

Environmental Alert Program Implementation Report Summary for 2016

1.0 An overview of Environmental Alert (EA) Program Implementation in 2016

Based on running contracts with donors/Partners (such as WWF-UCO, Care International in Uganda, IUCN, BfWD, and Water Aid Uganda) for various projects, scale of EA Program implementation in 2016 included both engagements at the national and local level. The engagements at the national level were through the strategic networks for which EA is a Secretariat. 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 about 18 districts including: *Kampala, Bulisa, Kabalere, Kiryandongo, Masindi, Lamwo, Bushenyi, Rubirizi, Moyo, Adjumani, Yumbe, Hoima, Nakasongola, Mubende, Luweero, Nakaseke, Sembabule, Kiboga*).

The annual report summary is benchmarked against the annual milestones with clear articulation of achievements and emerging (including challenges and opportunities) issues from implementation. More details are available in the respective program component implementation appraisals. The milestones earmarked for 2016 per program component were:

A) Environment and Natural Resources component

- a) **Annual Milestone #1:** At least 200 civil society organisations remain actively participating in Forestry and other ENR Policy advocacy processes at sub-national, national and international levels
- b) **Annual Milestone#2:** Concerns of forest adjacent and dependent communities profiled, presented and deliberated on at various policy and decision making Forum at Natural and sub national level.
- c) **Annual 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 international levels
- d) **Annual Milestone#4:** ENR-CSO network institutional and governance structures remain functional for effective and accountable service delivery at local and national levels

B) Food security and nutrition component

- a) **Annual Milestone #1.** 1000 farmers hhs with competencies in sustainable management of farm and forest based enterprises (Crops, animals, apiary, fruit trees, crafts etc) for food security and nutrition by December 2016.
- b) **Annual Milestone #2.** Concerns of farmers on food security and nutrition policies implementation are discussed at local and national level.
- c) **Annual Milestone #3.** 16 CBOs supported to apply POP in their social action plans by December 2016
- d) **Annual Milestone #4.** Responsiveness/adoption of government policies to needs and concerns of NR dependent communities.

C) Water, Sanitation and Health (WASH) component

- a) **Annual Milestone #1.** Concerns of communities living in informal settlements in respect to WASH profiled, presented and deliberated on at various policy and decision making Forum at division and national levels.

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- b) **Annual Milestone #2.** WASH knowledge and skills enhancement among people living in informal settlements strengthened
- c) **Annual Milestone #3:** Strengthened partnerships and coalitions engaging and influencing housing and WASH related policies, programs & practices

D) Finance and Administration component

- a) Quarterly Board meetings and an AGM held
- b) Promoting good governance, strengthening policies, systems and procedures
- c) Annual and midterm review meetings held, and evaluation of ending projects conducted

1.1 Projects implemented during the period

In Table 1, the projects implemented per component are presented. Each of these projects contributed towards achievement of the annual milestones described in section 1.0.

Table 1. Key project implemented per component.

Component	Project	Project period	Districts	Funding source	Remark
Environment and Natural Resources	Pro-poor REDD+	2013-2017	Lamwo, Kitgum	IUCN	Still ongoing
	Forest project	2013-2017	Masindi, Buliisa, Kabalore, Hoima, Kiryandongo	CARE	Closed due to partner/donor changed priority
	Forest certification - WWF	2015-2018	National engagements with outreach in selected districts	WWF	Closed due to partner/donor changed priority
	Strengthening the role of Civil Society in Delivering Sustainable Forest Management and Energy Solutions. Facilitating National Consultative forum towards finalizing the national Forest Stewardship Standard	2 months- Dec 2016	National level stakeholder engagements	WWF	Approval and implementation done.
	REDD+ participatory structures	Ends Sept 2016	Selected districts in Central, Mid-Western and Southern Uganda	MWE	Contract signed, implementation has started in August 2016
	Climate Adaptation	Ends by June 2016	Mubende, Luweero, Nakaseke, Sembabule, Nakasongola, Kiboga	GCCA/FAO	Approved, implementation on course and No-Cost Extension approved up to December 2016
	CSOs Consultations on the Forest Investment for Uganda, with	Ends by Dec 2016	National level stakeholder engagements	UNFAO	Approved, implementation pending, thus likely to spill into January 2017.

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	support from the <i>Food and Agriculture Organization of the United Nations to the tune of 7000 USD</i>				
	CSOs self-selection to elect their representatives on the National REDD+ committees and structures. This is with financial support from <i>UNREDD+/UNDP – 4900 USD</i>	Ends by Dec 2016	National level stakeholder engagements		Approved, implementation done.
Food security and Nutrition	Food security and nutrition	Ends by June 2017	Moyo, Adjumani Yumbe	BfDW	Implementation on course
Water Sanitation and Hygiene	Kampala Slum Transformation Initiative (KASTI)	Ends March 2018	Kampala	Water Aid	Approved and implementation on course
	Descent Living	Ends June 2016	Kampala	Water Aid	Project ended.

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2.0 Implementation progress based on annual milestones

Key results from implementation based on annual milestones in presented in Table 1.

Table 2. Key achievements/results based on annual milestones for 2016

Environment and Natural Resources Component	
<p>Milestone #1. At least 200 civil society organizations remain actively participating in Forestry and other ENR Policy advocacy processes at sub-national and national level.</p>	<p>Key results in respect to the milestone during the implementation period</p>
	<p>a) Significant achievements registered. Thus, 80 Members of the UFWG engaged in processes that clarified forest tenure at the national and local levels (Hoima, Masindi and greater Bushenyi districts).</p>
	<p>b) 60 CSOs (NGOs and CBOs) engaged in process for advancing community based climate change adaptation in local government development planning in Mubende, Luweero, Kiboga, Nakasongola, Ssembabule districts.</p>
	<p>c) 15 CSO (NGOs and CBOs) have actively participated in the process for development of the National Forest Stewardship Standards for Uganda (NFSS). The pre-approval draft was submitted to the Forest Stewardship Council (FSC) for review and consideration within the FSC process. Feed was recently received from FSC, this was integrated and revised pre-approval version was re-submitted</p>
	<p>50 ENR CSOs actively participated in process around the annual joint sector review for the Water and Environment Sector. Through these processes, the ENR-CSO mini-performance report was generated and published as a chapter in the Water and Environment sector performance report, 2015/16. Furthermore, the ENR-CSO position paper on Environment sub-sector performance was generated and presented during the Water and Environment annual joint sector review main event.</p>

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<p>Milestone #2. Concerns of forest adjacent and dependent communities profiled, presented and deliberated on at various policy and decision making Forum at National and sub national level.</p>	<p>a) Awareness creation about collaborative forest management (CFM) among forest adjacent communities in Lwamwo districts, i.e. 2 CFM groups each comprising of 30 members on average.</p>
	<p>b) CFM groups in Lwamwo districts involved in the process for development of guidelines for benefit sharing in respect to forest resource management. This process is coordinated by NFA.</p>
	<p>c) Concerns and or issues on CFM and with particular focus to forest adjacent communities documented based on EA experiences in Lamwo district. These have been published (i.e. baseline reports and case studies) and used as lobby tools when engaging with duty bearers in the appropriate policy implementation process at the national and local level.</p>
	<p>d) Two CFM applications (i.e. for Mar-yen and Katum groups in Potika and Padibe East, respectively) approved by NFA in Lamwo district</p>
<p>Annual 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 international levels.</p>	<p>a) CSOs mobilized through the ENR-CSO network to submit their annual performance reports, which will be used for generation of the consolidated ENR-CSOs annual mini-performance report (draft) for submission to MWE.</p>
	<p>b) 6 ENR CSO network members have engaged and facilitated process for establishment of district climate change Taskforces (in Mubende, Luweero, Kiboga, Nakasongola, Ssembabule) with a target of mainstreaming climate change adaptation actions into development planning. As part of the process the key climate change issues in the respective districts were mapped and used as the basis for development of action plans for the taskforces.</p>



Annual Milestone #4. ENR-CSO network institutional and governance structures remain functional for effective and accountable service delivery at local and national levels	a) The new steering committees for the ENR-CSO network and UFWG are operational with clear ToRs. Thus, steering committee meeting were held for each network to provide the required strategic guidance.
	b) A general assembly was organized for ENR-CSO Network was held in May 2016, during which key decision were made in respect re-positioning of the network with due consideration of the current funding landscape.
	c) Engagements were organized with district environment coalitions (in Masindi, Hoima, Kabalore, Kiryandongo and Buliisa) as part of the closure and exist strategy for the forest project

Table 3. Key results under the Environment and Natural Resources component.

Environment and Natural Resources Component	
Milestone #1. At least 200 civil society organizations remain actively participating in Forestry and other ENR Policy advocacy	Key results in respect to the milestone during the implementation period
	a) Significant achievements registered. Thus, 80 Members of the UFWG engaged in processes that clarified forest tenure at the national and local levels (Hoima, Masindi and greater Bushenyi districts).

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<p>processes at sub-national and national level.</p>	<p>b) 60 CSOs (NGOs and CBOs) engaged in process for advancing community based climate change adaptation in local government development planning in Mubende, Luweero, Kiboga, Nakasongola, Ssembabule districts.</p>
	<p>c) 15 CSO (NGOs and CBOs) have actively participated in the process for development of the National Forest Stewardship Standards for Uganda (NFSS). The pre-approval draft was submitted to the Forest Stewardship Council (FSC) for review and consideration within the FSC process. Feed was recently received from FSC, this was integrated and revised pre-approval version was re-submitted</p>
	<p>50 ENR CSOs actively participated in process around the annual joint sector review for the Water and Environment Sector. Through these processes, the ENR-CSO mini-performance report was generated and published as a chapter in the Water and Environment sector performance report, 2015/16. Furthermore, the ENR-CSO position paper on Environment sub-sector performance was generated and presented during the Water and Environment annual joint sector review main event.</p>
<p>Milestone #2. Concerns of forest adjacent and dependent communities profiled, presented and deliberated on at various policy and decision making Forum at National and sub national level.</p>	<p>a) Awareness creation about collaborative forest management (CFM) among forest adjacent communities in Lwamwo districts, i.e. 2 CFM groups each comprising of 30 members on average.</p>
	<p>b) CFM groups in Lwamwo districts involved in the process for development of guidelines for benefit sharing in respect to forest resource management. This process is coordinated by NFA.</p>
	<p>c) Concerns and or issues on CFM and with particular focus to forest adjacent communities documented based on EA experiences in Lamwo district. These have been published (i.e. baseline reports and case studies) and used as lobby tools when engaging with duty bearers in the appropriate policy implementation process at the national and local level.</p>



	d) Two CFM applications (i.e. for Mar-yen and Katum groups in Potika and Padibe East, respectively) approved by NFA in Lamwo district
Annual 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 international levels.	a) CSOs mobilized through the ENR-CSO network to submit their annual performance reports, which will be used for generation of the consolidated ENR-CSOs annual mini-performance report (draft) for submission to MWE.
	b) 6 ENR CSO network members have engaged and facilitated process for establishment of district climate change Taskforces (in Mubende, Luweero, Kiboga, Nakasongola, Sembabule) with a target of mainstreaming climate change adaptation actions into development planning. As part of the process the key climate change issues in the respective districts were mapped and used as the basis for development of action plans for the taskforces.
Annual Milestone #4. ENR-CSO network institutional and governance structures remain functional for effective and accountable service delivery at local and national levels	a) The new steering committees for the ENR-CSO network and UFWG are operational with clear ToRs. Thus, steering committee meeting were held for each network to provide the required strategic guidance.
	b) A general assembly was organized for ENR-CSO Network was held in May 2016, during which key decision were made in respect re-positioning of the network with due consideration of the current funding landscape.
	c) Engagements were organized with district environment coalitions (in Masindi, Hoima, Kabaloro, Kiryandongo and Buliisa) as part of the closure and exist strategy for the forest project



Table 4. Key results under the Water, sanitation and Hygiene component.

Water Sanitation and Hygiene (WASH) Component	
<p>Milestone #1. Concerns of communities living in informal settlements in respect to WASH profiled, presented and deliberated on at various policy and decision making Forum at division and national levels</p>	<p>a) Concerns of communities living in informal settlements in respect to WASH profiled through targeted documentation materials (wall paintings, illustrative posters, spot message, video documentary, fliers, citizen report card) these have been used targeted awareness and engagement with duty bearers at both community and division levels. Some of these have been posted on the EA website for further dissemination and outreach.</p> <p>Some key outputs</p> <ol style="list-style-type: none"> a. 12 community radio programs conducted on Ddembe FM, members of the public sensitized on hygiene and sanitation, rights to a clean environment and safe water and Platform used to lobby duty bearers for improved WASH services. b. 17 community advocacy committee members from project target areas facilitated to participate in Kampala City Development forum , -WASH issues presented to duty bearers and duty bearers committed to lobby government for more funding towards improving WASH c. Consumer survey conducted for 399 households in four wards and Survey report and Citizen report card compiled and disseminated d. 3 Engagements were organized between NWSC and advocacy structures, 136 advocacy members (72male and 64 female) from Nakawa, Lubaga and Makindye and Central divisions actively participated in the engagement and -NWSC lobbied to provide more
<p>Annual Milestone #2. WASH knowledge</p>	<p>a) Enhanced WASH knowledge (waste management strategy) and skills (e.g. community mobilization, lobbying and advocacy; reporting and monitoring; WASH-based enterprise development) among slum dwellers. This is achieved through targeted awareness, training and mentoring.</p>



and skills enhancement among people living in informal settlements strengthened	b) Resident knowledge on WASH issues through re-training of village health teams who are a quick link between WASH development players in the community. Thus, 173 VHTs (88 males and 85 females).
	c) Community leadership structures around sanitary facilities retrained on operations and maintenance of these structures. Thus, 58 members (4 female and 24 male) re-trained.
	d) 7 enterprise groups supported with assorted equipment to increase production as well as quality of products.
	<p>Key outputs</p> <ul style="list-style-type: none"> a. 8 community hygiene meetings organized for 614 community members (398 Female and 378 Male) b. 6 meetings held for 186 advocacy members (92 Male and 94 female) from each of the 8 targeted parishes and action plans developed and are being implemented c. Solid waste strategy popularized among 614 community members and 400 copies of press release on strategy distributed among community members during community meetings. d. 8 WASH based enterprise groups supported with assorted equipment for enhancing production of products as well as other support in form of cleaning equipment. As a result, there is improved production levels and quality of products made. e. 58 community members (34 female and 24 male) trained in Operation and maintenance of the project facilities and the Committee has continued to play oversight role of managing operations of the facility. f. Stone-lined 1km drainage channel handed over to community and 126 h/hs directly benefiting from channel with reduced incidence of floods. g. CBO supported by project with equipment for sustained maintenance of drainage channel h. 4 public toilets completed and handed over to beneficiaries and overall average of 290 users per day number of beneficiaries of the facilities. i. 15 participants trained in briquette making through recycling of biodegradable waste.



<p>Annual Milestone #3: Strengthened partnerships and coalitions engaging and influencing housing and WASH related policies, programs & practices</p>	<p>a) Partnerships and collaboration strengthened with WASH partners in Kampala in the respective project implemented during the period. This was through targeted engagements including: studies (Citizen Report Card); Quarterly project review meetings; Co-organizing of celebrated days like World Environment Day; World Toilet Day; World Hand Washing Day; Co-organizing and implementation of interactive radio programs; and community clean-up activities.</p> <p>--Subsequently, there is increased invitation and request for EA's participation in partners activities, but als request by CBOs for support with tools for cleaning</p> <p>Key outputs</p> <ol style="list-style-type: none"> Two clean ups organized during the sanitation week, at Nakawa market in which 132 people (84male,48 female) participated and in Nabisalu zone, 113 people participated (including 49 females, 64 males). Hand washing competition organized in which 36 community members of Kamwokya Parish participated. Event was aired live on radio Ddembe FM. Overall, 108 community members participated in event. (54male, 54 female). A rapid capacity assessment was undertaken for 17 LG officials, gaps identified and a capacity building training for councilors and division technical staff organized and conducted Participated in world water day, national hand washing day, world environment and world toilet day events in Serere, Gulu, Kamuli and Kampala districts respectively. 3 Enterprise based CBOs supported to participate in exhibitions at different for a were they shared the experiences/lessons through networking
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Table 5. Key results under the Food security and nutrition component.

Food security and nutrition Component	
<p>Annual Milestone #1. 1000 farmers hhs with competencies in sustainable management of farm and forest based enterprises (Crops, animals, apiary, fruit trees, crafts etc) for food security and nutrition by December 2016.</p>	<p>a) 40 demonstration sites were established for 40 farmer groups that acted as learning centres for transfer of technologies (<i>improved seeds, fertilizers, and pesticides</i>) and practices (<i>field layout and design, timely planting, weed management, soil and water conservation, pests and disease management and general agronomy</i>). In addition, one farmer group is practising pig husbandry and management.</p> <p>---Farmers are adapting some of the demonstrated technologies (e.g. planting of improved crop varieties and some agronomic practices) on their individual farms.</p> <p>b) A farmer field school curriculum was based on the needs assessment done for each group. This is being implemented in each group to enhance knowledge and skills of the members of each farmer group. Thus, some of the topics in the curriculum include: Farmer leadership and institutional development, crop agronomy and animal husbandry, soil and water conservation.</p> <p>With the average number of 30 members per group, this engagement benefits 1200 individual farmers directly.</p>



<p>Annual Milestone #2. Concerns of farmers on food security and nutrition policies implementation are discussed at local and national level.</p>	<p>a) Farmers concerns on various issues were profiled and presented in appropriate spaces for discussion with duty bearers at the local and national levels through targeted policy dialogues. Some of the issues include:</p> <ul style="list-style-type: none"> --Advancing support for farmer innovations in climate change adaption and mitigation; --Advancing community based adaptation to climate change through mainstreaming adaptation and mitigation actions --Benefit sharing within the framework of collaborative forest management <p>These issues have been documented (i.e. through case studies, policy brief, posters...) and used during in policy engagement at the local, national levels and international levels through the Prolinnova Network.</p> <p>They have also been disseminated widely through the EA website and social media platforms</p>
	<p>b) EA supported farmers from Moyo and Adjumani district applied to receive support from government programmes such as Community Driven Development and Operation Wealth Creation.</p>
	<p>c) Establishment of the Community Knowledge Centre (CKC) in Kei sub-county, Yumbe district to facilitate information access and exchange among stakeholders at the community level.</p>
<p>Annual Milestone #3. 16 CBOs supported to apply POP in their social action</p>	<p>a) People Own Process (PoP) trainings and interaction conducted and these targeted key reperestnatives from the 16 selected CBOs. In total 165 (53 females and 112 males) stakeholders were trained including: farmers, sub county political leaders (Councilors, LCIIIs Secretaries of Production, LCIII Chairperson), ACDO, Agricultural Extension staff, sub county chief were mobilised and sensitized about people empowerment and self help and its application.</p>



plans by December 2016	b) Information about PoP and its application has been simplified into formats that can easily be understood by both rights holders and duty bearers. For instance, an illustrative poster in english and the local language is in the offing.
	c) 40 (11F, 29M) resident PoP master trainers were trained in the PoP approach methodology and application. They are equipped with PoP knowledge and skills, which they can use to facilitate development initiatives in the region
	d) Farmers groups have used the POP approach to access government programme for example members of Mifiako A & C, Omveru, Aria, Boaabasi and Aliowaku wakati in Aliba received grafted mangoes and oranges under the OWC programme. In addition, Amazo Women group in Itirikwa sub county and Aria Youth group in Aliba sub county on applied and supported under the CDD fund for ox traction and goat rearing, respectively.
	e) 40 farmer groups developed social action plans and 40 development projects being implemented
Annual Milestone #4. Responsiveness/adoption of government policies to needs and concerns of NR dependent communities.	a) Awareness creation about collaborative forest management (CFM) among forest adjacent communities in Adjumani district, i.e. 1 CFM groups each comprising of 30 members on average. The group was supported to apply for the CFM application following the guidelines provided by NFA. Thus, NFA has responded by taking up actions to review their application.
	b) NFA also solicited for participation of forest adjacent communities in Adjumani and other areas in the processes of consultations on the benefit sharing guidelines
	c) Some Government institutions especially at the local level have responded by addressing some of the farmers concerns/interest through proving them with inputs especially under Operation Wealth Program, Community Driven Development Program; and the Youth Livelihood Programs



2.1. EA Resource Mobilization and Investment, tracking progress, results, challenges/limitations and recommendations

2.1.1. Planned Targets against achievements to date

Key Result Area	Progress to date
Development of TORs for Volunteers	Developed and operational
Recruit Volunteer for RM	Team structure established and individuals to be appointed
Establishment of a RM team	Recruited
Creation of an office for RM	Office created and furnished
Development of proposals in response to RFA	Three (3) proposals worth USD 150,000 submitted to UNDP GEF, WFF, UNFAO
Development of proposals in response to consultancy calls	1 Consultancy proposals to WWF developed worth \$ 18,137

4.0 Progress on EA Image and visibility

Substantive progress has been made in respect to improvement of EA's visibility and image. Thus, a staff – i.e. Program Assistance, Knowledge Management recruited and through his interventions with guidance from the ED's office the following results were achieved:

- A work plan with clear objectives and outputs on EA Image and visibility that has been implemented. This is based on the ToRs and contract that were developed for the position of Program Assistant Knowledge Management;
- Clarifying among EA staff and Board members the linkages between Knowledge management and other EA components.

As a result, the EA websites and social media platforms and platforms for EA hosted networks are operational with updated program information. Furthermore, various IEC materials and EA promotional materials have been developed.

2.1.2. Emerging issues/ challenges/opportunities

Internal issues

- Staffing gaps to support resource mobilization and investment initiatives;
- Accountability and transparency;
- Operational Plan for RM- EA is currently finalizing its 3 year strategic plan to guide the organization on the objective and how much is needed and from where?
- Limited Networks especially within 2 of the thematic areas i.e. WASH & FS



External Issues

- a) Changing criteria for funding by donors (Specific projects, budget sizes, collaborations, Geographical scope)
- b) Donor conditional ties(Basket funding to favor gov't institutions)
- c) Donor prejudice- Those with good track records stand higher chances to receiving funds
- d) Natural and manmade disasters i.e.: wars, floods, famine. When these occur, donors' attention is diverted to support relief programs. *Ref. UNHCR call for partners ,new vision 13th Oct. 2016*
- e) Type of network formed. Networks increasingly are becoming popular but if not careful we end up losing our visibility and they become a source of internal competition.

2.1.3. Key Program implementation challenges

- a. Inadequate funding due to changing donor/partner priorities;
- b. Untimely and irregular cash flows of committed resources by the development partners, meaning that EA is not able to meet its obligations on time;
- c. Delays in funds disbursement from donors/partners results in delayed implementation and delivery of program outputs;
- d. Insufficient EA visibility due to limited reporting on results and changes through documentation of case studies (both successful and unsuccessful).
- e. Very high expectations from community to be supported through project/program interventions;
- f. High water bills for public sanitary facilities. Connected to the commercial meters which are expensive;
- g. Inadequate funding for program implementation due changing donor/partner priorities, refugee influx in Europe resulting in major financial reductions. As a result most the milestones under ENR will not be fully achieved;
- h. The election process, from December 2015 till March 2016, delayed activities implementation especially at the community level;
- i. New political leaders elected, thus implies that much effort required to create their awareness on sustainable agriculture and natural resources management issues. But the budget line for this is limited;
- j. Weak adaptation capacity of farmers to deal with challenges, for example the outbreak of maize stall borer has frustrated the farmers due to expected low yields.

2.2 Key opportunities

- a. EA is a member of PELUM Uganda, a Technical Working Group member of the MAAIF. Through this platform Environmental Alert can directly influence national policies related to agriculture and livelihoods.
- b. Existing MOU between EA and Abi Zonal Agricultural Research and Development Institute (ABI-ZARDI), a government research organization presents opportunities and synergies for addressing various issues in the agricultural production and natural resources management in West Nile
- c. Ministry of Environment and Water (MWE) is in the process of developing climate change Bill. This presents opportunity for lobbying and advocacy to have farmers and direct natural resource dependent community concerns integrated



- d. National Forest Authority is in process of developing national benefit sharing guidelines. This presents opportunity for lobbying and advocacy to have direct natural resource dependent community concerns integrated.
- e. MAAIF, with support from the UNFAO initiated a process for development of the National Adaptation Programme for Agriculture sector. EA is participating in this process and this provides opportunity for presentation of issues affecting smallholder farmers in the context of the current climate change and variability based on EA's experiences and lessons through the West Nile program.
- f. MWE with support from the WB and African Development Bank has initiated consultations for development of the Forest Investment Plan (FIP) for Uganda and the Special Programme on Climate Resilience. These are strategic program, for which EA should position itself. EA is involved in this process by providing inputs, but also EA is implementing a LoA with UNFAO to coordinate CSOs consultations on the FIP.
- g. NWSC plans to provide additional prepaid meters and public waterborne toilet facilities to the slum communities.
- h. Key program partners like Water Aid Uganda are in the process of reviewing their country strategies and EA has been involved to provide inputs.

3.0 Program issues which require Board attention and action

- i. Administration costs have remained one of the major challenges largely because very few donors if any; are willing to fully meet those costs. One of the major costs is printing. EA being an advocacy organization, comes up with quite a number of publications and hence a lot of funds spent in that direction. Management proposes to charge 10% administration and management fees on all printing works.
- ii. Many projects especially under ENR have come to an end .Although, there is a possibility of some projects coming on board in 2017 staff salaries will remain an issue .Besides, some staff don't have contracts (they could not be renewed without guaranteed funds for salaries). Additionally, staff competencies, integrity and professionalism to deliver on the 10 years strategic program but also increase EA visibility, branding and image are being evaluated. It is therefore, most likely that some staff whose contracts expired may not be renewed and hence may leave EA.
- iii. EA is increasingly getting funding through consultancies (3 have gone through this year). Besides, EA is using consultants for resource mobilization .Management requires board's guidance as regards compensation for such resource persons. This also applies to long term funding for resource mobilisation committee
- iv. Additionally, currently the costs of stationery are being expensed from EA core administration funds yet the stationery goes towards activity implementation especially meetings and workshops. Hence, going forward, where applicable, much of the stationery expenditures will be charged on activity implementation. Besides, mechanisms are being put in place to streamline procurement, storage and utilization of stationery.



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 2017. Likewise, actions for addressing institutional weakness and threats were developed based on the SWOT analyses done during the EA annual review and planning re-treat. These should be implemented alongside the consolidated EA annual work plan for 2017.

