthening technical capacity for sustainable cooling technologies. A total of 41 refrigeration technicians, customs officers, and law enforcement officers were on alternative ozone-friendly technologies and the safe handling of natural refrigerants such as R-290, hydrocarbons, ammonia, carbon dioxide, and water-based refrigerants.

Significant achievements were also registered in enforcement and compliance monitoring. In this regard inspections were conducted in seven facilities handling refrigerants and several illegally imported consignments of restricted substances were intercepted at Inland Container Depots. The facilities include; Tilenga Main Camp and Pipe yard (TMC Site) in Buliisa District, Main Camp and Pipe yard 1 (MCPY1) in Kakumiro District, Main Camp and Pump Station 1 (MCPS1) in Hoima District, Main Camp and Pipe yard 3 (MCPY3) in Sembabule, Transtar Bond in KIBP Namanve, Liberty Inland Container Depot in KIBP Namanve, Oceanic Central Bus terminal in Kinawataka.

Importers found in possession of restricted substances such as R-22 without authorisation were advised to re-export the consignments and subjected to administrative actions in accordance with the National Environment (Management of Ozone Depleting Substances and Products) Regulations, 2020. These interventions strengthened national mechanisms for controlling illegal trade in ozone-depleting substances and promoted compliance with environmental regulations.

Furthermore, the National Ozone Unit strengthened institutional and regional cooperation through participation in regional and international meetings on combating illegal trade in controlled substances and promoting lifecycle refrigerant management. The Authority's contribution to customs enforcement and inter-agency collaboration earned NEMA regional recognition from the East African Community during the commemoration of International Customs Day 2026. This recognition underscored Uganda's progress in strengthening environmental governance, promoting sustainable trade, and fulfilling its obligations under the Montreal Protocol and Kigali Amendment.



NEMA received regional recognition from the East African Community (EAC) for its outstanding contribution to the implementation of the Montreal Protocol and efforts to eliminate ozone-depleting substances.

3.4.4. Environmental Compliance Audits

One of the Authority's key regulatory functions is to monitor compliance of projects and developments with the conditions stipulated in ESIA certificates and other environmental approval requirements. This is undertaken by ensuring that developers conduct annual environmental compliance audits for their projects in accordance with the provisions of the National Environment Act and associated regulations.

Over the years, the Authority has significantly strengthened its capacity to enforce environmental audit requirements through increased staffing, enhanced enforcement mechanisms, continuous environmental education and awareness, and the automation of environmental regulatory services through the Environmental Licensing Management Information System (ELMIS). These

interventions have substantially improved compliance among developers with environmental audit obligations.

As a result, the number of developers undertaking annual environmental compliance audits has increased significantly over time. Compliance with annual audit requirements increased from 1,452 audit reports submitted in FY 2021/2022 to 6,915 audit reports submitted in FY 2025/2026 (Figure 5).

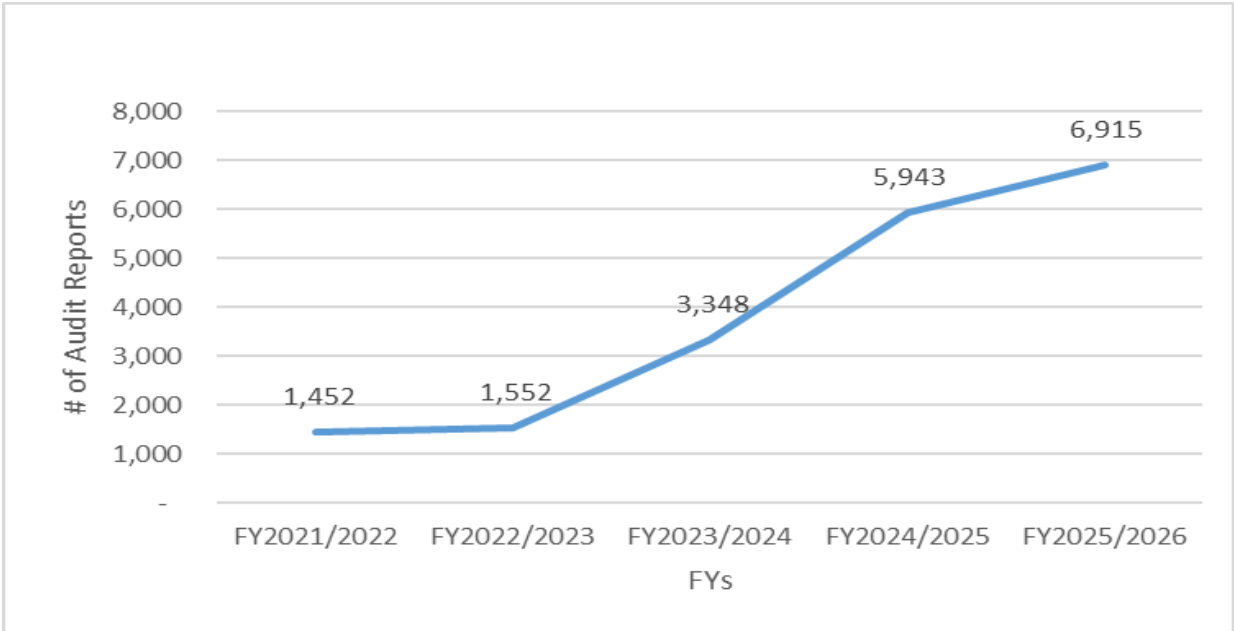


Figure 5: Trend of Compliance Audit submissions to NEMA over years

3.4.4.1. Environmental Compliance Audits Reviews

The Authority's capacity to review submitted environmental compliance audit reports has significantly improved over the years. This improvement has been facilitated by enhanced staffing levels, automation of the environmental audit function through the Environmental Licensing Management Information System (ELMIS), and the introduction of an environmental audit certification mechanism, which has strengthened the assessment and ranking of project compliance levels.

In the Financial Year, the Authority reviewed 5,313 audit reports against an annual target of 5,896 reports, representing an achievement of 90.1% of the planned target. Compared to FY 2024/2025, where 5,360 audit reports were reviewed, there was a slight decline in the number of reports reviewed during FY 2025/2026. This decline is largely attributed to the transition and automation of the audit module under ELMIS, which commenced in December 2025. During the transition period, adjustments to the new system affected the processing timelines of some audit reports. Relatedly, over the years, the number of environmental audit reports reviewed by the Authority has increased from 521 reports in FY 2021/2022 to 5,313 reports in FY 2025/2026 (Figure 6).

There is a registered significant increase in compliance with environmental audit requirements among Broadcasting Transmission Companies (BTCs) and petroleum companies. During the reporting period alone, American Tower Corporation (ATC) conducted annual environmental audits for 1,839 sites, while Vivo Energy Uganda, Rubis Energy Uganda, and TotalEnergies

conducted audits for 290, 68, and 77 sites respectively. This demonstrates a growing commitment by these sectors towards environmental compliance and the integration of environmental management practices into their operations.

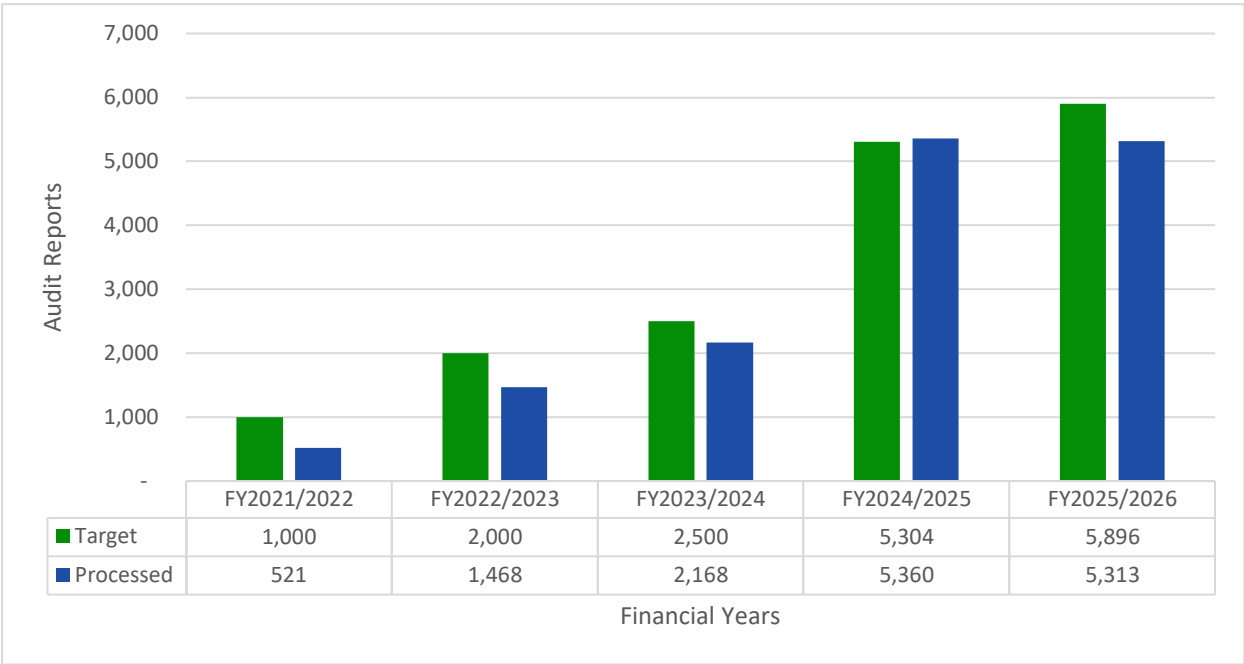


Figure 6: Trends of Audit reports processed over years

3.4.4.2. Sectors of Environmental Compliance Audits Reports Submitted

In FY 2025/2026, the majority of environmental compliance audit reports submitted to the Authority originated from the communications (majorly BTCs) and petroleum sectors, accounting for 50% and 28% of the total audit reports submitted, respectively (Table 11).

Collectively, these two sectors contributed approximately 78% of all compliance audit reports submitted during the Financial Year. The high number of submissions from these sectors reflects the growing level of compliance with environmental regulatory requirements, particularly among operators with extensive infrastructure networks and projects that have significant potential environmental impacts.

The continued compliance of these sectors is critical in ensuring that potential environmental risks associated with infrastructure development, fuel handling, waste generation, emissions, and ecosystem disturbances are effectively managed, thereby contributing to sustainable development and environmental protection.

Table 11: Breakdown of audit reports submitted by sector

Sector	Number
Assembling Plants	13
Communications Facilities	3,462
Extraction of Non-Mineral Products	104
Food and Beverage Industry	285

Sector	Number
Hotel, Tourism and Recreational Development	93
Housing and Urban Development	179
Mining Industry and Mineral Processing	50
Petroleum Operations	1,914
Transport, Transportation Equipment and Related Infrastructure	77
Utilization of Water Resources and Water Supply	03
Waste Management Facilities	64
Agricultural Investments	191
Manufacturing Industry	192
Chemical Industry	114
Electricity and Power Generation, Transmission and Distribution	117
General	57
Total	6,915

3.4.4.3. Green Certification Scheme Development

In pursuit of advancing sustainable production and consumption practices, the Authority started the development of a Green Certification Scheme as a strategic intervention to align Uganda's certification framework with internationally recognized standards. This effort was anchored on building institutional capacity, harmonizing processes with global accreditation requirements, and establishing a credible foundation for transparent and internationally accepted certification of products, processes, and services. The progress was made in the following areas;

- a) Trained five staff on ISO/IEC 17065:2012 (Requirements for Bodies Certifying Products, Processes and Services) and ISO/IEC 17067:2013 (Fundamentals of Product Certification and Product Certification Schemes). The training was facilitated by the Kenya Accreditation Service (KENAS). Staff were equipped with the knowledge and competencies required to design, implement, and manage a credible, internationally aligned green certification scheme for Uganda.
- b) Drafted the Green Certification Scheme Guidance Document to ensure compliance with international accreditation standards. The Authority harmonized the guidance document with the requirements of ISO/IEC 17067:2013, and ISO/IRC 17065:2012 respectively, to comprehensively develop the relevant documentation, processes and procedure. Additionally, the interventions laid a strong technical and institutional foundation for the establishment of a transparent, credible, and internationally recognized Green Certification Scheme to promote sustainable production and consumption in Uganda.

3.5. Enforcement Operations and Environmental Restoration

During the FY 2025/2026, the Authority undertook extensive surveillance and enforcement operations across the country targeting environmental degradation cases, including commencement of projects without ESIA approvals, wetland encroachment, failure to undertake environmental audits, pollution incidents, illegal sand mining, and other forms of environmental non-compliance.

A total of 538 enforcement and surveillance operations were conducted against an annual target of 612 operations, representing an achievement of 88%. These operations resulted in 564 criminal cases, 302 arrests, 43 Administrative cases and the filing of 53 cases in court. Out of the cases filed in court, the Authority successfully secured convictions in 13 cases, lost five cases, while four cases were dismissed for want of prosecution. The remaining 31 cases are still under hearing. Successful prosecutions and management of administrative cases led to the recovery of UGX 628.4 million in court fines and related fees, demonstrating the effectiveness of enforcement interventions in promoting environmental compliance and accountability.

The environmental criminal cases were predominantly related to developers commencing projects without approval from NEMA and wetland degradation. Out of the 564 environmental criminal cases registered through enforcement operations, projects initiated without NEMA approval constituted the largest proportion, accounting for 242 cases (43%), followed by wetland degradation with 158 cases (28%). Failure to comply with ESIA conditions accounted for 73 cases (13%), while other offences, including noise pollution, air pollution, and illegal sand mining, accounted for 90 cases (16%).

3.5.1. Monitoring and Restoration of Degraded Wetlands

The Authority intensified compliance monitoring and enforcement surveillance to identify illegal developments and environmentally harmful activities requiring immediate regulatory intervention. Surveillance operations covered wetlands, forest reserves, waste management facilities, industrial establishments, and other environmentally sensitive ecosystems across the country. During the Financial Year, the Authority undertook restoration interventions in the Kawaala Zone of the Lubigi Wetland System, Kaliddubi Wetland System in Makindye- Ssabagabo Municipality, and Kyangwali Landscape in Kikuube District as part of efforts to rehabilitate degraded ecosystems and enhance environmental protection. From these intervention efforts, 16 hectares were restored.

3.5.2. Restoration of the Kawaala Zone in the Lubigi Wetland System

In collaboration with the Ministry of Water and Environment (MWE), Local Government authorities, the Uganda Police Force (UPF), and the Uganda People's Defense Forces (UPDF), NEMA undertook a restoration exercise in the Kawaala Zone of the Lubigi Wetland System, which had been extensively degraded by illegal human activities and encroachment.

The restoration exercise covered approximately four (4) hectares of the degraded wetland area, during which 58 illegal structures were removed. The intervention was aimed at reclaiming the wetland and restoring its ecological functions, including water filtration, and biodiversity conservation and reducing the risk of flooding in surrounding communities.



Picture showing Kawaala section of Lubigi Wetland before restoration. Photo: Jeffrey Opiyo



Picture showing Kawaala section of Lubigi Wetland after restoration

3.5.3. Restoration of the Kaliddubi Wetland System in Makindye-Ssabagabo Municipality

In collaboration with local authorities and security agencies, NEMA undertook restoration activities in the Kaliddubi Wetland System located in Makindye-Ssabagabo Municipality. The intervention was necessitated by increasing degradation of the wetland resulting from illegal encroachment, indiscriminate waste dumping, backfilling, and the establishment of unauthorised developments within the protected ecosystem.

The restoration exercise successfully reclaimed and restored approximately 12 hectares of the degraded wetland area. As part of the enforcement and restoration measures, 184 encroachers were evicted to facilitate ecosystem recovery and prevent further degradation. Restoration activities included the removal of illegal structures and waste materials, re-establishment of

wetland boundaries, and sensitisation of surrounding communities on the importance of wetland conservation and compliance with environmental laws and regulations.

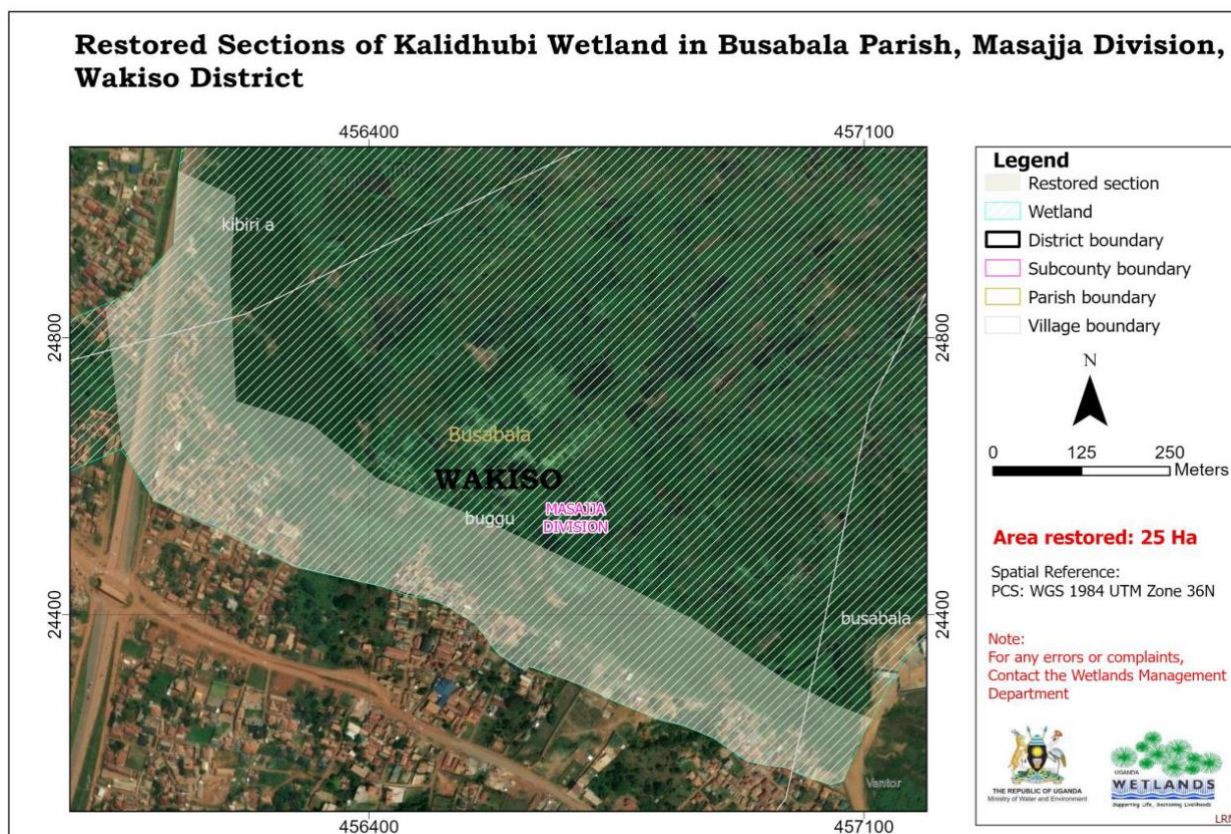
The intervention was aimed at restoring the ecological integrity of the Kaliddubi Wetland System and enhancing its critical ecosystem services, including flood attenuation, water purification, groundwater recharge, carbon sequestration, and biodiversity conservation.



Above: *Illegal structures in Kaliddubi Wetland before restoration exercise.*

Below: *Illegal structures in Kaliddubi Wetland after restoration exercise. Photo: Jeffrey Opiyo*





Wetland map showing the restored section of Kaliddubi Wetland

3.5.4. Restoration of the Degraded Kyangwali Landscape in Kikuube District

NEMA successfully initiated the restoration of the degraded Kyangwali landscape around Bugoma Forest in Kikuube District through a coordinated multi-stakeholder restoration programme involving: Bunyoro-Kitara Kingdom, Civil Society Organisations, and the Kikuube District Local Government. The intervention was informed by an environmental audit, which established that parts of the Kyangwali Integrated Agriculture Project had been degraded in contravention of the conditions of the ESIA Certificate issued to Hoima Sugar Limited in August 2020. The audit identified encroachment into areas designated for forest conservation, eco-tourism, and cultural heritage protection through activities such as charcoal production, agricultural expansion, and other unsustainable land uses.

Based on the audit findings, NEMA issued an Environmental Restoration Order directing Hoima Sugar Limited to restore the affected conservation areas. Consequently, a comprehensive restoration plan was developed and approved by NEMA in consultation with the Ministry of Water and Environment, the Uganda Wildlife Authority, Kikuube District Local Government, the Bunyoro-Kitara Kingdom, and Civil Society Organizations operating within the landscape. The restoration initiative marked a significant milestone in enforcing environmental compliance, rehabilitating degraded ecosystems, conserving biodiversity, and strengthening collaborative landscape governance to safeguard the ecological integrity and long-term sustainability of the Bugoma Forest ecosystem.



NEMA ED (with a watering can) leads stakeholders at the launch of the restoration of the degraded Kyangwali landscape around Bugoma Forest in Kikuube in May 2026.

3.5.5. Restoration Orders Issued

During the Financial Year, the Authority issued stop and restoration orders to developments and activities that were non-compliant with environmental laws and regulations. Where activities posed imminent environmental risks or were undertaken without the requisite approvals, six (6) stop orders were issued directing responsible entities to immediately cease operations pending compliance with environmental requirements. The entities issued with stop orders included the Buyala Waste Management Facility managed by Kampala Capital City Authority (KCCA) due to environmental compliance concerns, Hoima Sugar Limited for activities associated with encroachment on the Bugoma Forest ecosystem, and Victorious Car Bond for degrading land under the management of the National Forestry Authority (NFA) in Mukono District.

In addition, the Authority issued 51 restoration orders (Table 12) requiring environmental degraders to restore affected ecosystems to their original or acceptable ecological condition. These interventions included 37 restoration notices issued within the Nakivubo Wetland System, particularly in Kitintale and Luzira where numerous illegal developments and encroachments had been identified, and three (3) restoration orders issued in the Kajjansi area. Furthermore, profiling and mapping of additional degraders in Kajjansi were undertaken, with further restoration orders expected upon completion of verification exercises.

Table 12: Restoration orders issued in the reporting period

SN	Area/Place	Nature of Degradation	Size of Degraded Area	Number of Restoration Orders
1	Kyetinda Wetland	Illegal structures and dumping of murram debris	Not quantified	1
2	Ndeeba Wetland	Dumping of murram soils and debris and construction of semi-permanent structures	Not quantified	3
3	Namaya Wetland	Extension of drainage channels and introduction of alien species	Not quantified	1
4	Sezibwa Wetland	Cut-and-fill levelling of a wetland	3.2 acres	1
5	Kinawoga Wetland and River System	Illegal dumping of soils and backfilling of wetland areas	4.9 acres	1
6	Masese–Budhumbuli Wetland	Clearing and backfilling	11.535 acres	1
7	Kinawataka Drainage Channel and Wetland	Backfilling, compaction, gravel lining and reinforcement of banks	1.69 acres	1
8	Lake Victoria Shoreline	Construction of a perimeter wall and beach waterfront development	Perimeter wall extending 98 m into the lake; beach front of 0.980 acres	1
9	Ogengo Wetland	Construction of perimeter walls and backfilling	Not quantified	1
10	Nakivubo Wetland System	Construction and erection of illegal structures	Not quantified	37
11	Lumpewo Wetland	Construction and erection of structures	Not quantified	3
Total				51

3.5.6. Profiling and Mapping of Wetland Encroachers in Wetland Systems in Masaka City and Wakiso District

Profiling and mapping exercise of wetland encroachers was conducted in selected wetland systems in Masaka City and Wakiso District. The exercise was undertaken in response to public concerns regarding the continued degradation of the Lumpewo Wetland in Ndejje Division, Wakiso District, and the wetland systems in Masaka City. The wetlands have been extensively degraded through vegetation clearance, land reclamation, and the construction of permanent structures. The exercise covered the Ndyabusole, Kalagala, and Nakayiba wetland systems in Masaka City and Lumpewo Wetland located in Bilongo Village, Mutungo Parish, Ndejje Division, Wakiso District.

A total of 220 wetland encroachers were profiled within the Ndyabusole, Kalagala, and Nakayiba wetland systems in Masaka City and in Lumpewo Wetland in Wakiso District. The profiling data is expected to be used in generating and issuance of Environment Restoration Orders to all identified encroachers.

3.6. Key Service Area 140008: Environmental Governance and Partnerships

Under this key service area, interventions including: environmental governance through effective coordination of Lead Agencies, enhanced partnerships for environmental management, implementation of Multilateral Environmental Agreements (MEAs) and related protocols, support for environmental action planning, and the development and operationalisation of environmental information management systems were implemented to improve institutional coordination, foster multi-stakeholder collaboration, strengthen national compliance with international environmental obligations, enhance environmental planning at national and local levels, and promote evidence-based environmental decision-making through improved information management systems.

Key achievements included coordinating Lead Agencies in the implementation of environmental management mandates, strengthening partnerships with Government Institutions, Development Partners, Civil Society Organisations, Academia, and the private sector, advancing the implementation and reporting of Multilateral Environmental Agreements and protocols, supporting the preparation and implementation of environmental action plans, and enhancing environmental information management systems to facilitate data sharing, monitoring, reporting, and informed policy and regulatory decision-making.

3.6.1. Lead Agency Coordination

Several engagements were conducted with Lead Agencies and other key stakeholders on environmental management. These engagements included the following activities:

- i. A high-level engagement with Chief Administrative Officers (CAOs) from 13 districts nationwide to reinforce environmental governance was convened. The initiative is part of NEMA's broader strategy to strengthen collaboration with local governments and enhance compliance with environmental regulations. The following districts participated: Lyantonde, Pakwach, Amuria, Buvuma, Moyo, Nwoya, Napak, Lira, Kitagwenda, and Yumbe. Also, the municipalities of Sheema, Kamuli, and Bugiri were engaged.
- ii. A breakfast meeting was held and attended by 39 stakeholders from Development partners and MDAs. The meeting aimed to; Review the status of environmental management in Uganda; Identify priority areas for donor support and investment; Strengthen collaboration and partnerships among stakeholders and promote integration of environmental sustainability into national development processes.



Breakfast meeting held with Environment Donor Groups at Sheraton Hotel, Kampala in April 2026.



A group photo with Environment Donor Groups at Sheraton Hotel, Kampala in April 2026 after the breakfast meeting.

- iii. A meeting by environmental conservationists in Uganda under their coalition the Environment Conservation Network of Uganda (ECONET-U) to review their Memorandum of Cooperation was held. The coalition brings together state and non-state actors, consolidating and harmonizing their efforts in environmental management, nature conservation, and sustainable development.
- iv. A Performance and lessons learned review meeting was conducted to review performance of Lead Agencies and identify implementation challenges. The meeting was attended by 30 officials including: District Natural Resources Officers, District and City Environment Officers from Lead Agencies to review the implementation of environmental programmes under the FY2020/21–FY2024/25 Strategic Plan. The meeting highlighted significant progress in environmental management during the FY2020/21–FY2024/25 Strategic Plan period, including advances in wetland and forest restoration, pollution control, environmental compliance monitoring, climate change adaptation, public awareness, and environmental monitoring infrastructure.
- v. A stakeholder meeting was held in Kanungu District to discuss environmental challenges such as waste management, afforestation, climate change impacts, land degradation,

and wetland protection, while fostering evidence-based dialogue and community ownership of solutions. The meeting was attended by 134 (85 males and 49 females) participants including; district leaders, sub-county authorities, parish representatives, and community stakeholders. Practical actions like tree planting, soil conservation, waste management, and strengthening parish-level environment committees were emphasised.



Stakeholder engagement meeting with district officials in Kanungu District held in November 2025. Photo: Jeffrey Opiyo

3.6.2. Capacity of Lead Agencies strengthened

During the reporting period, the Authority undertook several capacity-building initiatives targeting 598 out of 600 stakeholders from Lead Agencies to enhance technical and operational effectiveness in environmental management and oversight.

The capacity-building interventions included: training of 60 District Local Government and City Authority officials in mainstreaming Environment and Natural Resources Management (ENRM) into district development planning and budgeting, 36 officials from MDAs and District Local Governments in Natural Capital Accounting, and 50 environmental inspectors and assessors on applicable environmental laws, regulations, and compliance requirements (Table 13).

In partnership with the Office of the Director of Public Prosecutions (ODPP), NEMA trained 21 (13 females and 08 males) State Attorneys, Prosecutors, Legal Officers, and Police Officers to strengthen the investigation and prosecution of environmental crimes in Uganda. The training aimed to enhance the enforcement of environmental laws by equipping participants with the knowledge and practical skills required to effectively investigate, prosecute, and adjudicate environmental offences. The training also addressed persistent enforcement challenges, including wetland encroachment, pollution, illegal waste disposal, deforestation, and non-compliance with environmental regulations.



NEMA ED (seated, fifth from left) together with NEMA and ODPP staff during the training of prosecutors held in May 2026.

NEMA trained 50 (32 males and 18 females) of the gazetted Environment Inspectors from Lead Agencies across Uganda on key environmental regulatory frameworks. The training enhanced participants' knowledge and practical skills in Uganda's environmental laws and regulations, the environmental assessment process, environmental inspection principles and procedures the Environmental Licensing Management Information System (ELMIS) and the use of compliance monitoring and inspection tools including; compliance checklists, air quality monitors, noise meters.

Table 13: Trainings conducted in the Financial Year

Trainings conducted	Targeted Participants	Numbers trained
Promote initiatives that foster green development, circularity and pollution free production	30	46
Lead Agencies on implementation of PES	40	46
Mitigation hierarchy and biodiversity offsets for LG, NEMA and Environment practitioners	60	62
Lead agencies on Natural Capital accounting	20	36
MDAs, urban authorities, and District Local Governments trained in social safeguards for road infrastructure projects	50	50
District Local Government and City Authority officials in mainstreaming Environment and Natural Resources Management into district development planning and budgeting	50	62

Trainings conducted	Targeted Participants	Numbers trained
Industries, lead agencies, academia, and local governments in eco-innovative approaches to compliance with environmental policies, legislation, and standards	70	70
Stakeholders including Judiciary, ODPP and Police on Environment law	50	21
Environment Inspectors	50	50
Environment Practitioners	80	55
MDs, Local Government, industries and CSOs on the provisions of chemicals regulation	100	100
Total	600	598

These capacity enhancement initiatives have strengthened institutional capacity among Lead Agencies and stakeholders, thereby improving environmental governance, compliance monitoring, integration of environmental concerns into planning processes, and the adoption of sustainable environmental management practices across the country.

3.6.3. Partnerships for Environmental Management

During the reporting period, NEMA successfully established three strategic partnerships aimed at strengthening collaboration for effective environmental management, resource mobilisation, knowledge sharing, technical cooperation, and the implementation of joint initiatives that support environmental conservation and sustainable development. The partnerships included;

i) Memorandum of Understanding Between NEMA and Buganda Kingdom

NEMA signed a Memorandum of Understanding (MoU) with the Buganda Kingdom to strengthen institutional collaboration and foster a coordinated approach to environmental conservation and sustainable natural resource management. Signed by the NEMA Executive Director and the Katikkiro (Prime Minister) of the Buganda Kingdom at Bulange Palace, the partnership reinforces the shared commitment to protecting Uganda's environment through collaborative action. The MoU provides a framework for joint planning, awareness creation, capacity building, and the implementation of environmental conservation initiatives within the Kingdom and beyond.

The partnership recognises the ecological significance of Buganda Kingdom, which encompasses extensive wetlands, forests, biodiversity, and culturally important landscapes that are increasingly threatened by rapid population growth and development. Through the MoU, NEMA and the Buganda Kingdom will jointly implement ecosystem restoration initiatives, including support for the Kingdom's *Ekibira Kya Kabaka* programme aimed at restoring tree cover through the planting of indigenous and other environmentally suitable tree species.



Seated: NEMA ED (left) and the Buganda Kingdom Minister in Charge of Environment Hajjat Owek. Mariam Nkalubo Mayanja, who serves as the Minister for Community Self-Help, Environment, Water, and Gender signing the MoU at the Bulange Palace in Mengo, Kampala in February 2026. Photo: Jeffrey Opiyo



Group photo of NEMA Buganda Kingdom officials after signing of the memorandum of understanding. Photo: Jeffrey Opiyo

ii) Memorandum of Understanding Between NEMA and Global Alliance on Health and Pollution

The Authority signed a five-year Memorandum of Understanding (MoU) with the Global Alliance on Health and Pollution (GAHP) to address a wide range of pollution challenges including: air pollution, unsafe water, poor waste management, and hazardous chemicals. The partnership aims to strengthen Uganda's capacity to tackle pollution and its associated health impacts through the development of a National Health and Pollution Action Plan. Implementation of the plan will be undertaken under NEMA's Environmental Pollution Programme.



Dr. Maria Paola Lia, GAHP Executive Director (left) and NEMA ED signing the MOU in the NEMA Board room on 10th October, 2025. Photo: Jeffrey Opiyo

iii) Establishment of the Environment and Social Sustainability Centre

NEMA supported the establishment of the Environment and Social Sustainability Centre (ESSC) at Makerere University through a Memorandum of Understanding between Makerere University and the World Bank. The Centre is expected to strengthen national and regional capacity in environmental and social sustainability by providing structured professional training, applied research, policy advisory services, and technical consultancies. It will also serve as a collaborative platform that brings together academia, policymakers, regulators, civil society, practitioners, and the private sector to promote innovation, knowledge sharing, and the adoption of best practices in environmental and social sustainability.



Stakeholders at Makerere University during the launch of the ESS Center. Photo: Jeffrey Opiyo

iv) *Memorandum of Understanding Between NEMA and Uganda Peoples' Defense Forces*

NEMA formalised a partnership with the Uganda Peoples' Defense Forces (UPDF) through a signed MoU. This collaboration marks a significant milestone in leveraging multi-sectoral expertise to protect the country's natural resources. This will strengthen environmental law enforcement and broaden the scope of compliance monitoring across Uganda. The MoU involved a total of 51 (41 males and 10 females) UPDF officers attached to NEMA to strengthen field operations, especially in hard-to-reach and high-risk areas.



A Group photo taken after the orientation of 51 contingency UPDF officers. Photo: Jeffrey Opiyo



Dr. Barirega Akankwasah, Executive Director of NEMA conducting orientation of UPDF officers on NEMA's mandate. Photo: Jeffrey Opiyo

- v) Strengthened partnerships with both state and non-state actors to enhance specialized support for biodiversity management in Uganda. State actors engaged included the Office of the Prime Minister on the implementation of the Development Response to

Displacement Impacts Project II (DRDIP II), Uganda National Bureau of Standards (UNBS), Civil Aviation Authority (CAA), Uganda Virus Research Institute/Uganda National Council for Science and Technology (UVRI/UNCST), and Kampala Capital City Authority (KCCA). Non-state actors engaged included Nature Uganda, Hoima Sugar Limited, the Uganda Timber Growers Association, the Cross-Cultural Foundation of Uganda, and artisanal gold miners in Mubende and Kassanda districts.

- vi) The Authority undertook engagements on greening the financial sector in Uganda. In collaboration with UNDP, stakeholder dialogues were held to strengthen environmental sustainability within the financial sector. The engagements focused on environmental finance architecture, green finance products and services, climate- and nature-related financial risks, and environmental disclosure and reporting frameworks and standards.

3.7. Key Service Area 140009: Environmental Literacy and Corporate Image

Under this key service area, interventions including: environmental literacy, public awareness and corporate image were implemented to promote environmental stewardship, encourage public participation in environmental conservation, and improve the visibility of NEMA's regulatory mandate and achievements.

The key interventions implemented included: the commemoration of national and international environmental days, nationwide media engagements through radio, television, and digital platforms, public awareness campaigns on priority environmental issues, stakeholder dialogues, school outreach programmes, and corporate branding initiatives. These interventions enhanced public understanding of environmental challenges, strengthened partnerships with key stakeholders, promoted positive environmental behaviour, and reinforced NEMA's position as the principal agency for environmental management in Uganda.

3.7.1. Public Awareness on Environmental Management

NEMA strengthened public awareness and participation in environmental management through the successful implementation of national and international environmental awareness campaigns and commemorative events. The Authority leveraged these platforms to educate the public, mobilise stakeholders, and promote collective action on environmental conservation, climate resilience, biodiversity protection, pollution control, and sustainable natural resource management.

During the FY 2025/2026, NEMA commemorated key national and international environmental events, including the International Day for Biological Diversity 2026, Air Quality Awareness Week (May 2026), the 30th Anniversary of NEMA, the 3rd National Environment Sustainability Awards, and World Environment Day 2026. These events brought together government institutions, local governments, Development Partners, the Private Sector, Civil Society, Academia, and local communities to raise awareness on emerging environmental challenges, showcase best environmental practices, recognise outstanding environmental stewardship, and strengthen partnerships for sustainable environmental management. The engagements enhanced public appreciation of environmental conservation and reinforced shared responsibility for protecting Uganda's environment and natural resources.

3.7.2. International Day for Biological Diversity 2026

NEMA commemorated the International Day for Biological Diversity (IDB) 2026 in Bukiende Sub-County, Mbale District, under the theme "Acting Locally for Global Impact." The celebration highlighted the importance of local action in conserving biodiversity and restoring degraded ecosystems.

As part of the commemoration, NEMA spearheaded a riverbank restoration exercise of about 56.15-kilometre along rivers namely; 18.25KM of River Makhuba in Mbale District, Bukiende and Nyondo Sub counties, 4.4KM of River Nyalit, 8.4 KM of River Sundet and 15.2KM of River Ngenge in Kween district, 8.5KM of River Lirima in Namisindwa District Bukokho and 10.4KM of River Suuame in Bududa, Buwali Sub County. The restoration involved planting more than 9,300 indigenous tree seedlings, including species such as *Prunus africana* and *Grevillea*, as well as bamboo to stabilize riverbanks, restore riparian vegetation, and enhance biodiversity.

The restoration exercise was implemented through a collaborative effort involving local communities, women, men, and youth, alongside leaders from the Resident District Commissioner's Office in Mbale District. The initiative demonstrated the value of multi-stakeholder participation in promoting ecosystem restoration, biodiversity conservation, and climate resilience.



Community members and NEMA staff planning trees along River Khamitsaru in Manafwa district during IDB in June 2026.

3.7.3. Air Quality Awareness Week - May 2026

In May 2026, NEMA spearheaded the national commemoration of Air Quality Awareness Week under the theme, "Clean Air, Healthy Lives - Everyone's Responsibility." The observance aligned with the United Nations Global Air Quality Awareness initiative, which is marked annually during

the first week of May to raise awareness about the importance of clean air and promote actions that reduce air pollution.

As part of the campaign, NEMA launched a nationwide call to action for tree planting, with a target of planting one million trees across the country to improve air quality and enhance ecosystem resilience. The campaign was further amplified through the message, “Breathe Life, Not Pollution,” encouraging individuals, communities, institutions, and the private sector to take collective responsibility for protecting air quality through tree planting and other environmentally sustainable practices.



Some of the online flyers used for campaigns during the Air Quality Awareness week



One of the banners installed at Wampewo Roundabout used for campaigns in Kampala during the Air Quality Awareness week

3.7.4. Celebrating NEMA’s 30th Anniversary

NEMA marked its 30th anniversary (NEMA@30) a milestone in Uganda’s environmental journey, celebrating three decades of leadership in safeguarding natural resources and promoting sustainable development since its establishment in 1995. The impact of this milestone is reflected



in the Authority's achievements, including the protection of wetlands, forests, riverbanks, and lakeshores; the strengthening of environmental laws and policies; the promotion of biodiversity conservation; and raising public awareness on pollution and climate change. This celebration underscored NEMA's pivotal role in shaping Uganda's environmental governance and advancing sustainable practices nationwide.



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY

30 Years of Environment Stewardship (1995-2025)

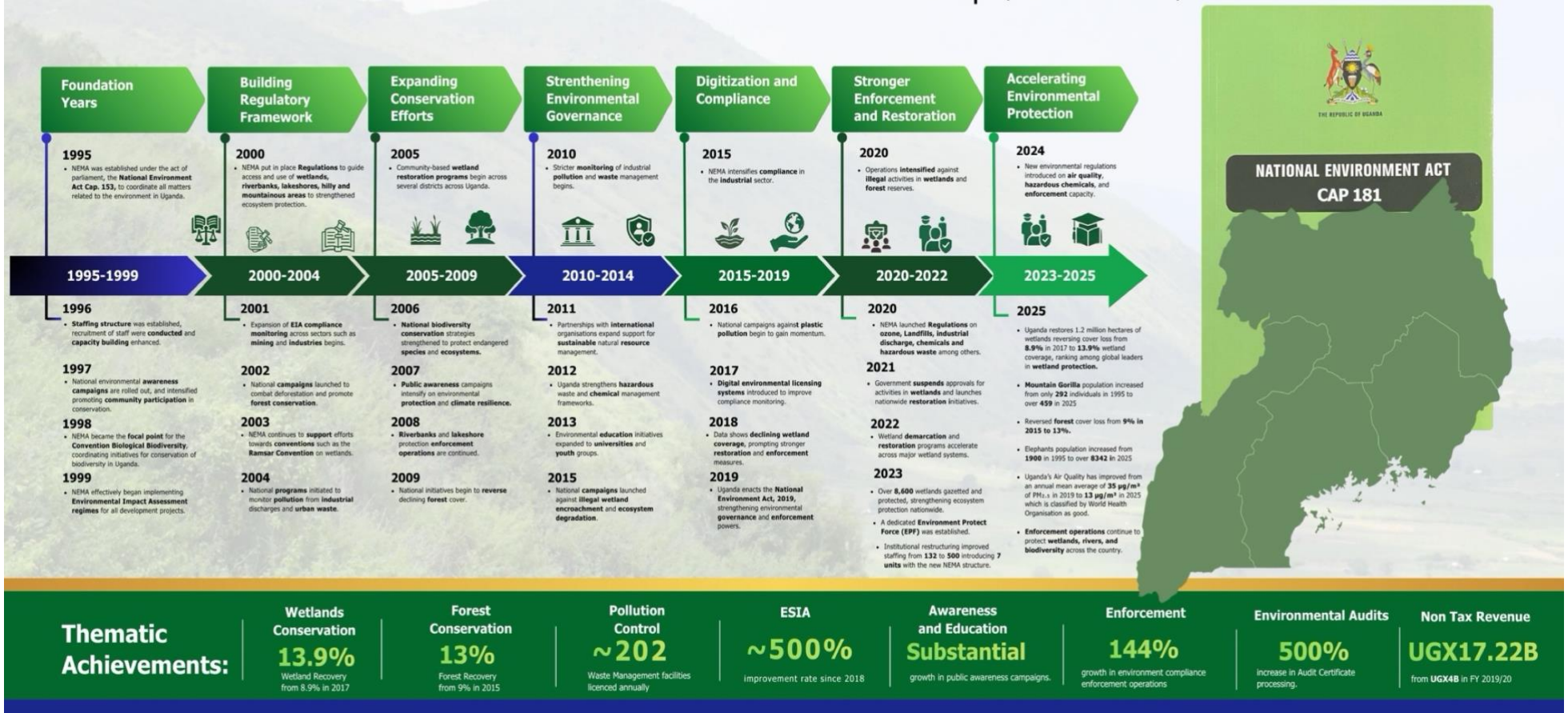


Photo: Illustration of NEMA's 30 years of environmental stewardship in Uganda



Photo: NEMA Executive Director (second from left) and Board Members at 30 years of NEMA celebrations at Sheraton Hotel in Kampala in June 2026. Photo: Jeffrey Opiyo

3.7.5. Third National Environment Sustainability Awards

The Authority celebrated the 3rd National Environment Sustainability Awards (NESA) 2026 at a colourful ceremony organised at Serena Hotel Kampala. NESA aimed to recognise and reward excellence in environmental stewardship, promote sustainability as a national development priority, encourage innovative and scalable environmental solutions, strengthen partnerships among key stakeholders, foster compliance with environmental laws and standards, and provide a platform for networking and the exchange of best practices in sustainability. The winners across the various award categories are presented in (Table 14).

These awards honoured individuals, organisations, and communities that have demonstrated exceptional commitment to protecting and preserving the environment. By highlighting best practices and innovative solutions, NESA sought to inspire broader participation in sustainable development efforts across the country. The awards reflect NEMA's strategic commitment to promoting a culture of environmental sustainability and celebrating excellence in stewardship across Uganda.



Award winners pose in a group photo with the Minister of Water and Environment (Maj. Gen. (Rtd.) Kahinda Otafiire (centre in free-style shirt), Governor Bank of Uganda (Dr. Michael Atingi-Ego) (key note speaker) and NEMA ED (Dr. Akankwasah Barirega) at Serena Hotel in June 2026. Photo: Isaac Tindyebwa

Table 14: Winners of different award categories

S/No.	Category	Winner(s)	Citation/Reason for Award
1	Circular Economy	Hima Cement	Recognised for sustainable resource use and significant efforts to reduce emissions and pollution.
2	Green Financial Institution	Absa Bank Uganda	Awarded for developing a strong green financing portfolio and integrating Environmental, Social and Governance (ESG) principles into its operations.
3	Environmental Journalism and Media - Individual Journalist	Gerald Tenywa	Recognised for outstanding excellence in reporting environmental issues
	Environmental Journalism and Media - Broadcast	Uganda Broadcasting Cooperation	Awarded for space dedication and excellent quality coverage of environmental issues
	Environmental Journalism and Media - Print	New Vision	Awarded for space dedication and excellent quality coverage of environmental issues
	Environmental Journalism and Media - Online	Nile Post	Awarded for dedicated quality coverage of environmental issues

S/No.	Category	Winner(s)	Citation/Reason for Award
4	Biodiversity	Dr. Jibril Semakura	Honoured for outstanding contributions to biodiversity
5	Lead Agency - Central Government	Uganda Wildlife Authority	Recognised for excellence in ecosystem restoration and compliance with environmental laws and regulations.
	Lead Agency - Urban Authority	Kampala Capital City Authority	Recognised for excellence in ecosystem restoration and compliance with environmental laws and regulations.
	Lead Agency - District Local Government	Nakapiripirit District Local Government	Recognised for excellence in ecosystem restoration and compliance with environmental laws and regulations.
6	Climate-Smart Agriculture Award	Kinyara Sugar Limited	Awarded for promoting sustainable climate-smart agriculture through the use of organic pesticides, minimising harmful chemicals and reducing carbon emissions.
7	Community Environmental Stewardship Award	Bigodi Community	Recognised for community-led ecosystem restoration and innovative community waste management initiatives.
8	Climate-Resilient Initiative Award	Running Out of Trees (ROOTS)	Honoured for demonstrable innovations in climate change mitigation and adaptation.
9	Environmental Development Partner Award	United Nations Environment Programme	Recognised for providing significant support and resources toward biodiversity conservation, pollution prevention and climate change management in Uganda.
10	Green School Award	St. Maria Goretti Mpugwe Primary School	Awarded for excellence in waste management, water conservation and tree planting.
11	Environmental Research Award	National Agricultural Research Organisation	Recognised for groundbreaking and published research on pollution prevention and control, biodiversity conservation, and climate change mitigation.
12	Youth Environmental Champion Award	Uganda's Little Hands Go Green Youth	Honoured for empowering young leaders to implement impactful environmental and green initiatives in their communities.

3.7.6. World Environment Day (WED) 2026

NEMA successfully commemorated World Environment Day (WED) 2026 in Adjumani District under the theme, "Climate Action Begins with You: Act Now," significantly advancing public awareness and community participation in climate action and environmental conservation. The commemoration was preceded by a nationwide multimedia awareness campaign comprising radio and television talk shows on Radio One, Next Radio, Radio Amani, Arua One FM, CBS FM, NBS TV, and UBC TV among others, reaching an estimated audience of over 5,000 people. The discussions focused on climate change, sustainable waste management, wetland conservation, combating deforestation, protection of hilly and mountainous ecosystems, and the significance of World Environment Day, thereby strengthening public understanding of environmental challenges and promoting compliance with environmental laws.

To amplify the campaign, NEMA convened a national press conference ahead of the celebrations to emphasise the importance of World Environment Day and reinforce the shared responsibility of government, the Private Sector, Development Partners, communities, and individuals in addressing climate change and environmental degradation. These engagements increased the visibility of environmental issues and strengthened national advocacy for environmental stewardship and climate resilience.

As part of the World Environment Day activities, NEMA, in collaboration with Friends of Zoka, UNHCR, the Lutheran World Federation (LWF), and the Adjumani District Local Government, implemented school-based ecosystem restoration initiatives by planting 4,000 tree seedlings at Arinyapi Seed Secondary School and Elegu Primary School in Adjumani District. In addition, NEMA strengthened environmental stewardship in education institutions by training 24 schools: 10 in Adjumani District and 14 in Kween District, on the establishment and management of tree nurseries to support greening initiatives and promote sustainable environmental practices. These interventions enhanced institutional capacity for ecosystem restoration, fostered environmental responsibility among learners and communities, and contributed to long-term climate change mitigation and landscape restoration efforts.

Other environment education and awareness engagements undertaken in the reporting period include:

- a. World Tourism Day celebrations on 27th September 2025 in Arua District under the theme "*Tourism and Sustainable Transformation*." The Authority showcased and distributed IEC materials, reports, and demonstrated sustainable development technologies and services used in environmental management.
- b. Media engagements to raise public awareness on environmental restoration. Notably, NTV was engaged to prepare a documentary highlighting the natural recovery of restored wetland systems, including Lubigi, Nambigirwa, and Kaliddubi.
- c. Training of 96 school managers (59 males and 37 females) on environmental management, setting tree and vegetable seed nursery beds. The training targeted 11 primary schools and four secondary schools in Adjumani and Kween districts. Primary schools trained included: Chekwom, Kirwoko, Kapteror, Kabukoch, Kaptwaka, Chemwania, Chemwanga, Binyiny, Kaproron, Chepyakaniet and Cheminy; while the secondary schools included: Kabukoch S.S, Kaptwaka S.S, St. Michael Girls S.S and Chemwanga Seed S.S.
- d. Producing radio infomercials and conducting radio talk shows across multiple stations including Radio West, Rupiny, Arua One, NBS, Radio Amani, KBS, and Spice FM. The programming focused on tree planting and bush burning prevention in northern Uganda,

and on wetland management, green practices, and community environmental involvement in environment management in Teso region.

- e. Engaging 26 journalists and key senior news editors from different media houses across the country through their umbrella association the Editors' Guild. The engagement aimed at providing capacity building around information and literacy on environmental management and strengthening environmental journalism. The journalists engaged were from NTV, NBS UBC TV and UBC Radio, Bukedde TV, CBS, Sanyu FM, Observer, Galaxy TV, Government Citizen and Interaction Centre and Daily Monitor.



L-R: Mr. Ogwal Francis Sabino, Commissioner Environment Planning and Coordination, NEMA, Dr. Barirega Akankwasah, ED NEMA and Eng. Leilah Akello Gonasa, Commissioner Environment Compliance, NEMA during WED press conference at NEMA Boardroom



Dr. Barirega Akankwasah, ED NEMA and staff members during WED press conference at NEMA Boardroom

3.8. Key Service Area 140010: Environmental Planning, Research, Innovation and Development

Under this key service area, interventions including: environmental planning, research, innovation, and knowledge generation were implemented to support sustainable environmental management and informed decision-making. During the reporting period, the Authority implemented a range of interventions to enhance environmental research and innovation, support environmental planning, generate policy-relevant knowledge, and strengthen collaboration with research institutions/universities, academia, development partners, and other stakeholders.

3.8.1. Environmental Research and Development

3.8.1.1. Environmental Innovations

NEMA engaged universities to strengthen environmental innovation and research by assessing the readiness of university incubation and innovation centres to develop and scale solutions to environmental challenges. Assessments were conducted in universities including: Busitema, Uganda Christian University (UCU), Makerere, Gulu, Muni and Nkumba to evaluate the status, functionality, and institutional capacity of their innovation ecosystems. The initiative is expected to support environmental innovators, foster research-driven solutions, and strengthen collaboration between academia and NEMA in advancing sustainable environmental management across the country. Specifically, the assessment examined key institutional and operational parameters, including:

- i. Governance and management structures of the incubation centres to determine clarity of roles, leadership effectiveness, and decision-making processes.
- ii. Availability and adequacy of infrastructure and shared facilities such as workspaces, laboratories, prototyping equipment, and internet connectivity.
- iii. Monitoring and Evaluation (M&E) frameworks for tracking the progress, outcomes, and impact of innovation projects.
- iv. Intellectual Property (IP) management and commercialization strategies to assess how innovations are protected, licensed, or transformed into viable products or services
- v. Financing models, sustainability mechanisms, and partnership arrangements to determine the centres' ability to secure funding, operate beyond donor support, and leverage collaborations with industry, government, and development partners.

The findings from the assessment will inform targeted interventions to strengthen the incubation ecosystem, enhance the quality of innovations emerging from universities, and accelerate the translation of research and ideas into scalable environmental solutions.



NEMA research and innovation team with Makerere University Innovation Hub staff

3.8.1.2. Environmental Research Studies

The Authority conducted four research studies aimed at generating evidence to inform environmental policy and management interventions. The research studies conducted focused on areas namely:

i) Environmental Impacts of Copper Tailings in Kasese District

Conducted an assessment of heavy metal concentrations associated with copper tailings along River Nyamwamba in Kasese District, generating scientific evidence on the extent of pollution and its potential environmental implications. The study generated evidence to support decision-making by ministries, departments, agencies, and other stakeholders responsible for pollution control and environmental management. It also contributed to sustainable mineral resource management by providing data to inform environmental conservation, sustainable land management, and pollution mitigation strategies. The findings strengthen the evidence base for addressing the environmental legacy of mineral extraction while supporting Uganda's Fourth National Development Plan and contributing to the achievement of SDGs 12 and 15 on responsible resource use and protection of terrestrial ecosystems.

ii) Alternative Livelihood Options to Wetland Rice Cultivation in the Bukedi Sub-region

Identified and assessed sustainable alternative livelihood options that can reduce household dependence on wetland rice cultivation while supporting household incomes and wetland conservation in the Bukedi sub-region. The study generated evidence to guide policymakers, conservation agencies, and development practitioners in designing livelihood transition strategies that balance household welfare with wetland protection. By integrating participatory farmer perspectives with longitudinal production and market data, the research strengthened the reliability and practical relevance of its recommendations. The findings demonstrated that continued dependence on wetland rice cultivation is increasingly constrained by environmental degradation, climate-related risks, declining productivity, and wetland restoration measures,

thereby providing a basis for promoting diversified and sustainable livelihood options that reduce pressure on wetlands and enhance household resilience.

iii) Extent of Pesticide Contamination in Vegetables Across the Country

Assessed pesticide residues in vegetables sold in the Kampala Metropolitan Area and generated scientific evidence on the extent of contamination and potential consumer exposure. The study established widespread pesticide residue contamination, with all sampled vegetable samples containing at least one pesticide residue. A substantial proportion of the samples had pesticide concentrations exceeding European Union Maximum Residue Limits (EU-MRLs), highlighting potential risks to consumer health. The findings provide a scientific basis for strengthening pesticide regulation and residue monitoring, improving enforcement of safe pesticide-use practices, enhancing farmer training, and increasing consumer awareness on food safety. The study therefore contributes important evidence for interventions aimed at reducing exposure to pesticide-contaminated vegetables and protecting public health.

iv) Domestic Solid Waste Management Strategies in Mukono Municipality

Assessed the effectiveness of domestic solid waste management interventions in improving household waste segregation, livelihoods, and sustainable waste management practices in Mukono Municipality. The study demonstrated that waste-sorting interventions significantly improved household source separation, particularly the segregation of organic and recyclable waste, while reducing household waste burning and disposal of mixed waste. The intervention also addressed key barriers to waste sorting, including limited knowledge and inadequate access to appropriate sorting facilities. The findings generated evidence to support Waste-to-Wealth initiatives, resource recovery, and improved management of municipal composting facilities, while informing the National Environment Management Authority (NEMA), local governments, and other stakeholders on strengthening urban waste management systems. The study further identified persistent system-level challenges, including the mixing of segregated waste during collection, irregular collection services, and inadequate collection infrastructure, highlighting the need to complement household behaviour change with improvements in municipal waste management services.

The findings from these studies will be used to inform policy formulation, strengthen environmental management practices, and support the development of targeted interventions to address emerging environmental challenges, while promoting sustainable natural resource use and improved livelihoods.

v) National Environment Research Agenda (NERA)

NERA was disseminated to key stakeholders including universities, research institutions, and sector agencies to promote alignment of academic research with national environmental priorities. The dissemination aimed at enhancing awareness of priority research themes, strengthening academia policy linkages, and guiding researchers particularly postgraduate students on focus areas that support evidence-based environmental management and decision-making in Uganda. The dissemination involved:

- a. A concept note for the operationalization of NERA, including proposed guidelines to be incorporated in the preparation of a competitive call for research proposals. The framework provides criteria for thematic focus, supervision, reporting, and knowledge uptake to ensure research outputs inform policy and decision-making.

- b. A research grant proposal targeting Master's and PhD students. The research grant will support five (5) postgraduate students sponsored by NEMA to undertake priority research aligned to NERA thematic areas.

vi) Policy Briefs

NEMA strengthened evidence-based environmental policy and decision-making by developing two policy briefs addressing critical environmental challenges in the Mount Elgon landscape, an ecosystem increasingly threatened by climate variability, land degradation, and unsustainable land use practices. The policy briefs provide strategic policy recommendations to support sustainable landscape management, climate resilience, and ecosystem restoration. The two policy briefs include:

- a) **Climate Risk and Land Degradation in the Mount Elgon Landscape: A Call for Integrated Actions for Resilient Landscape Management**, examines the interconnected impacts of climate change and land degradation on agricultural productivity, ecosystem integrity, and community livelihoods. It highlights the effects of rising temperatures, erratic rainfall, and declining land productivity, and recommends integrated policy interventions to enhance climate resilience and promote sustainable land management.
- b) **Safeguarding Productive Landscapes: Policy Actions on Sustainable Land Use Change and Restoration in the Mount Elgon Landscape**, analyses the drivers and impacts of unsustainable land use change, including deforestation, cultivation on fragile slopes, and encroachment into wetlands and riparian zones. The brief proposes practical policy actions to promote sustainable land use planning, strengthen ecosystem restoration, protect critical natural resources, and support resilient livelihoods.

Together, the two policy briefs provide a robust evidence base to inform policy formulation, guide investment decisions, and strengthen coordinated action among government, development partners, local governments, and communities towards the sustainable management and restoration of the Mount Elgon landscape.

3.8.2. Biodiversity Conservation

The Government has integrated biodiversity conservation into its long-term and medium-term development frameworks, including Uganda Vision 2040, the Uganda Green Growth Development Strategy (UGGDS), and the Fourth National Development Plan (NDP IV). The Third National Biodiversity Strategy and Action Plan (NBSAP III) has been instrumental in informing biodiversity conservation strategies incorporated into these national development frameworks.

During the reporting period, the Authority made significant progress in implementing biodiversity conservation interventions aimed at strengthening ecosystem management, promoting sustainable utilization of biodiversity resources, enhancing stakeholder participation, and fulfilling Uganda's national, regional, and international biodiversity commitments. Some of the efforts made towards biodiversity conservation included:

- i) Drafted the Guidelines for Payment for Ecosystem Services (PES) to promote the conservation and sustainable management of ecosystems that provide critical benefits to society and the environment. The guidelines provide a framework for the development and implementation of PES mechanisms in Uganda, aimed at enhancing

ecosystem conservation, promoting sustainable use of natural resources, and improving human well-being and environmental sustainability.

- ii) Drafted the Monitoring Plan for the Third National Biodiversity Strategy and Action Plan (NBSAP III) 2025–2030 to provide a systematic framework for tracking and assessing the implementation and outcomes of Uganda’s biodiversity conservation efforts in alignment with the targets of the Kunming-Montreal Global Biodiversity Framework (KMGBF). Specifically, the plan aims to: (i) track progress in the implementation of NBSAP III to inform evidence-based policy and decision-making; (ii) provide a platform for periodic review and reporting on NBSAP III implementation in line with KMGBF targets; and (iii) strengthen the preparation of national biodiversity reports through improved generation and management of biodiversity data and information.
- iii) Supported the Ministry of Energy and Mineral Development to develop a monitoring plan for oil and gas activities in the Murchison Falls Protected Area to ensure environmental compliance and conservation of biodiversity.
- iv) Held the Technical Committee on Biodiversity meetings to coordinate biodiversity-related interventions, provide technical advice, and support the implementation and monitoring of the National Biodiversity Strategy and Action Plan (NBSAP) and other biodiversity commitments.
- v) Developed a Biodiversity Index and an Ecological Fiscal Transfer (EFT) system to guide resource allocation to Local Governments for biodiversity management in Uganda. The Biodiversity Index and the EFT programme will support implementation of ecological fiscal transfers as an innovative financing mechanism for biodiversity conservation.
- vi) Supported the districts of Kapchorwa, Kween, Amudat, Kaabong, Rubanda, Kisoro, and Zombo to develop the Stakeholder Engagement Plan (SEP) and an Indigenous Peoples Plan (IPP) to ensure inclusive and effective implementation of BIOFIN interventions in Uganda.
- vii) Trained Environment Officers, Economic Planners, Agricultural Officers, Veterinary Officers, and Forestry Officers from 21 District Local Governments on integrating biodiversity management into urban and local government Environment Action Plans and development plans. The districts and municipalities covered included: Moyo, Jinja, Masaka, Hoima, Zombo, Maracha, Arua, Pakwach, Terego, Yumbe, Adjumani, Koboko, Madi-Okollo, Nebbi, Mbarara, Rukungiri, Rubirizi, Kasese, and Kisoro. Also, Nebbi, Kasese, and Koboko municipalities were trained; including; Arua City. The training was intended to strengthen mainstreaming of biodiversity considerations into local development planning and decision-making processes.
- viii) Trained 70 stakeholders with support from the United Nations Development Programme (UNDP) on implementation of Payment for Ecosystem Services (PES). The training targeted stakeholders from central government, local governments, environmental institutions, and civil society organizations from the Bugisu, Karamoja, and Teso sub-regions.
- ix) Made progress in strengthening the Access and Benefit Sharing (ABS) framework in Uganda through the following interventions:

- a. Finalized Fifteen resource-sharing agreements for Bwindi, Mgahinga, and Semuliki National Parks. The agreements are intended to promote equitable sharing of benefits arising from the utilisation of genetic resources and enhance community participation in biodiversity conservation.
 - b. Developed the National Access and Benefit Sharing (ABS) Policy, Regulations, and Guidelines.
 - c. Refined the ABS Clearing-House Mechanism and the electronic permitting system to facilitate effective administration, information sharing, and monitoring of compliance with ABS requirements.
 - d. Developed ABS Gender Mainstreaming Guidelines and a Communication and Awareness Strategy to ensure inclusive participation of stakeholders and enhance awareness of ABS principles and requirements.
 - e. Developed ABS permit management system to monitor adherence to Prior Informed Consent (PIC) and Mutually Agreed Terms (MAT).
- x) Made progress in Integrated Land Management (ILM) for improved food security and ecosystem conservation in the Mt Elgon landscape through the following;
- a. Uptake of Integrated Landscape Management (ILM) approaches by District Local Governments (DLGs). ILM principles have actively been applied by district planning units to guide sector-level implementation discussions, moving beyond planning approval to practical use.
 - b. Provided technical backstopping to districts to translate ILM commitments into actionable sector priorities, particularly for restoration, sustainable production and biodiversity conservation.
 - c. Trained extension workers and lead farmers on Climate Smart Agriculture (CSA) and Sustainable Land Management (SLM) practices to support sustained uptake of soil and water conservation, crop diversification and improved agronomic practices, contributing to improved farm resilience.

3.9. Key Service Area 140011: Institutional Systems and Capacity

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

3.9.1. Board Oversight and Governance

During the reporting period, the Board undertook a familiarisation and field monitoring visit to northern and western Uganda to strengthen its oversight role and assess environmental compliance, implementation progress, and sustainability of major development projects. The visit provided the Board with first-hand insights into the environmental performance of strategic investments and facilitated engagement with key stakeholders on emerging environmental management issues.

In the Western Region, the Board visited strategic development projects across Luweero, Masindi, Hoima, Kikuube, and Buliisa districts, including Victoria Sugar Limited, Kinyara Sugar Limited, the

Kingfisher Development Area (KFDA), the Tilenga Project, Kabalega International Airport, Hoima City Stadium, and engagements with Buliisa District Local Government and Hoima City. The Board assessed compliance with environmental and social safeguards, implementation of ESIA commitments, restoration measures, and the integration of sustainability considerations into project implementation.

In the Northern Region, the Board engaged with officials from Gulu City Council and Gulu District Local Government and conducted inspections at Bukona Agro Processors Ltd in Nwoya District, a certified waste management facility in Gulu City, and the Pece Wetland in Gulu City. These engagements enabled the Board to evaluate industrial environmental compliance, assess waste management practices, review wetland conservation efforts, and identify opportunities for strengthening environmental governance at the local level.

The field monitoring visits enhanced informed strategic decision-making, strengthened stakeholder engagement, and generated recommendations to improve environmental compliance, sustainable development, and natural resource conservation across the visited regions.



The NEMA Board monitors environmental compliance at Bukona Agro Processors Ltd in Nwoya District, where it directed the company to improve its effluent treatment and discharge systems and address air pollution concerns. Photo: Jeffrey Opiyo.

3.9.2. Staffing

The Authority continued to strengthen its human resource capacity during the reporting period. A total of 50 staff (36 males and 14 females) were recruited into various positions, increasing the workforce to 288. This represents 57.6% of the approved staffing structure of 500 positions. Over the past five financial years, the Authority's staffing has more than doubled, growing from 128 staff in FY2021/22 to 288 in FY2025/26 (Figure 7). Despite this progress, the Authority remains below its approved establishment, and recruitment is ongoing to fill the remaining vacant positions.

3.9.3. Staff Capacity Building

The Authority flagged off the first cohort of Environmental Protection Force (EPF) of 55 officers for a four-month specialised training at Kabalye Police Training School in Masindi District. The

training is designed to equip officers with practical skills in environmental laws, investigation, evidence handling, compliance monitoring, community engagement, discipline, and professionalism, thereby enhancing their effectiveness in enforcing environmental regulations.

The initiative marks a significant milestone in professionalising environmental law enforcement and strengthening NEMA's capacity to combat environmental crimes including: wetland degradation, deforestation, pollution, and illegal extraction of natural resources.

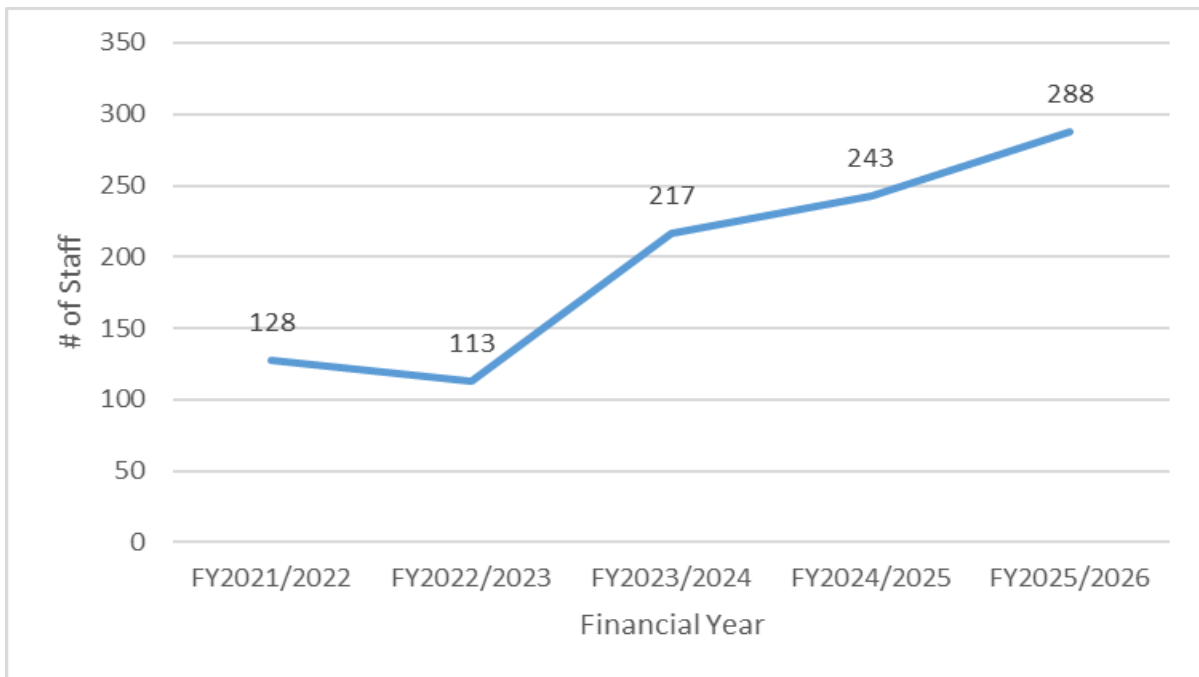


Figure 7: NEMA staffing over a period of 5 years

3.9.4. Fleet Management

NEMA's fleet has progressively expanded over the past five financial years, increasing from 37 vehicles in FY2021/22 to 51 in FY2025/26. Despite this growth, the expansion of the staffing structure, increased environmental compliance monitoring and inspection activities, and enhanced enforcement operations have outpaced the available transport capacity. As a result, the Authority continues to face inadequate mobility to effectively undertake field inspections, environmental surveillance, enforcement, and emergency response across the country.

CHAPTER FOUR: CHALLENGES AND RECOMMENDATIONS

4.1 Challenges

- i. Limited capacity of Lead Agencies, particularly Local Governments, to effectively manage environmental resources due to inadequate staffing levels, insufficient funding, and lack of monitoring equipment.
- ii. Inadequate financial resources to support environmental management, monitoring, restoration, and enforcement interventions.
- iii. Low environmental enforcement capacity arising from the inadequate number of EPF personnel.
- iv. Insufficient numbers of technical staff and fleet to effectively conduct monitoring and inspection across the country.

4.2 Recommendations

- i. Enhance collaboration and partnerships with Government Agencies, Development Partners, Local Governments, and other stakeholders to foster coordinated and effective environmental management intervention.
- ii. Accelerate the automation and digitalisation for effective environmental service delivery.
- iii. Advocate for increased financial and human resources to strengthen environmental management.

Annex1: FY2025/2026 Indicator Performance Matrix

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Budget Output: 140007 Environment regulation and standards							
Environmental Policies, laws, standards and guidelines developed	Develop and/or review Regulations and Guidelines for operationalization of the NEA Cap 181.	No. of regulations and guidelines developed and/or reviewed	3	1	33%	Not achieved	Development of National Environment Fund Regulations was completed and approved Additionally, a total of seven regulations and guidelines (i.e., 04 regulations and three guidelines) is undergoing review and development. These include (ii) District Environment and Natural Resource Committee Regulations, (iii) Extended Producer Responsibility (EPR) Electronic and electrical Waste Regulations, (iv) National Environment (Oil Spill Prevention, Preparedness, and Response) Regulations, 2020 and (v) Extended Producer Responsibility (EPR) for plastics Regulations. Guidelines include; (vi) Guidelines for preparation of

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							the National State of Environment Report (NSOER) and (vii) Environmental and Social Impact Assessment (ESIA), guidelines and (viii) National guidance for sound management of chemical and associated wastes.
	Support the development of economic instruments for environment management	No. of economic instruments developed	1	1	100%	Achieved	Development of Extended Producer Responsibility Regulations (EPR) is ongoing
	Procure Laws of Uganda	No. of sets of laws of Uganda	1	1	100%	Achieved	Six Sets of Laws of republic of Uganda 2023 were procured
	Undertake popularisation of developed laws, regulations and guidelines	No. of engagement meetings conducted	1	1	100%	Achieved	Training 21 state legal team (A/DPP, CSA, R/O, RSA, SSA, SLO, ODPP) on developed laws which aimed at popularisation of developed laws, regulations and guidelines
Capacity of stakeholders on environment	Train staff on ESIA Regulations, SEA and environment assessment review procedures	No. of staff trained	40	35	88%	Not Achieved	Trained 35 Impact Assessors on ESIA regulations, SEA and environmental assessment review procedures

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
management strengthened	Undertake training of stakeholders including Judiciary, ODPP and Police on Environment law	No. of stakeholders trained	50	21	42%	Not achieved	Trained state legal team (A/DPP, CSA, R/O, RSA, SSA, SLO, ODPP). The low number of people trained was as a result of inadequate funds.
Environment and social impacts of developments assessed and mitigation measures prescribed	Undertake baseline verification inspections and ESIA/PB reviews	No. of project sites inspected/or ESIA/PBs reviewed	5048	5,503	109%	Achieved	The automation (ELMIS) of ESIA processes has improved submission by developer and the review process
	Support operation of the Committee of environment practitioners	No. of committee meetings conducted	4	4	100%	Achieved	A meeting was held to review Applications of practitioners for certification and registration in 2026
	Undertake training of environment practitioners	No. of practitioners trained	80	55	68.8%	Not achieved	Trained 55 environmental practitioners /assessors across the country to streamline and improve environmental assessment and issuance of operation certificate for developers in Uganda
	Undertake quarterly engagement with the executive committee of	No. of engagements conducted	2	2	100%	Achieved	Two meetings including a training were held with practitioners

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	environment Practitioners						
Compliance to environment laws and standards enhanced	Undertake planned environment Monitoring Compliance inspections	No. of monitoring inspections undertaken	3,744	3,320	88.6%	Not achieved	Conducted inspection of 3,320 sites. The inspections conducted included Compliance monitoring inspections (1,299), Noise and Air Quality Monitoring (440), Baseline verification inspection (1,037), Audit verification inspections (506) and Compliance Assistance Inspection (38).
	Undertake site verification inspections to map sites in support of ESIA processes for agricultural projects	No. of maps generated	800	3,802	475%	Achieved	3,802 maps were produced to support decision making processes on ESIA reviews
	Undertake Environment Audit reviews and verification inspections	No. of Environmental Audits reviewed	5,896	5,313	90%	Not achieved	The automation (ELMIS) of Audit processes has improved submission by developers and the review process. Strengthened enforcement and inspection increased number of developers conducting annual compliance audits

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Environmental laws and standards enforced	Undertake Procurement of EPF communication and enforcement equipment	No. of procured items	10	100	100%	Achieved	Procurement completed waiting clearance from CDF and UCC type approval of the communication and enforcement equipment
	Procure portable environmental monitoring equipment	No. of kits procured	20	6	30%	Not achieved	Procured two stationed Air Quality equipment, one hand held Air Quality, one Cooler Box, one Portable Water Quality, one Spectrophotometer
	Undertake Procurement of Walk through and hand-held security detectors, and Carriage search mirrors	No. of procured items	4	4	100%	Achieved	Procured walk through and hand-held security detectors, Carriage search mirrors and were delivered
	Undertake Environmental Crime Intelligence Information gathering	No. of intelligence led operations conducted	100	212	212%	Achieved	Conducted 212 Environmental Crime Intelligence Operations and held coordination meeting with 25 Internal Security Officers (ISO) from Kalangala, Kampala, Wakiso, Mukono, Buikwe, Kayunga, Jinja, Mayuge, Mpigi, Kalungu,

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Gomba, Kyegegwa and Kasese district.
	Undertake investigations of environment crime	No. of investigations undertaken	526	292	56%	Not achieved	292 environmental crimes were investigated and decisions made
	Undertake prosecutions	No. of prosecutions undertaken	166	96	57.8%	Not achieved	The 96 cases that were available for prosecution were prosecuted accordingly. i.e., 53 filed in court and 43 handled administratively.
	Represent NEMA in courts of Law on civil matters	Percentage of cases where NEMA is represented	100	100	100%	Achieved	NEMA was represented in courts of Law on civil litigation in the courts of Mbarara, Soroti, Kumi, Bushenyi, Hoima, Mbale and Gulu
	Undertake Enforcement Support	Quarterly enforcement operation reports	4	4	100%	Achieved	Four enforcement reports prepared
	Undertake Environment Enforcement Operations	No. of enforcement operations undertaken	612	538	88%	Not achieved	The enforcement operations we carried out across the country. The low number of operations is affected by inadequate funds. The operations resulted in 564

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							criminal cases, 302 arrest, 43 Administrative cases and the filing of 53 cases in court.
Environmental Policies, laws, standards and guidelines developed	Procure armory to equip EPF in Enforcement Operations	Assorted armory purchase	1	1	100%	Achieved	Armory Procured and delivered
Environmental pollution managed	Undertake Initial Consultations to develop Tier-2 OSCPs along the EACOP route	Initial Consultations on OSCP undertaken	1	1	100%	Achieved	Conducted the Stakeholder Consultative workshop for the Development of Tier-2 Oil Spill Contingency Plans (OSCPs) for the 8 districts traversed by the East African Crude Oil Pipeline (EACOP)
	Undertake Dissemination of the Albertine Graben Sensitivity Atlas	No. of dissemination workshops held	1	1	100%	Achieved	Reviewed the Sensitivity Atlas with 35 people from DWRM Wetland Management Department, UWA, DLGs and WCS. New Maps were generated to show sensitivities
	Operationalize and facilitate activities of the technical committee on	No. of committee meetings held	4	4	100%	Achieved	Held quarterly committee meetings

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	the licensing of hazardous chemicals						
	Undertake regional trainings of MDs, Local Gov't, industries and CSOs on the provisions of chemicals regulation.	No. of stakeholders trained	100	100	100%	Achieved	The stakeholders trained include; MDAs (Ministry of Water and Environment (MWE), Ministry of Trade, Industries and Cooperatives MTIC), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), CSOs (PSFU, and Accord), Association of Miners, Miners, Association of Flower Farmers and Flower farmers.
	Train Artisanal and Small-Scale Miners on sustainable mining practices	No. of ASMs trained	100	60	60%	Not achieved	Trained 60 artisanal and small-scale gold miners (ASMG) in sustainable mining approaches. The training engaged miners from Busia and Kassanda districts.
Environmental laws and standards enforced	Undertake Training of Environment Inspectors	No. of Environment Inspectors trained	50	50	100%	Achieved	Trained 50 gazetted Environment Inspectors from Lead Agencies
Budget Output 140008: Environmental governance and partnerships							

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Management and sustainable use of ecosystems promoted	Train Environment, Forest and Agricultural Officers operating in hilly and mountainous areas in SW Uganda, on landscape-specific SLM practices	No. of district local government staff trained on landscape-specific SLM practices	20	23	115%	Achieved	Trained 23 district Local Government officers in various areas of SLM, CSA and ISFM. Training was conducted in Fort Portal.
	Undertake participatory rural land use planning in the hilly and mountainous areas of SW Uganda	No. of engagements conducted	2	2	100%	Achieved	Trained 27 (23 males and four females) technical officers from nine districts the Rwenzori Sub-region including; Kasese, Bunyangabu, Kabarole, Ntoroko, Bundibugyo, Kamwenge, Kyenjojo, Kyegegwa, and Kitagwenda.
	Hold the annual soils meeting to support planning and policy actions and related interventions	No. of meetings held	1	1	100%	Achieved	Conducted Annual Soils Meeting to review the Draft National Soils Policy and observe the World Soils Day. The Meeting involved 22 participants (17 males and five females)

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Support geo-observers to collect & share data using an online platform for real time capture of natural hazards and disasters	No. of Geo-observer networks supported for real time capture of natural hazards and disasters	2	2	100%	Achieved	Completed an archive of landslide data for the whole of Uganda and used part of this data to prepare map of landslide susceptibility for the Elgon region of Uganda
	Undertake finalisation of the development of the Soil Conservation Strategy	Soil Conservation Strategy	1	0	0%	Not Achieved	Identified a consultant to undertake the development of the National Soils Strategy for Uganda
	Support operations of committee on soil and conservation	No. of committee meetings conducted	2	2	100%	Achieved	Held a meeting with the Technical Committee on Soil Conservation to review the Terms of Reference for the development of the National Soils Strategy for Uganda
Coordination of Lead Agencies on environment management strengthened	Conduct Lead Agency engagements including District Environment & Natural resource officers on effective ENR Management	No. of capacity building engagements	3	3	100%	Achieved	Built capacity of 123 District Local Government Officers and City Authorities in Mainstreaming Environment and Natural Resources Management (ENRM) into District Development Planning and Budgeting. The

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Participants trained included Chief Administrative Officers (CAOs), City/District Environment Natural Resources Officers (CENROs/DNROs), Principal Environment Officers, Senior Environment Officers, City/District Planners, Environment Officers, Planners, and Town Clerks from districts including Alebtong, Amolatar, Dokolo, Kole, Gulu, Lira, Otuke, Oyam, Pader, Lira City, Gulu City, Apac and Kampala City
	Conduct quarterly monitoring of Lead Agencies performances	No. of quarterly monitoring assessments conducted	4	4	100%	Achieved	Supported six districts in preparation of quarterly reports and as a result 06 districts submitted their reports and they include; Abim, Agago, Pakwach, Lira, Kamuli Municipal Council and Bunyangabo
	Support Districts and Urban Authorities in the development of District	No. of district and urban	20	30	150%	Achieved	Trained 26 Districts and four cities in preparation of DEAPS, MEAPS and CEAPS. The

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Environment Action Plans (DEAPs)	authorities supported					districts include; Maracha, Arua, Madi-Okollo, Nebbi, Packwach, Terego, Yumbe, Ajumani, Koboko, Zombo, Obangi, Moyo, Nebbi, Koboko, Arua City, Mbarara City, Kabale, Bushenyi, Bushenyi Municipality, Sheema Municipality, Kisoro, Rukungiri, Isingiro, Ntungamo, Kasese, Buhweju, and Rubirizi and the cities include; Lira, Mbale, Soroti and Gulu.
	Build capacity of MALGs on environment and social safeguards	No. of MALGs trained on E&SS	50	50	100%	Achieved	Trained 50 officers from Ministries, Departments, Agencies, Urban Authorities, and District Local Governments on Social Safeguards to strengthen capacity for road infrastructure projects in the Greater Kampala Metropolitan Area (GKMA). The engagement aimed at building capacity building of MALGs on environment social safeguard. Participants were from the areas of Makindye (Ssabagabo Municipal Council), Wakiso

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							District Local Government and Mukono Municipality.
	Undertake Local Government Budget consultative meetings	No. of consultative meetings attended	4	4	100%	Achieved	NEMA participated in regional Budget Consultative Workshops in eastern, central, northern and western Uganda
Partnerships for environment management developed and/or strengthened	Undertake partnership engagements including development partners	No. of partnership engagements undertaken	2	2	100%	Achieved	NEMA signed two strategic partnerships. These partnerships include; Memorandum of Understanding with Buganda Kingdom and Global Alliance on Health and Pollution (GAHP).
	Undertake Strategic Policy Engagements on Effective Management of the Environment	No. of policy engagements undertaken	1	1	100%	Achieved	Carried out strategic policy engagement in eastern Uganda focusing on governance on Environmental Compliance

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Compliance to Multilateral Environment Agreements, Protocols enhanced	Actively participate & subscribe to UN and regional conventions relevant to environment	No. of conventions participated in & subscribed to	4	2	50%	Not achieved	Subscription to United Nations USCH4 (Environment Fund) and registered with Data Protection Office. Due to inadequate funds, the others will be subscribed to in the next FY.
Environment action planning undertaken	Undertake development of the Environment Statistics Abstract	An abstract developed	1	1	100%	OED	Environment Statistics Abstract for the year 2025 was developed validated and awaits approval by top Management and Board
	Undertake development of the State of Environment Report	NSOER produced	1	0	0%	Not Achieved	The preparation of the report is expected to be done in 2027. However, the Authority has developed guidelines for preparation of the report.
New knowledge, technologies, innovations and best practices on sustainable management of environment promoted	Conduct and coordinate research on key environmental aspects relevant to the authority	No. of research studies undertaken	1	4	400%	Achieved	With support from development budgets, 04 research studies were conducted on (i) The environmental impacts of copper tailings in Kasese District; (ii) Alternative livelihood options to wetland rice cultivation in the Bukedi

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Sub-region; (iii) The extent of pesticide contamination in vegetables across the country; and (iv) Domestic solid waste management strategies in Mukono Municipality.
Environmental information management systems developed and/or enhanced	Undertake dissemination of NEMA publications and other library Environmental Information	No. of dissemination engagements	4	3	75%	Not achieved	Disseminated three research product documents i.e., National State of Environment Report (NOSER) 2024, implementation of the national environment research agenda and held Dissemination Workshop on Civil Society Organization (CSO)-Led Pollution Awareness Campaign
	Undertake training of NEMA Staff and Lead Agencies on the use of various ICT platforms, soft wares & systems	No. of NEMA and Lead Agency staff trained	50	90	180%	Achieved	Supported 90 NEMA Staff and lead agencies in the use of ELMIS. As well as provided technical support to 900 developers in the use of ELMIS
	Undertake procurement of newspapers for environmental information	Categories of newspapers procured	1	1	100%	Achieved	Subscribed to online newspapers (i.e. new vision, Monitor and East African)

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Institutional business processes improved	Procure Light ICT equipment	No. of light equipment procured	40	40	100%	Achieved	Procured and delivered 23 desktops, 15 laptops One TV, one Scanner and heavy-duty shredder
	Installation of real-time environmental emissions monitoring Systems (CAAQMS) in the Albertine Graben	No. of CAAQMS installed	2	2	100%	Achieved	Installed 02 real-time environmental emissions monitoring Systems (CAAQMS), (i.e., at NEMA House and Albertine Graben)
	Undertake Automation of NEMA Processes including upgrade of existing infrastructure, Data Backup System, Office network and interconnectivity	Number of Business processes automated	4	4	100%	Achieved	The Automation of services; Incident Reporting, Lead Agency Coordination and Reporting System, Case Management System and monitoring and inspection is ongoing Additionally, the Authority has also hired a consultant to develop an ecosystem monitoring system
Operation and Maintenance enhanced	Undertake Purchase of laboratory Equipment, consumables and services	No. of laboratory equipment, consumables	5	4	80%	Not achieved	Procured laboratory equipment and they include: 01 UV Vis DR 6000 Spectrophotometer, 01 Portable Water Quality Multi Parameter Meter, 01

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
		and services procured					Portable Hand-Held Air Quality Meter and 01 Cooler Box 32L High – density polythene (HDPE)
Budget Output: 140009 Environmental Literacy and Corporate Image							
Environmental literacy enhanced	Organise environment education activities	No. of environment education activities undertaken	4	4	100%	Achieved	Trained 23 education institutions Adjumani and Kween districts in the establishment of nursery beds, waste management practices, urban farming, tree planting, and manure composting. Carried out school-based restoration activities Adjumani District Local Government where 4,000 tree seedlings were planted in schools, conducted two environmental education and awareness activities, including school-based and community outreach initiatives and held media engagements on radios and TVs and social media

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Develop, Print and disseminate IEC materials	Categories of IEC Materials produced	2	2	100%	Achieved	Produced two categories of IEC material including; Knowledge & Information Materials (NSOER Report 2024, Accolades, NEMA brochures, Posters with different messages, Management Information System guidelines (ELMIS) and Resource book on environment and awareness for education institutions; ii) Promotional & Visibility Materials (Pull-up banners (including the four for NEMA@30), Back drop banners, PVC banners, Badges (200 for NEMA@30), media jackets, Polo t-shirts, Jute bags, branded pens, branded water bottles and desk organisers.
	Undertake Environmental Awareness and Literacy programmes	No. of awareness and literacy programmes undertaken	3	4	133%	Achieved	Conducted Media engagement on radios and TVs including; Radio Talk shows (Radio One, Next Radio, Radio Amani, Arua one FM, CBS, NBSTV and UCTV) and social media, commemorated internal days

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							i.e. WED, IDB, air quality week and participated World Tourism Day celebrations where several awareness campaigns, held several stakeholder engagement meetings and public dialogue meetings.
Public awareness on environment management enhanced	Undertake stakeholder engagements; talk shows and campaigns on environment management	No. of stakeholder engagements and campaigns on environment undertaken	4	3	75%	Not achieved	Held several engagements and campaigns on environment including; participation in the second Namunkekeera-Liao Shen Industrial Park Trade Show and Bazaar in Kapeeka, engagement with 26 journalists and key senior news editors on strengthening environmental journalism, and talk shows and infomercials across the country. And many other stakeholder engagements during the commemoration internal days i.e. WED, IDB, air quality week and participated World Tourism Day celebrations.

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Participate and contribute to the commemoration of International and National days relevant to environment	No. of national and international days on environment commemorated	2	2	100%	Achieved	Commemorated planned national and international days i.e. World Environment Day (WED) 2026 and IDB
	Undertake preparation and commemoration of WED 2025/26	WED commemorated	1	1	100%	Achieved	Environment Day (WED) 2026 was commemorated. Several environment awareness and restoration activities were carried in West Nile region especially Adjumani District. Due to restriction on public gatherings due to Ebola breakdown, a conference on WED celebration was held at NEMA offices.
Corporate reputation and brand visibility enhanced	Undertake visibility activations and campaigns	No. of visibility activations conducted	4	3	75%	Not achieved	Celebrated NEMA 30th Anniversary (NEMA@30) through a series of activities and events and held a National Environment Sustainability Awards (NESA) as a flagship event recognizing institutions, organisations, and individuals and organisations driving climate-smart agriculture,

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							biodiversity conservation and sustainable practices in Uganda. Media engagements were also carried for NEMA visibility.
	Engage stakeholders i.e., journalists, religious leaders, members of parliament, CSOs etc. on NEMA's role and mandate	No. of engagements undertaken	2	2	100%	Achieved	Several engagements were held including training of stakeholders, meeting with Parliamentary committee of Environment Natural Resources, engagement with social media influencers and journalists, meetings with non-state actors and a number of meetings with the public
	Undertake media relations i.e., press conference, socials/digital contents, field trips, adverts, special messages, media campaigns.	No. of media relations undertaken	4	4	100%	Achieved	Conducted media campaigns including radio talk shows, TV shows, social media discussions on several aspects of environment, engaged 26 journalists and key senior news editors from different media houses across the country through their umbrella association the Editor's Guild. And had a meeting with 13 journalists and social media

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							influencers on the State of the Environment
Budget Output: 140010 Environmental Planning, Research, Innovation and Development							
Cleaner production promoted	Develop the Green Certification Scheme	A draft green certification scheme developed	1	1	100%	Achieved	Drafted guidance document on green certification scheme. Green Certification Scheme is ongoing
	Facilitate activities for the NEMA Green Technical Committee	No. of committee meetings conducted	4	4	100%	Achieved	Held quarterly meetings of the Technical Committee on Green Economy
	Undertake training of NEMA Staff in ISO standards to facilitate the development of the green certification programme	No. of staff trained in ISO standards	3	4	133%	Achieved	04 staff undertook a specialised capacity-building program for the Compliance Assistance Unit (CAU), focusing on ISO/IEC 17065:2012 (Requirements for bodies certifying products, processes, and services) and ISO/IEC 17067:2013 (Fundamentals of product certification)
	Undertake trainings that promote initiatives that foster green	No. of people trained on green Economy &	30	48	160%	Achieved	Trained 48 staff from selected industries in initiatives that promote green development,

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	development, circularity and pollution free production	Circularity development					circularity and pollution free production. The participants include 39 males and 9 female). Trained industries included; Bora Lubricants Limited, Kyabazinga Oil Industries (EA) Limited, Tembo Steels (U) Ltd, MAKEPASI Match Ltd, Kalakasa Investment SMC Ltd, Abyssinia Iron and Steel (U) Limited, Prime Concepts Packaging Limited, Quality Plastics (U) Limited, Ssezi Agencies Limited, Briton Lubricants (U) Limited, Riley Packaging (U) Limited, Movit Products Limited, BIDCO (U) Ltd, Real 07 Oil Ltd, Kampala Pharmaceutical Industries Limited, Quality Chemicals Industries Limited, Canadian Oil and Refinery Limited and SEV Pharmaceuticals Ltd.

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Conduct Compliance Assistance Inspections for projects	No. of compliance assistance inspections undertaken	20	38	190%	Achieved	Conducted 38 compliance assistance inspections that aimed at identification of cleaner production, circularity, Green Economy and other proactive and innovative opportunities to comply with National Regulatory requirements while improving resource efficiency were carried out. Facilities supported include; Beverage processing industries, Iron ore processing facility, lubricants blending facilities and manufacturing industries.
Environment pollution managed	Support cities/ Municipalities in identification and gazettement of potential solid waste management facilities	No. of Cities/ Municipalities supported	4	5	125%	Achieved	Support was extended to 03 districts (Iganga, Paliisa and Mayuge), 01 city (Masaka), and 04 municipalities (Entebbe, Nansana, Kira and Makindye Ssabagabo) in strengthening solid waste management. This was achieved through the provision of technical guidance on waste management licensing requirements, including

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							clarification of application procedures, compliance obligations, and the necessary documentation in line with national environmental regulations.
	Facilitate activities of the technical committee on pollution control and licensing	No. of committee meetings held	4	4	100%	Achieved	Held quarterly Technical Committee meeting on pollution control and licensing applications to manage waste
	Monitoring radiation contamination in the environment	No. of facilities monitored	4	9	225%	Achieved	Monitored nine facilities in radiation contamination in the environment. Facilities monitored include one in Osukuru, two in Kassanda for artisanal mining, two Busia and four Oil & Gas in Albertine.
	Undertake stakeholder consultations on chemicals guidelines	No. of engagements conducted	1	1	100%	Achieved	Conducted a stakeholder meeting with MDAs, Lead Agencies and Private Sectors to review the draft guidelines of the National Strategy and Action Plan for sound management of Chemicals

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Management and sustainable use of ecosystems promoted	Support community led restoration of degraded wetland ecosystems	No. of community led restoration activities	4	3	75%	Not achieved	Restored 16 hectares of degraded wetland system (4 hectares of Kawaala Zone in the Lubigi Wetland System where 58 illegal structures established within the protected ecosystem were removed and 12 hectares of Kaliddubi Wetland System in Makindye-Ssabagabo Municipality), and engaged community in Lubaga Division to restore Kabaka's Lake in Kayanja Triangle Zone, Rubaga Division, Kampala City by removal of close to 600 truck differentials and suspension units from the area in collaboration with EPPU, MWE, KCCA, UPDF and EPF.
	Undertake Monitoring and inspection of riverbanks and lakeshore sites	No. of sites inspected and monitored	2	2	100%	Achieved	Carried out assessment of Lake Bunyonyi, developed draft site-specific Restoration Action Plans for degraded wetlands, riverbanks and hilltops in 08 districts; Kapchorwa, Kween, Bukwo, Bulambuli, Mbale, Manafwa,

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Namisindwa and Bududa. Carried out mapping of forests, wetlands, riverbanks and hilltops for restoration activities
	Undertake training of Lead Agencies on implementation of PES	No. of engagements undertaken	2	1	50%	Not achieved	Trained 46 Senior Environment Officers and Economic Planners on the development and implementation of Payment for Ecosystem Services (PES) schemes in Uganda. The training involved officers from Bugisu, Karamoja, and Teso sub-regions. Conducted preparatory meeting to prepare Payment for Ecosystem Services (PES) Regulations
	Conduct biodiversity committee meetings	Number of committee meetings held	4	4	100%	Achieved	Conducted meetings of the National Steering Committee on building transformative policy and financing frameworks to increase investment in biodiversity management (BIOFIN)- Phase

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							II. The meeting was attended by 25 participants (19 males and 06 females). Reviewed implementation progress of BIOFIN-II projects in Uganda and strategies on strengthening BIOFIN-II project financial solutions. Conducted a Technical Committee meeting on Biodiversity
	Hold trainings on mitigation hierarchy and biodiversity offsets for LG, NEMA and Environment practitioners	No. of trainings undertaken	1	1	100%	Achieved	Facilitated 98 District Environment Officers and Economic planners on mitigation hierarchy to strengthen their capacity in assessing cost potential impacts and guide the design and implement the mitigation hierarchy, including offsets, to ensure proper planning for and management of biodiversity in presence of developments, trained on the use of Biodiversity Information Products (Ecosystem Maps; Red List of Ecosystems Assessments; Land-Use/Land

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Cover data; Key Biodiversity Areas and Protected Areas) in Implementing the Mitigation Hierarchy to ensure proper planning for sustainable developments. Participants were from the districts of; Arua, Terego, Maracha, Koboko, Madi Okollo, Zombo, Nebbi, Yumbe, Obongi, Moyo, Pakwach, Adjumani, Hoima, Kikuube, Masindi, Kagadi, Kakumiro, Buliisa, Kiboga, Kibaale and Mubende, Kanungu, Rukungiri, Mitooma, Bushenyi, Buhweju, Rubirizi, Ibanda, Kitagwenda, Kasese DLG, Rubirizi, Bunyangabu, Kasese Municipality and Kasese District.
	Undertake training of Lead Agencies on Natural Capital Accounting	No. of Officials trained	20	36	180%	Achieved	Trained 36 (22 Male and 14 Female) District Planners, Senior Environment Officers, and Environment Officers, and included professionals from both Ministries, Departments, and Agencies (MDAs) on

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							Natural Capital accounting in Natural Capital accounting.
Coordination of Lead Agencies on environment management strengthened	Conduct Lead Agency and Non-state actors Research engagements on effective ENR management	No. of quarterly meetings conducted	4	4	100%	Achieved	Trained 60 District Local Government Officers and City Authorities (51 males and nine females) in Mainstreaming Environment and Natural Resources Management (ENRM) into District Development Planning and Budgeting.
New knowledge, technologies, innovations and best practices on sustainable management of environment promoted	Undertake studies for policy support and information on topical issues on environment	No. of policy briefs developed	4	2	50%	Not achieved	Developed two Policy Briefs on; i) Climate Risk and Land Degradation in the Mount Elgon Landscape: (A call for integrated actions for resilient landscape management) and ii) Safeguarding Productive Landscapes: Policy Actions on Sustainable Land Use Change and Restoration in Mt Elgon Landscape.
Budget Output: 140011 Institutional Systems and Capacity							

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
Corporate governance strengthened	Support Strategic Political & Technical oversight of environment management activities	No. of activities facilitated	4	2	50%	Not achieved	Facilitated Minister for MWE and State Minister for Environment to undertake Monitoring of Environment Management in central and northern regions
	Carry out ED's high level and strategic field activities and engagements	Quarterly strategic activities undertaken	4	4	100%	Achieved	Carried out monitoring visits in all the 4 regional offices and held strategic engagements with stakeholders and leaders in district
	Undertake corporate governance training	No. of trainings undertaken	1	1	100%	Achieved	Facilitated Board Members and Top Management for an Enterprise Risk Management Training organised by Institute of Internal Auditors
	Facilitate board field monitoring activities	No. of field activities facilitated	4	3	75%	Achieved	The Board conducted familiarisation Monitoring visits in northern, Albertine Graben and eastern regions
	Facilitate NEMA Board and Board committee meetings	No. of board and board committee meetings facilitated	20	20	100%	Achieved	20 Board Committee Meetings were conducted including; 16 Board Committee meetings and four full Board Meeting were undertaken

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Pay board retainer fees	Board members fully facilitated	9	9	100%	Achieved	All the board members were paid retainer fees
	Facilitate NEMA management committees	No. of committees facilitated	6	6	100%	Achieved	Six committees held meetings
	Undertake internal Audit and Risk activities	No. of quarterly reports	4	4	100%	Achieved	Preparation of audit reports completed
	Undertake preparation of financial accounts for Audit	No. of Financial accounts prepared	4	4	100%	Achieved	Preparation of financial reports completed
	Undertake Asset verification, inventory stock taking and asset engraving	No. of asset verification reports produced	2	2	100%	Achieved	Asset verification, inventory stock taking was done
	Undertake Semi and Annual Board of survey engagements	No. of board of survey engagements undertaken	2	2	100%	Achieved	Board semi and annual survey engagements were undertaken
	Support to financial management system	Financial management system in place	1	1	100%	Achieved	Navision financial management system is in place
Attraction and retention of competent and	Support the Human Resource Management Function including	No. of Human Resource	2	2	100%	Achieved	Held meeting to review HR manual and organised

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
motivated staff promoted	review of job descriptions and HRM Policy	initiatives supported					orientation meetings for new staff
	Pay staff salaries	No. of staff	288	288	100%	Achieved	Salary for all staff was paid
	Pay staff gratuity	No. of staff	288	288	100%	Achieved	Gratuity was paid in June to 288 staff
	Pay NSSF contribution	No. of staff	288	288	100%	Achieved	NSSF contribution for all staff was paid
	Pay staff monthly allowances	No of Months	12	9	75%	Not achieved	Staff monthly allowances paid for 9 months only.
Staff performance managed	Undertaking Staff orientation & induction training	No. of staff inducted	100	101	101%	Achieved	Conducted induction/orientation of 51 (41 males and 10 females) EPF to support enforcement operations and oriented and inducted 50 new recruited staff (EPOs, Rangers, Office Assistants and Drivers). Conducted capacity building for Human Resource team
	Incapacity, death, benefits and funeral costs	Percentage of eligible staff benefiting	100%	100%	100%	Achieved	Five staff were facilitated in the reporting period

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Pay staff medical insurance	Report	288	288	100%	Achieved	All staff were covered under the insurance scheme
	Insurance cover, including GPA, motor, fire, and all risk	Insurance cover undertaken	288	288	100%	Achieved	All staff were covered under the insurance cover including GPA, motor, fire and all risks
	Enhance staff welfare	No. of staff facilitated	288	288	100%	Achieved	Welfare for all staff was provided in the reporting period
	Undertake staff performance enhancement engagements	No. of staff performance enhancement engagements	1	1	100%	Achieved	Staff appraisal was undertaken and annual targets were set
	Undertake staff professional body subscriptions	No. of professional body subscriptions	4	9	225%	HRF&A	33 staff were supported in professional body subscriptions including; five staff supported with annual subscriptions to the Human Resources Management Association (HRMA), three staff supported with annual subscriptions to the Institute of Internal Auditors (IIA), six staff supported with annual subscriptions to the Institute of Certified Public Accountants of Uganda (ICPAU), two staff

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
							supported with annual subscription and membership to Uganda Evaluation Association (UEA), five staff supported with annual subscriptions to Association of Chartered Certified Accountants (ACCA), two staff supported with annual subscription and membership to CIPS and IPPU and 10 legal team were supported with renewal of certificates of approval of chambers and practicing certificates, subscribed to the National Environment Fund and registered with data protection office.
	Undertake Staff specialised training including EPF	No. of staff trained	50	55	110%	Achieved	55 staff are undergoing training in Kabalye Police Training School
	Undertake Procurement of Corporate wear	No. of corporate wear procured	500	500	100%	Achieved	Corporate wear procured, delivered and distributed to staff each receiving two items

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Undertake staff wellness activities	No. of wellness activities	4	4	100%	Achieved	Staff wellness activities were undertaken in four quarters in the financial year
	Undertake staff recruitment and deployment	No. of staff recruited/deployed	50	50	100%	Achieved	Recruited 50 staff to fill vacant positions; 31 Rangers, three Drivers, one Senior Executive Officer, one Senior Inspector Oil & Gas, one Manager DEPC, two Senior Assessment Officers five (05) EPOs, five (05) Office Assistants and one (01) Senior Maintenance and Estates Officer
Institutional planning and performance enhanced	Undertake quarterly and routine activity monitoring	No. of monitoring reports	4	4	100%	Achieved	Monitoring was undertaken and reports was prepared across the four quarters
	Carry out half-year and annual result-based performance assessment	No. of reports	2	2	100%	Achieved	Half Year report and end year reporting prepared
	Conduct an Impact evaluation of NEMA interventions and strategies	Impact evaluation report	1	1	100%	Achieved	Conducted monitoring and documentation of Lubigi wetland system restoration efforts

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Undertake production of the Annual Budget Framework Paper, Ministerial Policy Statement and Quarterly work plans	No. of reports produced	5	6	120%	Achieved	Annual Work plan, Budget Framework Paper, Ministerial Policy Statement and Quarterly work plans were prepared
	Conduct performance review meetings to ensure activity implementation and reporting	No. of performance reviews conducted	2	2	100%	Achieved	Half year Performance review and regional performance reviews were undertaken
	Enhance staff welfare at regional offices	No. of staff facilitated	243	284	119%	Achieved	Welfare for all staff was facilitated in the reporting period
Institutional financial resources enhanced	Undertake resource mobilisation engagements	No. of workshops conducted	2	2	100%	Achieved	Conducted Project Proposal development meetings and as a result two proposals were developed and submitted, Conducted a breakfast meeting with donors
	Conduct resource mobilisation Proposal development workshops	No. of project concepts developed	2	2	100%	Achieved	Conducted proposal development meetings and as a result two proposals were developed

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Finalise the NEMA Resource Mobilisation Policy	A resource mobilisation Policy in place	1	0	0%	Achieved	Consultative meetings were held to develop the policy. A draft of the policy was prepared and reviewed by Extended Top Management.
Institutional business processes improved	Undertake preventive maintenance of ICT equipment	No. of preventive maintenance activities undertaken	2	1	50%	Achieved	Preventive maintenance was undertaken by Eurasia Business Systems Uganda Limited
	Develop a NEMA Draft ICT Policy	Draft ICT Policy in place	1	1	100%	Achieved	The ICT Policy was drafted through consultative meetings
	Undertake support services and maintenance	No. of regional offices supported	4	4	100%	Achieved	All the four regional offices were offered IT related support services. These include; Mbarara, Hoima, Lira and Mbale.
	Procure Internet Services for NEMA	No. of NEMA offices serviced	6	6	100%	Achieved	Payment for internet done for both NITA-U and Airtel for four regional Offices, NEF House and Head Quarters
Procurement and supply	Support to procurement operations including	No. of quarterly procurement	8	8	100%	Achieved	Carried out contracts committee meetings, valuation

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
chain management enhanced	contracts committee sittings, evaluations, project monitoring and Asset disposal, Supplier verification and due diligence and sensitisations	operations supported					of confiscated equipment for disposal, evaluation of procurements, training of the contracts committee, training of staff in procurement processes and supervised all procurement activities
Operation and Maintenance enhanced	Undertake purchase of office stationery	Categories of Stationery purchased	1	1	100%	Achieved	Stationery procured and delivered
	Fuel for NEMA vehicles	No. of MVs facilitated	52	52	100%	Achieved	All 54 vehicles were fueled in the reporting period
	Undertake tracking, repair and maintenance of NEMA Fleet	No. of MVs facilitated	7	7	100%	Achieved	Seven vehicles were repaired in the quarter
	Pay electricity bills	Electricity bills paid	12	12	100%	Achieved	Electricity bills were paid
	Pay water bills	Water bills paid	12 Months	12	100%	Achieved	Water bills were paid
	Pay rent for office and staff parking	Rent paid	12 Months	12	100%	H Achieved	Rent for Hoima office and staff parking was paid

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Pay Ground rent and property rates for NEMA and NEF House	Rates settled	12 Months	12	100%	Achieved	Ground rent and property rates for NEMA and NEF House
	Facilitate cleaning of NEMA offices	Cleaning services provided	12 months	12	100%	Achieved	Cleaning services provided and paid for NEF and NEMA House
	Security services for all NEMA buildings and offices	Services provided	6	6	100%	Achieved	Provided security services for all NEMA buildings and offices
	Support the registry function	Registry function supported	30	30	100%	Achieved	Updated all records in the registry
	Maintenance of equipment and machinery other than fleet	Equipment and machinery other than fleet maintained	1	1	100%	Achieved	Repaired the lift at NEMA House
	Monitor operations of regional offices	No. of monitoring operations	4	4	100%	Achieved	Conducted regional monitoring of NEMA offices
	Maintenance of NEMA Buildings	Maintenance of Buildings undertaken	2	2	100%	Achieved	Painted and wired NEMA HQ and NEF house

FY2025/2026 Work Plan Indicator Performance Matrix				12 Months Performance FY2025/2026			
Expected Outputs	Proposed Activities	Performance Indicators	Annual Targets	Total Achieved	%Age Achievement	Performance Status	Comments
	Undertake purchase of furniture	No. of Furniture sets procured	100	100	100%	Achieved	Procurement of furniture was completed and delivered
	Maintain NEMA offices	Refurbished NEMA buildings and offices	12 months	2	100%	HRF&A	Painted NEF House and worked on the electricals
	Procure a generator for NEMA offices	No. of generators procured	1	1	100%	Achieved	Procured solar and delivered to NEF House
	Procure motor vehicles	No. of MVs procured	5	4	80%	Achieved	Procured two station wagons, one pickup and one omnibus

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY
ANNUAL CORPORATE PERFORMANCE REPORT FY 2025/2026
NEMA HOUSE. Plot 417/19/21, Jinja Road
P.O Box 22255 Kampala, Uganda
Tel: 256-414-251064/5/8

NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

ANNUAL PERFORMANCE REPORT

FINANCIAL YEAR 2025/2026

SEPTEMBER, 2026



+256-414-251-068



info@nema.go.ug



www.nema.go.ug



NEMA House Plot 17/19/21 Jinja Road