

Environmental Alert Program Implementation Report Summary for 2015

1.0 An overview of Environmental Alert (EA) Program Implementation in 2015

During 2015, the program scale of implementation was at both the national and local levels. The engagements at the national level will through strategic networks whose Secretariat's are hosted at for which EA. These are: the Uganda Forestry Working Group, the Standards Development Group, the ENR-CSO Network and PROLINOVA-Uganda. On the other hand, the engagements at the local level spanned into about 12 districts including: Moyo, Adjumani, Yumbe, Kampala, Buliisa, Masindi, Hoima, Kabalore, Kiryandongo.

The progress is report summary is against the annual milestones with clear articulation of achievements and emerging issues from implementation. More details are available in the respective program component implementation appraisals. The milestones earmarked for 2015 per program component were:

A) Environment and Natural Resources component

Milestone #1: At least 150 civil society organisations remain actively participating in Forestry and other ENR Policy advocacy processes at sub-national, national and international levels

Milestone#2: At least 20 CFM and forest user Groups actively involved in learning, demonstration and micro-advocacy for improvement of livelihood and benefit sharing mechanisms
Food security and nutrition.

Milestone#3: ENR-CSOs concerns and issues developed and presented/discussed in appropriate policy advocacy platforms/spaces to inform policy planning and decision making at sub-national, national and levels

Milestone#4: ENR-CSO network institutional and governance structures strengthened for effective and accountable service delivery at local and national levels

B) Food security and nutrition component

Milestone#1: Increased access to information on climate change and climate change adaptation mechanisms among 1,100 households in Moyo, Adjumani and Yumbe districts by December 2015

Milestone#2 Skills enhancement in climate change adaptation mechanisms increased and promoted among the community

Milestone#3 Sharing, learning, documentation and dissemination

Milestone#4: Organizational capacity of 40 community organizations in Moyo, Adjumani and Yumbe district enhanced

Milestone#5: Local communities engaging in Policy making processes

C) Water Sanitation and Health component

NB: No annual milestones were developed during annual review and planning retreat because the component and related projects were just being constituted and staff had not been recruited. Therefore, activities implemented were largely based on project outputs and outcomes.

D) Finance and Administration component

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Milestone#1: Quarterly Board meetings and an AGM held

Milestone #2. Annual and mid-term review meetings held, and evaluation of ending projects conducted

Milestone #3. Promoting good governance, strengthening policies, systems and procedures

Milestone#4. Enhanced capacity for effective delivery of program activities

1.1 Projects implemented during the period

During 2015, the following projects were implemented under the EA program and each contributed towards achievement of the above annual milestones:

- Strengthening CSOs Networking and Expanding Negotiation Spaces for More Inclusive Management of Forest Resources in the Albertine Rift - ENR-CSO FOREST Project;
- Services for enhancing forest tenure and governance in Uganda project;
- Towards Pro-Poor REDD+ (Phase II): Promoting Pro-Poor REDD+ Principles and Rights-Based Approaches to Strengthen the Conservation, Governance and Sustainable Management of Mt. Elgon and Agoro-Agu Landscapes in Uganda;
- Civil society capacity building initiatives for increased transparency and good governance in the forest sector through promoting sustainable forest management and forest certification in Uganda coordinated by the Uganda Forest Working Group in partnership with the World Wide Fund for Nature – Uganda Country Office (WWF-UCO);
- Projects implemented through PROLINNOVA coordination such as CLIC-SR;
- Strategic engagements with development partners (such as Bread for the world, Water Aid, Care International in Uganda, WWF-UCO, Food and Agriculture Organization, World Bank) for EA program development and fundraising.



2.0 Implementation progress based on annual milestones

The progress on implementation based on annual milestones is presented in Table 1.

Table 1. Progress towards achievement of annual milestones for 2015

| Annual milestone 2015 | Progress as at December 2015 |
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| Environment and Natural Resources Component | |
| Milestone #1: At least 150 civil society organisations remain actively participating in Forestry and other ENR Policy advocacy processes at sub-national, national and international levels | This milestone has been achieved to a large extent (about 100%). This is based on various engagements implemented during the year that have kept 190 CSOs actively engaging on environment and natural resources policy implementation at the national and local levels. Of these, 50 were involved in the ENR annual joint sector review engagements. On the other hand 150 CSOs (especially NGOs and CBOs) were engaged in policy implementation at the local level through their district based environmental coalitions i.e. 6 coalitions each with membership of 25 on average. In the process of this engagement the knowledge and skills (e.g. policy engagement; forestry & climate change; planning & reporting; human rights based approaches & Pro-poor REDD+ principles) of the CSOs representatives who participated were strengthened. |
| Milestone#2: At least 20 CFM and forest user Groups actively involved in learning, demonstration and micro-advocacy for improvement of livelihood and benefit sharing mechanisms | Not much progress was made towards achievement of this milestone, thus about 40% achievement. Were as in terms of numbers, 43 CFM groups in Lamwo, Bushenyi and Masindi were mobilized and sensitized about forest tenure issues no substantive interventions were done to support active engagement of CFM groups in policy implementation so that issues of their concern are addressed. This was largely because, the Uganda Network for Collaborative Forest Management Associations (UNETCOFA) had organizational development issues which need to be fixed before providing them with the required skills and knowledge for issue based policy engagement. However, UNECOFA was linked to CDRN for provision of technical support for addressing their organization development issues. |
| Milestone#3: ENR-CSOs concerns and issues developed and presented/discussed in appropriate policy advocacy platforms/spaces to inform policy planning and decision making at sub-national, national and levels | This milestone has been achieved to a large extent (about 85%). This is premised on various publications produced, which contain several ENR-CSOs concerns and issues. This publications have been used through a targeted approach during engagements with policy and decision makers at the national and local levels through dialogues, workshops and radio programs. Besides, they were circulated to the public through websites and other social media platforms there raising the profile of the issues and concerns. Some of the publications include: (i) ENR-CSO Mini-performance report 2014/15 (this was published as a chapter in the ENR Sector performance report, |

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| | <p>2014/15)</p> <ul style="list-style-type: none"> (ii) ENR-CSO appraisal of Government performance for FY 2014/15 and Recommendations for FY 2015/16 (this was published as a supplement in print media, i.e. the New Vision of 5th October 2015 and as a 4-Page leaflet) (iii) ENR-CSO's Forest Manifesto ahead of 2016 General Elections (excerpts of this were published in the Black Monday Issue for September 2015) (iv) ENR-CSO's Forest Manifesto ahead of 2016 General Elections (v) Policy brief on forest tenure in Uganda (vi) Posters and stickers on forest tenure in Uganda (vii) The petition to Kabalore District Council by the Kabalore district environment coalition <p>NB: The issues/concerns under collaborative forest management were not identified, profiled, presented and discussed in appropriate platforms at community, local and national levels.</p> |
| <p>Milestone#4: ENR-CSO network institutional and governance structures strengthened for effective and accountable service delivery at local and national levels</p> | <p>This milestone was achieved to a large extent (about 65%). This is based on the progression in streamlining and operationalization of the various structures with the network and thematic working groups. Thus, the key results in this respect include:</p> <ul style="list-style-type: none"> (a) Formalization of membership in the ENR-CSO Network (especially for national level CSOs; (b) Operationalized the ENR-CSO Interim Steering Committee (thus, 3 meetings were held this year) and the Thematic Working Groups to actively deliver on their respective roles and aspirations (c) Clarifying the roles/responsibilities of ENR-CSO Network structures through development of the consolidated Memorandum of Principles for the Network (d) The first Annual General Meeting for ENR-CSO Network held and a ENR-CSO Network steering committee elected and instituted. (e) 4 UFWG steering committee meetings held during the year. (f) Annual General Meeting for Uganda Forestry Working Group held and a new UFWG steering committee elected and instituted. (g) Operationalization of institutional structures (host institution, steering committee...) for Agoro-Agu forest landscape |



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| | <p>platform as part of the UFWG Northern Uganda node</p> <p>h) Through support from CDRN, the Network's capacity needs assessment was done and the associated plan developed and is being implemented.</p> <p>(i) UNETCOFA was linked to CDRN for provision of technical support for addressing their organization development issues. As a result, the capacity needs assessment was facilitated for UNETCOFA and this was used as the basis for development of a capacity development plan that is being implemented. Furthermore, Stakeholders agreed CDRN to host an interim Secretariat for UNETCOFA, which will steer engagements of the network for about 6 months when they are able to work independently. NB: Several institutional structures described above were streamlined and are yet to be operationalized. Thus, it's still too early to evaluate their effectiveness and accountability.</p> |
| Food security and nutrition component | |
| Milestone #1: Increased access to information on climate change and climate change adaptation mechanisms among 1,100 households in Moyo, Adjumani and Yumbe districts by December 2015 | This milestone was achieved to a large extent (about 80%). This was due to the strategies used in reaching out to the target with the information on climate change adaptation. Thus, this was through interactive radio programs, which reached 6000 listeners based on radio station statistics; school debates, which involved 300 students. Some of the beneficiaries from these interventions have started to practice the knowledge and skills thereby advancing their resilience to climate change impacts. NB: The effectiveness of the radio station is questionable because the listeners have a choice to listen to the programs or not. |
| Milestone#2 Skills enhancement in climate change adaptation mechanisms increased and promoted among the community | The milestone was achieved to some extent (50%). Knowledge and skills in climate change adaption mechanisms strengthened among the farmers and these were delivered through approaches like People Own Processes (PoP) and collaborative forest management and marketing. NB: The community based action plans developed through PoP are yet to be implemented by the members of the farmer's group or community based organizations that were involved. |
| Milestone#3 Sharing, learning, documentation and dissemination | 60% of the milestone was achieved. Thus, the information/experience sharing and learning largely targeted farmers, duty bearers in the Production and Environment sectors, community based organizations and the general public. This was done through their participation in the different platforms e.g. community dialogues, radio programme and commemoration of celebrated days such as the World Food Day, National Honey Week and World Environment Day. NB: The documentation of lessons and experiences from implementation was not done. It was still too early to do this. |



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| <p>Milestone#4: Organizational capacity of 40 community organizations in Moyo, Adjumani and Yumbe district enhanced</p> | <p>40% of the annual milestone has been achieved. Thus, only 16 farmer groups/organizations were identified out of the 40 earlier planned. These were enhanced with knowledge and skills for self-empowerment so that they are positioned to identify their own concerns and develop action plans for addressing them. As a result of this engagement the members across the 16 farmer groups engaged with so far diversified their livelihoods by growing more than one enterprise as contribution to address their household food security needs and income. NB: Limited staff capacity, thus 2 additional technical staff required for effective delivery of project results have not been recruited yet.</p> |
| <p>Milestone#5: Local communities engaging in Policy making processes</p> | <p>This milestone as achieved to a little extent i.e. up to about 5%. Thus, only initial steps were conducted i.e. particularly consulting with the duty bearers about status of development/implementation of the food security ordinance in Moyo, Yumbe and Adjutant. Drafts were obtained and reviewed to come with a CSO memorandum clearly highlighting the gaps and recommendations. This will be used as an advocacy tool for further engagements on this initiative. NB: Limited staff capacity, thus 2 additional technical staff required for effective delivery of project results have not been recruited yet.</p> |
| <p>Water Sanitation and Health component</p> | |
| <p>Output#1: Identification and mobilization of division level stakeholders for participation in project activities Output#2 Awareness created on the linkages between the right to adequate housing and access to water and sanitation Output#3: Hygiene education conducted to support adoption of improved hygiene behaviors (-Trainings, media,...) Output#4 Production and dissemination of video documentary on linkages between the right to adequate housing and access to water to commence Output#5: 25 Youth and women groups identified and supported in WASH based enterprises Output#6: WASH facilities - 14 Ferro cement tanks(15,000 litres) constructed Output#7: Inclusive WASH facilities -10 communal toilets(7 stances & a washroom plus a urinal) constructed</p> | <p>As earlier indicated this component didn't have set milestones for the year. However, implementation of activities was project based on project outputs. The following key results were registered in respect to the project outputs within a period of 5 months:</p> <ul style="list-style-type: none"> i) Mobilized and enhanced knowledge and skills (leadership, policy/advocacy, M&E...) at community level and an issue based engagement plan developed with supportive community structures (advocacy committees, VHTs, CBOs) for its implementation ii) Increased awareness among community members, duty bearers and general on selected WASH issues (hand washing, proper waste management...) through campaigns during commemoration of celebrated days (Hand washing day, world environment day, world water day) iii) Knowledge and skills (entrepreneur, business) for selected CBO |

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| <p>Output#8: Environmental health improvement facilities constructed/provided to communities (lining 1000 m of storm drains)</p> <p>Output#9: Engagements (sensitization) with 56 community leaders from Banda</p> <p>Output#10: CBOs to work with during implementation identified</p> <p>Output#11: Train VHTs in delivering hygiene and sanitation sensitization</p> | <p>strengthen to advance their business enterprises</p> <p>iv) Enhanced collaboration between WASH sub-sector stakeholders and actors at the local and national level</p> <p>v) Got stakeholders interested in the project resulting in stakeholders e.g. Landlords providing land for construction of community based WASH facilities (water, drainage channels and sanitation)</p> |
| <p>Finance and Administration component</p> | |
| <p>Milestone#1: Quarterly Board meetings and an AGM held</p> | <p>Milestone was achieved to a large extent (85%). Thus, 4 board meetings held and the 4 related program and finance committee meetings held. Besides, Board charter has been developed. The board was fully constituted and all members taken through orientation and trained on aspects of good corporate governance. NB: Annual AGM was not held due to resource constraints.</p> |
| <p>Milestone#2. Annual and mid-term review meetings held, and evaluation of ending projects conducted</p> | <p>Milestone was achieved to a large extent (70%). Thus, Program Implementation meetings held; EA annual review and planning retreat conducted, Quarterly field visits held especially for the West Nile program; M and E framework for respective projects were conducted. NB: Consolidated M&E for the program is still outstanding.</p> |
| <p>Milestone#3. Promoting good governance, strengthening policies, systems and procedures</p> | <p>Milestone was achieved to a large extent (60%). Thus, various key results have been obtained including: Appointment of Procurement committee (though pending is formalization of these appointments); Technical and financial reports submitted to donors; Process for development of EA strategic plan were fast tracked; Plans for development of the resource mobilization strategy are underway; January to June audited reports were submitted to the donor/s; Office equipment were purchased. NB: Some of the processes (strategic plan and resource mobilization strategy development), initiated are not yet completed.</p> |
| <p>Milestone#4. Enhanced capacity for effective delivery of program activities</p> | <p>Milestone was achieved to a large extent (60%). Routine support services (e.g. maintaining a good working environment, servicing of vehicles...) for facilitating program activities implementation were provided. Staff and interns recruitments were done under ENR and WASH components. Some staff were trained on specialized skills e.g. on project monitoring and evaluation, financial management, human rights based approaches, pro-poor REDD+ principles. NB: Not all the staff were trained, thus the staff across the different teams have different/specific capacity needs. Secondly the issue of replacement of the fleet is still outstanding.</p> |



2.1 The key program achievements during the implementation period

The following are some of the achievements registered from several interventions implemented across the different program components

- (a) Profiling of several critical ENR issues (e.g. forest tenure, certification, poor sector governance) in different spaces/forums at the local and national level
- (b) The submission of Draft 1 of the National Forest Stewardship Standards to the Forest Stewardship Council for their review and inputs
- (c) Streamlining and operationalization of the governance structures of the networks (i.e. the ENR-CSO network and the UFGW) which are hosted at Environmental Alert as a Secretariat.
- (d) Mobilized stakeholders interested in the project resulting in stakeholders e.g. Landlords providing land for construction of community based WASH facilities (water, drainage channels and sanitation)
- (e) Enhanced collaboration between WASH sub-sector stakeholders and actors at the local and national level
- (f) Establishment of resident local capacity in terms of knowledge and skills for application of the People Own Process methodology/approach. This is as a result of training 41 (32 males, 9 females) PoP masters including: Community own resource persons and key duty bearers. Besides, there is now increased awareness in community with respect to PoP.
- (g) Farmers are more aware about profitable markets and enterprises and hence are now better position to make informed decisions during business transactions.
- (h) Farmers are seeking support from other development organizations. For example farmers of Amaalu B farmer group in Metu sub-county were able to lobby and receive soybean seeds from Reco Industries.

2.2 Key emerging issues (challenges and opportunities) during implementation

2.2.1 Challenges faced in year 2015.

- High expectations from communities (response to delivery of services) and coalitions (other issues beyond forestry i.e. wetlands, environment, climate---)
- Delayed disbursement of the additional funds requested affected timely implementation of the planned interventions by the district environment coalitions.
- Limited budgeting for the study on resources allocation to ENR at national and locals made it very difficult for commissioning of the study during the reporting period
- Few program support donors (2), most of the donors are project based
- Changing donor funding priorities (e.g. ...), cycles and landscape
- Untimely flow of funds resulting in re-scheduling of activities which compromises the intervention logic.
- A large proportion of the ENR component engagements are based on funding through the networks
- Old and depreciated fleet, which do not effectively address the program transport needs. Thus, they often break down compromising timely program activities implementation
- Inadequate EA visibility at different levels largely due to inadequate documentation and dissemination of program component issues, positions
- Limited staffing which does not effectively address the Program/project staff demands



- Staff turnover, especially in cases where experienced staff leave the organization, it means they go with the institutional memory/experiences
- Lack of Program strategic plan and resource mobilization strategy
- Lack of a consolidated Program M and E framework

2.2.2 Opportunities in 2015

- Emerging funding opportunities in oil and gas sub-sector, REDD+, and broader climate change

NB: A detailed SWOT analysis was reviewed during the EA annual retreat, which has several actions which will be implemented to address the identified institutional weaknesses.

2.2.3 Key lessons learnt

The following key lessons were learnt during the implementation period:

- The regular technical backstopping to district environment coalitions helped in identifying and addressing the gaps (such as training on forestry and climate change, reporting...) of the respective coalitions.

3.0 Program development – Resource mobilization efforts

The resources mobilization initiatives and effort during the year resulted in the following successful funded projects:

- Negotiations with WWF, IUCN for renewing annual funding agreements and Care International in Uganda for additional funding
- Provision of capacity building services for Local government, Non-Governmental Organizations and private sector towards strengthening stakeholder coordination, and mainstream Climate Change into the Sub county Development Plans. **NB:** The project is funded by EU through the Global Climate Change Alliance project coordinated by FAO. The total project cost of USD 130,000 for 6 months. The agreement will be signed before end of 2015 and implementation starts by January 2016;
- Strengthening participatory structures and conducting capacity building trainings to enhance stakeholder's engagement for Uganda's National REDD+ Programme in Central, Mid-Eastern and Southern Uganda. **NB:** The project is funded by World Bank with a total project cost of USD 100,000 for 9 months. The agreement will be signed early next year and implementation will start in March, 2016.

4.0 Program issues which require Board attention and action

The following issues are critical and therefore require EA's Board attention:

- i. Purchase of reconditioned fleet to support effective program delivery. The current EA fleet is old and depreciated and thus, do not effectively address the program transport needs. Thus, they often break down compromising timely program activities implementation

The following issues are critical and therefore require EA's Board attention and action:

- i. Inadequate EA visibility at different levels largely due to limited resources to support documentation and publishing of program issues, successes. This could be improved through publishing of the EA Program brochure and popular annual report
- ii. Adequate staffing for effective delivery of the EA program. Thus, the current projects (food security interventions in West Nile support by BfWD) and forthcoming projects (climate



adaptation and REDD+) require new staffing needs for their effective implementation. Furthermore, the ongoing strategic plan development process should clarify the institutional structure for effective delivery of the program aspirations

- iii. Staff turnover, especially in cases where experienced staff leave the organization, it means they go with the institutional memory/experiences. This requires strengthening of staff motivation and team building within the program
- iv. Development of the Program strategic plan, Program Monitoring and Evaluation (M&E) framework and resource mobilization strategy for the strategic plan. This helps in streamlining the short, medium and long term targets with the organization's mission and vision statements. Both the program strategic plan and resource mobilization strategy are a springboard for program development and implementation. The consolidated M&E framework for the EA Program will help in measuring progress in implementation towards the set targets (outputs, outcomes and impact)
- v. Resolution to reserve a bank account for UFWG membership and subscription fees. This is based on the request by UFWG Chairperson for reservation of a bank account to handle UFWG membership and subscription fees. This will facilitate UFWG to mobilize and manage membership and subscription fees, which would in the long term contribute to the sustainability of the group. This should be an EA account with a purpose of specifically handling UFWG annual membership and subscription fees.

5.0 Conclusion

The implementation of the EA program was good despite the challenges and limitations. The emerging opportunities were considered in the development of the work plan for 2016. Likewise, actions for addressing institutional weakness and threats were developed based on the SWOT analyses done during the EA annual review and planning retreat. These should be implemented alongside the consolidated EA annual work plan for 2016.

