

Royal Netherlands Embassy, Kampala, Uganda

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# National Wetlands Conservation and Management Programme, Uganda

External Review Mission

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Draft final report

August 1998

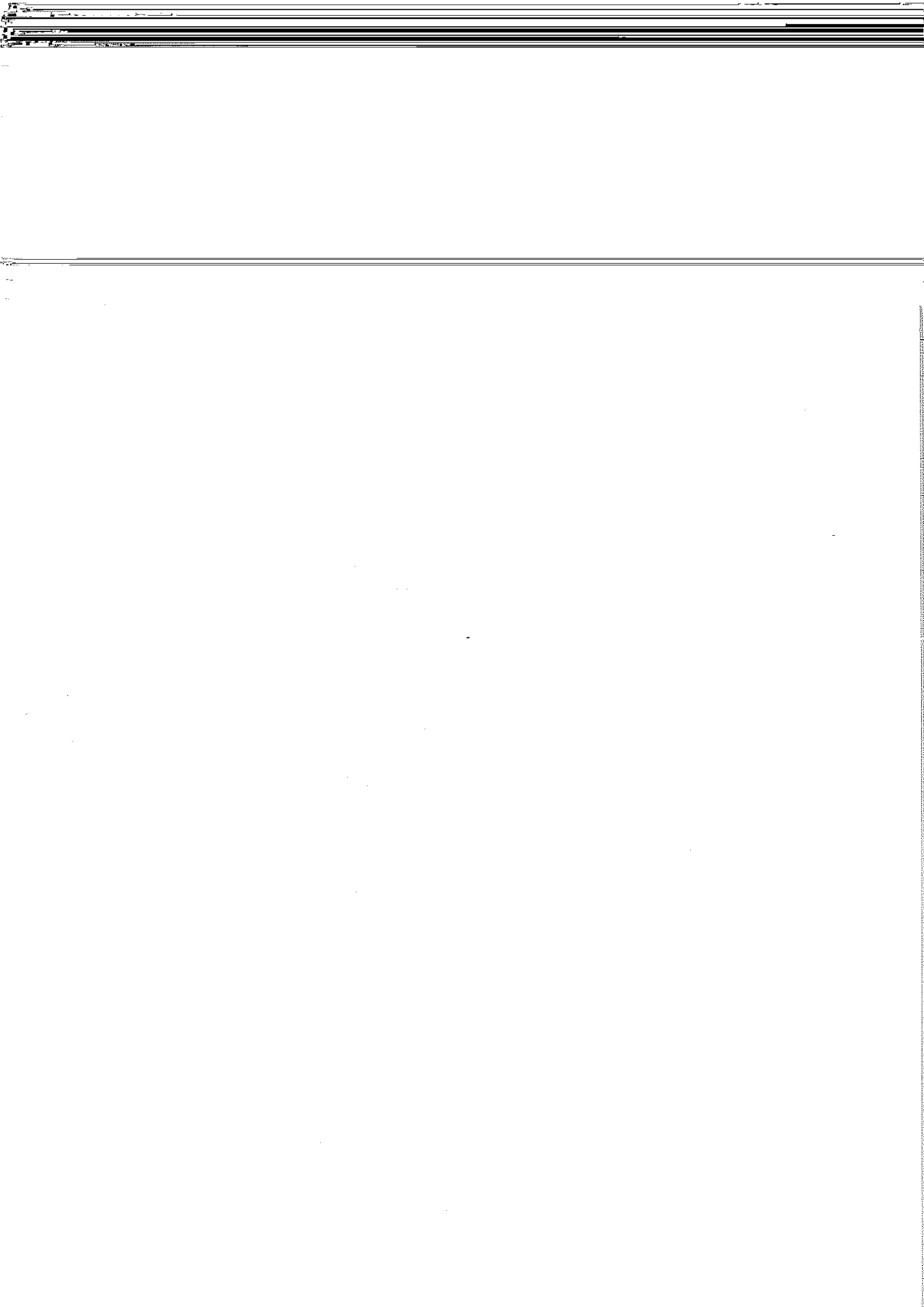


Royal Netherlands Embassy  
Kampala, Uganda  
Ministry of Foreign Affairs  
Directorate General of Development Co-operation  
Government of The Netherlands

UGANDA NATIONAL WETLANDS CONSERVATION

AND  
MANAGEMENT PROGRAMME

- DRAFT FINAL REPORT OF THE EXTERNAL REVIEW MISSION



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**PREAMBLE**

From 9 until 27 August, 1998, on behalf of the Royal Netherlands Embassy, an External Review was carried out of the National Wetland Conservation and M

The Review Mission spent a total of 6 days in the districts of Pallisa, Masaka and Kabale. In addition to interviewing a large number of government officials (Government agencies and District officials), representatives of NGOs and staff of donor-funded projects, the Mission visited

## ACKNOWLEDGEMENTS

Our sincere gratitude is herewith expressed to all government and non-governmental officials and staff who contributed valuable verbal and/or written information and assistance. Our work depended on the extraordinary co-operation and commendable logistical support of the following:

## SUMMARY

An External Review Mission was carried out to review the achievements of the National Wetlands Conservation and Management Programme (NWCMP) over the period 1992 - 1998. The Mission concludes that significant and measurable progress has been made with the implementation of the programme. Substantial progress has been achieved vis-à-vis building up institutional capacity at national, district and community level, and gaining broad-based support for various programme activities. The NWCMP has implemented a large number of initiatives to strengthen the operations of

LIST OF ACRONYMS / ABBREVIATIONS

CAO	Chief Administrative Officer
CBO	Community Based Organisation
DDC	District Development Committee
DENVA	Development Network of Indigenous Voluntary Associations
DEC	District Environment Committee
DEP	Department of Environmental Protection
DFID	(British) Department for International Development
DGIS	Directorate General for Development Co-operation
EARO	IUCN's Eastern Africa Regional Office
EIA	Environmental Impact Assessment
FIRI	Fisheries Research Institute
GIS	Geographic Information System
GoN	Government of The Netherlands

DENVA  
3

IMC Inter-Ministerial Committee

INCO

Draft Final Report, 27-08-98

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UIA

Uganda Investment Authority

UWA

Uganda Wildlife Authority

# 1 INTRODUCTION

## 1.1 Background

17

Uganda is exceptionally rich in natural resources. It is a

[REDACTED]

activities. The programme aimed at developing a model wetlands programme for application

Phase II was intended to build on the achievements of Phase I and to continue most of the original activities. However more emphasis was to be placed on training district officials, on activities at district level and on applied research to refine the Policy guidelines. Phase II lasted four years and ended in June 1996. Funding for a phase III was secured from the Royal Netherlands Government.



2 APPROACH FOLLOWED BY REVIEW MISSION

2.1 Briefing, Fact-finding Discussions and Wrap-up Meeting

Evaluating progress and achievements of ongoing projects require adopting a careful balance of time allocation to various important review activities. Sufficient time has to be set for meetings, and

*detail*

Mission resulted in the approval for a Phase III. In addition, the team examined various training and

The Review Mission undertook two rounds of inspection visits of project activities, to discuss and review the achievements of the programme from a community perspective. The intention was to "

specifically into the period March 1995 (when the NWCMP was last reviewed), and to date. As regard the period 1992 - 1995 the Mission has examined the general approach and its adequacy only, and has not reviewed various outputs or activities in any detail.

The Review Mission has used the evaluation criteria as proposed in the ToR. The key issues which the Mission addressed are summarised below:

1. to what extent has the project resulted in conservation and the sustainable management of Uganda's wetlands
2. to what extent has the project enhanced GoU capacity to carry the National Wetlands Programme without external support
3. to what extent has the project...

Table 1 - Main concern expressed by 1995 review mission and recommendations for Phase III design

Principal concern

1. Level community involvement not taken up seriously
2. No gender specific activity launched
3. Research not sufficiently contributing to project objectives
4. No management tools for sustainable use developed

the ToR. This chapter first reviews reviewing the work undertaken via a vic strategic plan

reaching and involving various targets groups: the NWCMP structure and organisation and the available Monitoring and Evaluation systems in place. Then follow a number of chapters reviewing major project issues. Chapter 5 reviews the institutional aspects of the project and the project linkage with various government institutions. Chapter 6 looks into environmental issues

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### 3 OVERVIEW OF MAIN NWCMP ACTIVITIES

#### 3.1 Introduction

The Uganda National Wetlands Programme (NWP) was launched by the Uganda Department of Environmental Protection (DEP) in 1989, with technical assistance provided by IUCN and funding by NORAD. The long-term goal of the NWP was to develop and implement a national policy for the conservation and sustainable management of Uganda's wetlands. The programme set out to

TABLE 2. Summary of ...

Objective/Activity	Achievement
--------------------	-------------



Table 3 - Summary of achievements by original objectives of Phase II

Objective/Activity	Achievement
Wetland Unit	Multi-disciplinary Wetlands Unit of 7 technical staff with skills in wetlands management, conservation education, EIAs, GIS, Fisheries.
Further develop IMC	Inter-Ministerial Committee of 17

- methodologies for conservation and sustainable use of wetlands developed, made operational and disseminated
- awareness and knowledge of and support for wetlands conservation improved at all levels in

Table 4 shows the main activities undertaken during the first 2 year of Phase III.

Table 4 - Summary of achievements by original stated outputs of Phase III

Output	Achievement
Institutional and administrative structures strengthened	Wetland Inspection Division is being established which will be staffed by 5 government staff Provisions made in 1998/1999 State Development and Recurrent budget

## 4 APPRECIATION OF ACHIEVEMENTS

### 4.1 Achievements at Reaching and Involving the Target Groups

The Programme was designed to benefit wetland stakeholders, indirectly through support to government at national and district levels, and directly through support to local community initiatives.

Organisation at that time. The same structure was maintained from 1993 to 1997. [REDACTED]

[REDACTED]

relation to the activities that had to be carried out during the period of the programme.

of disciplines as most staff members were biologists. The positions of IUCN TA and Co-ordinator remained. To overcome these constraints, the implementation of some of NWCMP components continued to be assigned to some of the staff in the Department of Environmental Protection.

The staffing size dramatically changed in Phase III. The Programme currently has 14 technical staff and nine support staff, including the Programme Administrator (PA), and an Assistant. Of the 14 technical staff only five staff are government employees, the rest are

make the programme sustainable because of low staffing, poor placement in the organisation structure, and poor visibility to the public. A structure of this size cannot have the capacity to absorb a nation-wide programme. It is therefore going to require very serious re-orientation, particularly with regard to institutional collaboration and partnerships to make the programme sustainable. At the same

time new partner institutions like district...

regularised, nor were paid any government salary. Four other staff were

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#### **4.4.6 Linkages and integration between the awareness and training component of the NWCMP and other components of the NWCMP**

There is a need for improved co-ordination between the Awareness and Training and the Resource Assessment sections, as both carry out the training programmes. The former section has recently not been involved, with staff spending most of their time at the programme office in Kampala.

#### **4.4.7 Effectiveness of the education and awareness components**

The Mission is generally satisfied with the level of education and awareness activities carried out by the programme. The Awareness and Training Section produces a large variety of booklets, posters, calendars, brochures and radio programmes. Annual

last two years, which resulted in increased awareness at all levels. Important milestones are shown in Table 5. National newspaper pay more attention to wetlands issues as witnessed by the increased number of articles. However, it should be noted that newspapers also continue to depict wetlands as wastelands<sup>3</sup> and therefore the programme should remain vigilant. The



executive field level education and assessment of

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Table 6 - Principal Target Audiences

Audience
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Chief executives and decision makers in the private sector

objective and activities. The programme needs to undertake

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

The programme has used in Pallisa the services of a local environmental NGO

[REDACTED]

[REDACTED]

[REDACTED]

this, the programme has embarked on the training of District Councillors at various levels in wetland  
action plan development and implementation.

The inventories provide sufficient data on which to base a District Wetland Action Plan.

diversity of current and potentially conflicting uses and users; and (v) readiness on the part of district authorities and local communities to support development of the chosen site.

The Mission is surprised to note that the feasibility of the initiative (i.e. whether the activity would

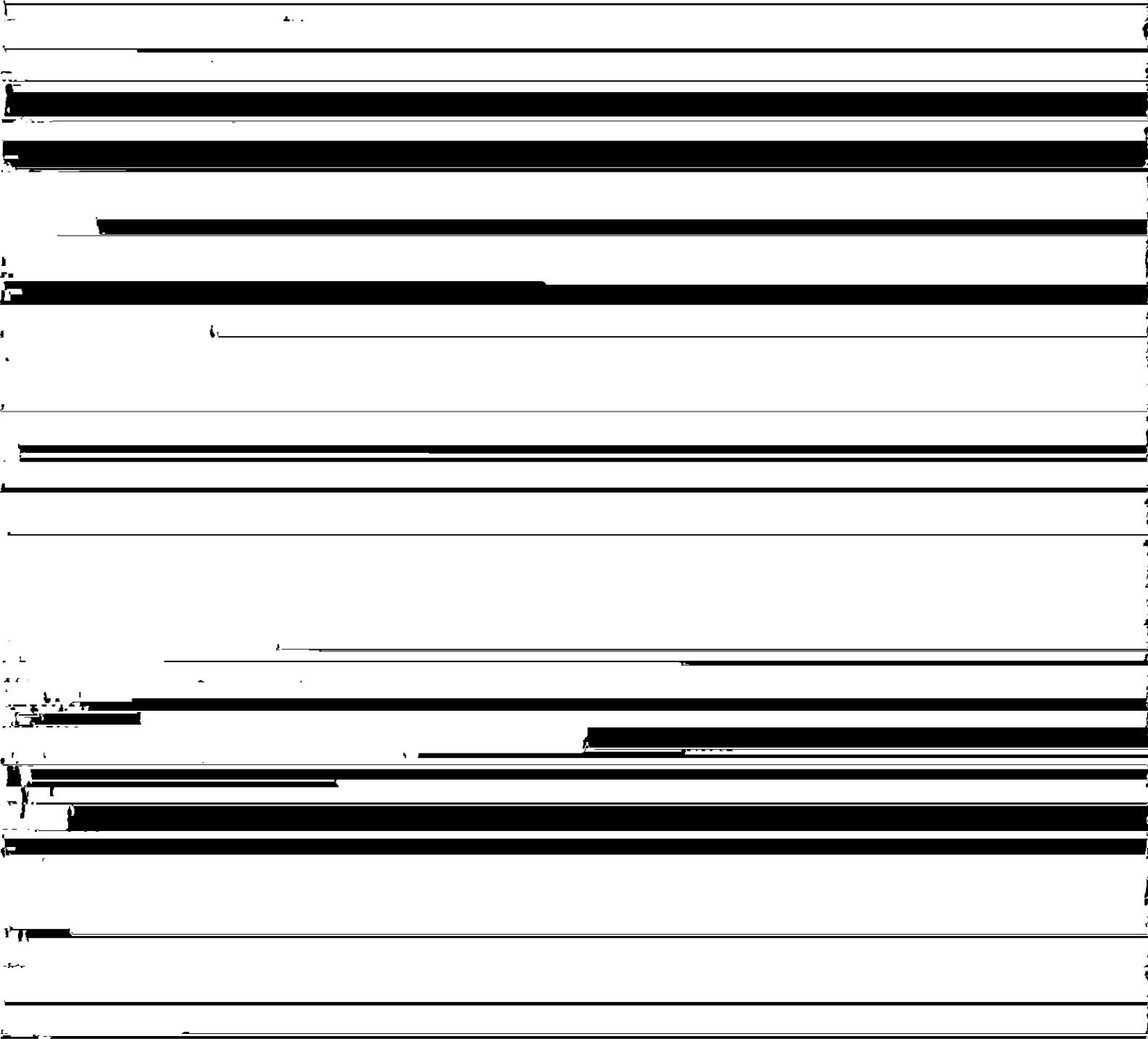
criteria. It would be crucial for the project to show that sustainable use is a viable option in areas which are need of protection.

The main focus at the project sites were tree planting in Limoto (Pallisa District), fish farming in Kitanga (Kabale District) and craft making Kyojja (Masaka District).

i) **Kyojja project site**

The programme opted to provide support for fish farming (tilapia and mirror carp), building upon the work of the Catholic Parish Mission, and the Fisheries Department who have supported the Kitanga communities since 1950s.

The programme provided the community with training, provision of material and fry and the rehabilitation of the fishponds. So far some USh 30 million has been spent (US\$ 25,000). Registration of an association (Community Based Organisation) is underway and a constitution has been drafted in July 1998. Currently the group has 22 members who are required to work every Thursday on pond maintenance, while twice weekly they will need to bring fish feed to the pond. Fish are fed a number of agricultural produce from the farming system such as rice bran, broken rice and rice straw. Other feeds include banana peelings, kitchen waste and manure. In case of pest and disease control...



iii) **Limoto project site**

The programme started in 1993 with site activities in Pallisa district. A socio-economic survey was carried out in October 1994, executed by a local NGO PACODET. The survey established a number of development options which the community expressed as being of importance. They included:

The Mission is aware that programme activities at these sites which are far apart in distance, has major logistical and managerial consequences. The Mission is, however of the opinion, that it would have been better if the programme would have made the ~~decision in July 1997~~



wise-use concepts which can be derived from the indigenous cultural practices that may be promoting conservation and sustainable use criteria.

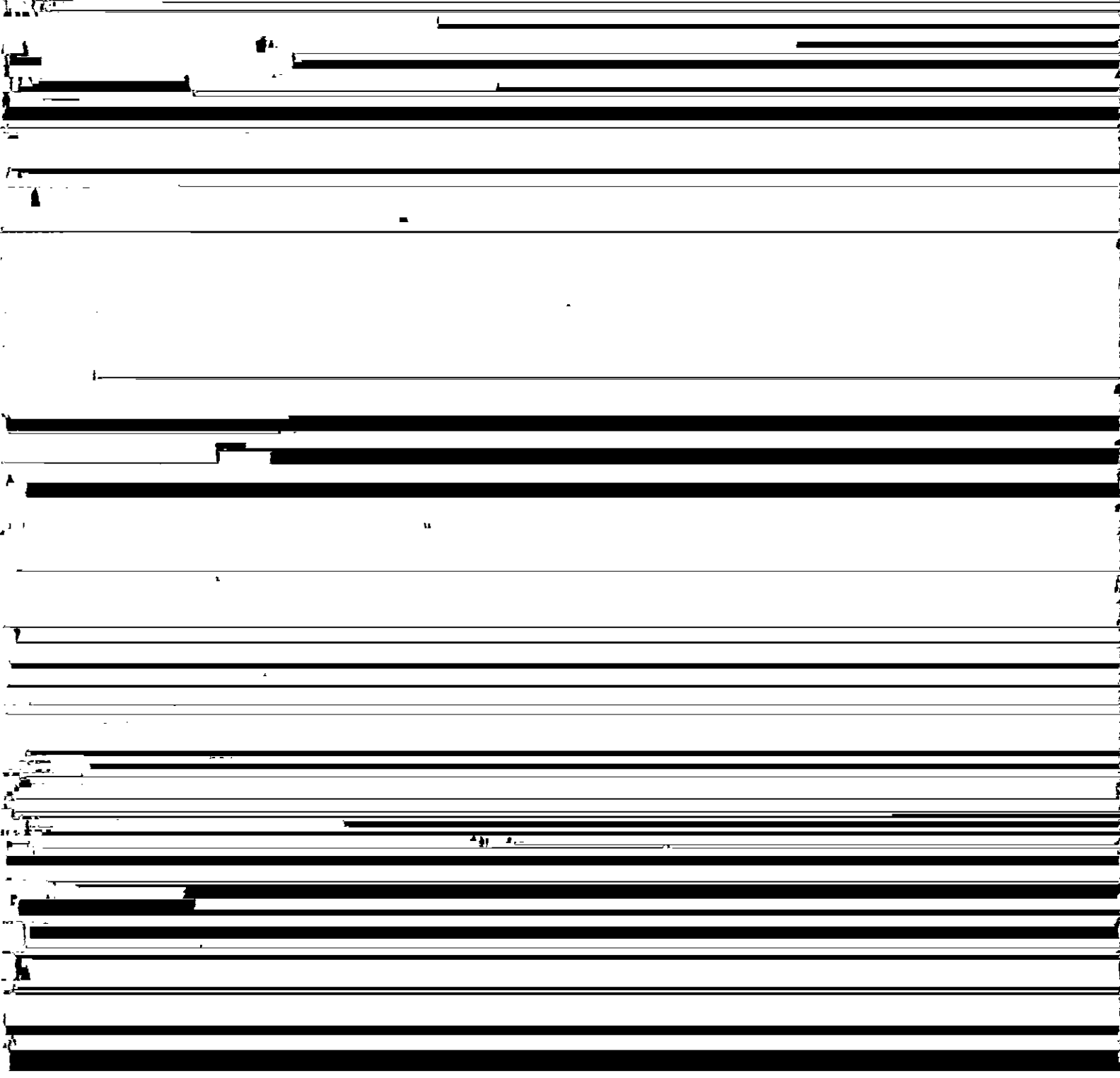
The programme's weakness is mainly in lack of provision of alternative activities in communities where the wise use concept should have been promoted. This is mainly due to the time lapse which the programme had to undertake in designing studies and other data gathering techniques and test in order to develop the wise use methodologies. Although data and information gathered is a route to successful formulation of wise use methodologies.

- training community leaders and involving them in sensitisation of the community members on the uses of wetlands and the need to preserve them
- district staff could learn from the community members on the traditional roles of functions
- ~~responsive inquiry from resources-users taking into consideration the different roles assigned to man~~

**5 PROJECT'S INTERACTION AND CO-OPERATION WITH GOVERNMENT AGENCIES AND IMC MEMBERS**

**5.1 Review of the linkages and integration between the various Programme components and activities, and participating institutions**

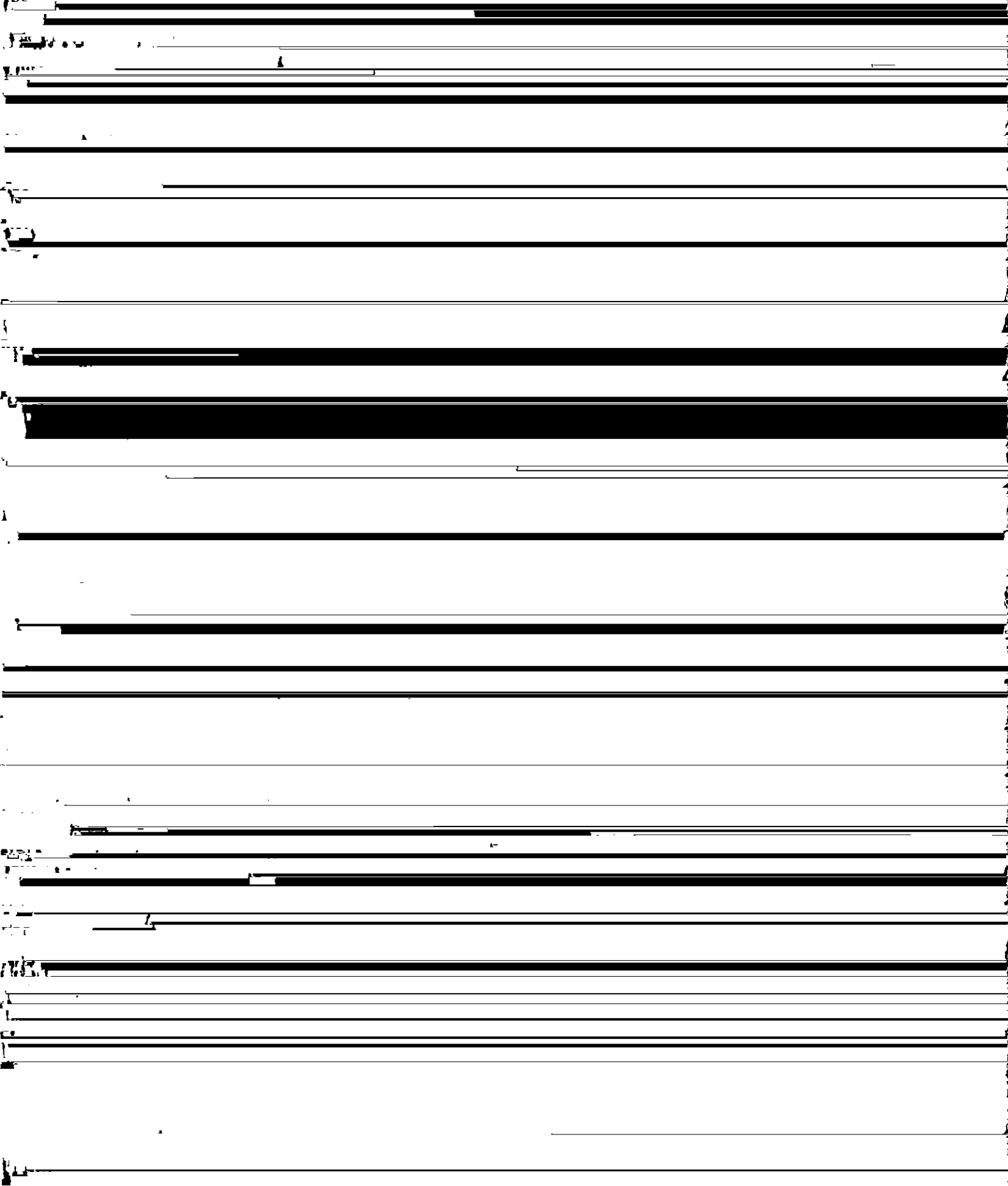
The programme has established linkages and integration in various ways. Firstly, the Inter-Ministerial Committee has been used as a forum to inform the various departments of what the programme is doing and also to coordinate the various activities of the programme.



the Uganda Investment Authority and Kampala City Council. Local governments, wetlands user groups, and NGOs are not represented either.

Much contrary to the required representatives from various institutions in Annex 11, a review of the minutes of attendance of IMC members has disclosed that the representatives delegated the attendance to their junior staff. This was true of the Commissioners for Fisheries, Forestry, Water Resources Management, and from the Ministry Gender and Community Development, MUIENR, and UWA. This may perhaps not reflect lack of commitment on the part of these institutions to wetlands. Rather, it reflects their failure to

the IMC has called for clarification of the ownership rights of wetlands. Most importantly, IMC member institutions have jointly collaborated for on-ground activities. The weaknesses the Mission found was failure to follow-up policy recommendations, vertical linkages, and integration with



staff have started developing the capacity of district staff in such activities as inventory assessment, and making wetlands action plans

Whereas all these achievements have been made in relatively a short time, the Mission recognises that perhaps such achievements could be

6 **ENVIRONMENTAL ASPECTS**

6.1 **Creation of environmental awareness**

The NWCMP has made significant

*& how much money lost as a result?*

agencies such as the Asian Development Bank (ADB) and World Bank. These institutions often provided technical assistance for the...  
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The House of Commons

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### 6.2.6 District inventories

During NWCMP Phase II and III compilation of district based wetland inventories have been carried out to identify the hierarchical and...

review mission was sceptical about the value of some of the research programmes undertaken during Phase I.

"The personnel concerned"

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7 **GENDER ASPECTS**

7.1 **Participation of men and women in NWCMP**

The programme has shifted focus from the community to resource-users, and there is now a tendency to put emphasis on women and men's accessibility to wetland resources. This is a positive consideration. However, the programme should also focus the gender relations within the power differentials men and women have within the household.

Participation of men and women in wetland conservation and management has also been focused on by the programme through encouraging them to form groups and management committees. Within the community and resource-user groups formed, the NWCMP has worked in accordance with the National Gender Policy to promote gender-equity through applying affirmative action in specific bye-laws, and ensuring participation of women.

Unfortunately, in most cases women are included just to ensure representation through "numbers" but

methodologies have technological aspects which require assessment of the gender structure existing in the community or for resource users as far as culture ascribes gender division of labour and roles assignment, and gender differentials in symbolic values and meaning attached to wetland resources.

As the terms of reference indicate "*the gender consultancy is the first attempt to specifically and systematically look into gender issues in wetland management*", it is the first mapping exercise of key gender issues in wetland management, and it will set in place the basic framework for future gender activities.

Suggestions:

Through the process of developing a gender strategy, the NWCMR can...

**8 EFFECTIVENESS OF NWCMP APPROACH AND ACTIVITIES**

**8.1 Evolution of programme activities from Phase I - Phase III**

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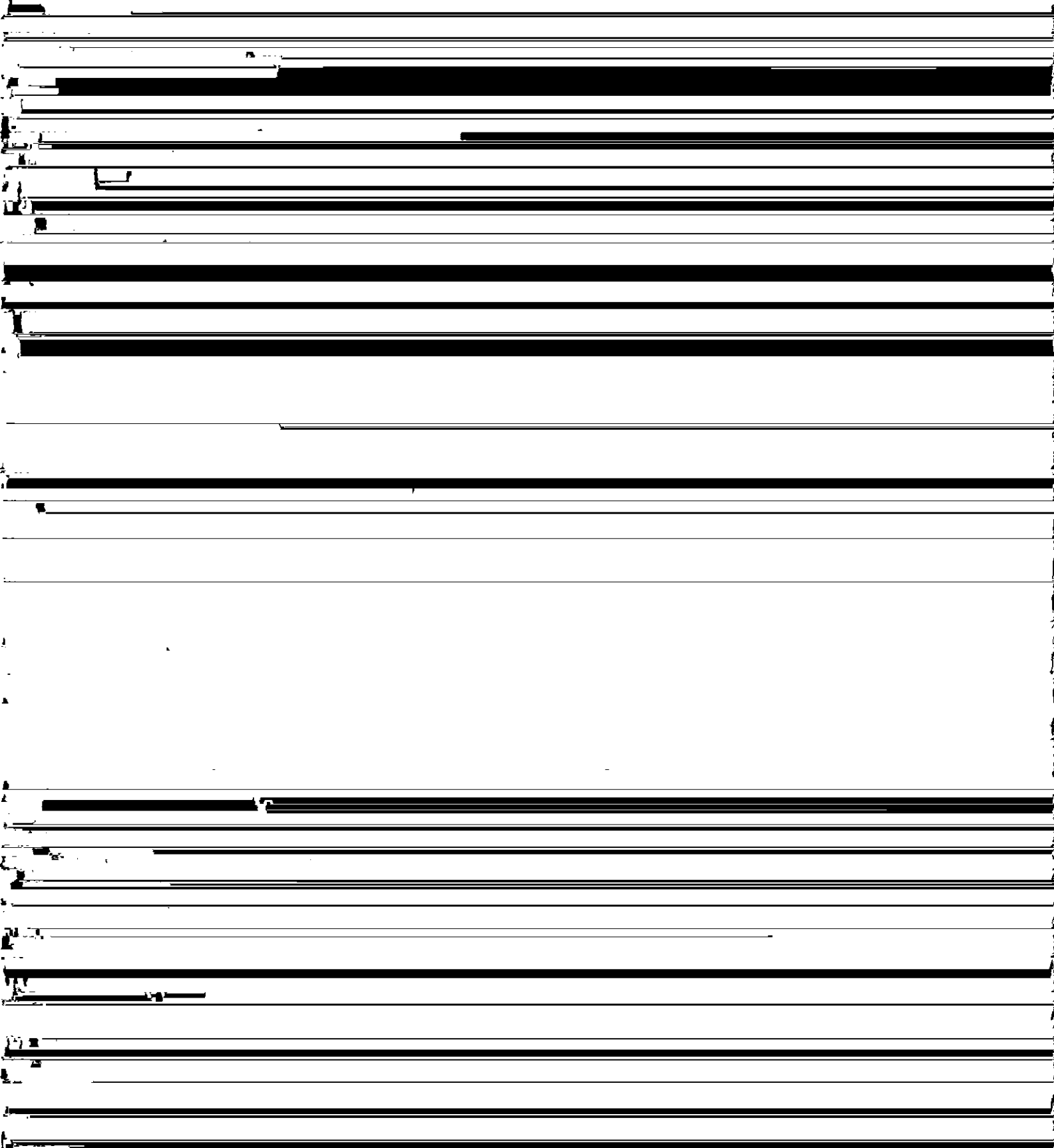
implementation strategies and would advise the team to remain alert to allow reorientation of approach if needed.

**8.2 Programme Efficacy to Address Wetland Degradation**

The programme will need to address the issue of wetland degradation and arrest further stress on the natural resource base in critical wetlands. Wetland degradation throughout Uganda through small-



2. Phase II activities have shown that community mobilisation should involve people with a direct



*conditional but among hand-drawn illustrations.*

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## 9 ROLE OF IUCN EARO

### 9.1 Provision of Technical Assistance

IUCN as contractor to the Netherlands Government has fielded a number of long-term advisors since Phase II started. Table 9 shows the various Team Leaders and Technical Advisors who have provided input into the programme.

Table 9 - Chronology of Technical Advisors and their Basic Qualifications

Name advisor	Basic Qualifications	Duration	Reasons for departure
Dr. Douglas Taylor	Ph.D. (Botany)	March 1989 – February	End of contract

Table 10 - Chronology of short term inputs, intended goals and realised outputs by IUCN EARO and HQ staff

Staff	Input 1997	Input 1998 to	Total scheduled inputs	Realised inputs (days)
-------	------------	---------------	------------------------	------------------------

concepts of wise use and the collaborative management are being used. The Mission is critical that the experiences thus far gained with project sites as developed during Phase II and III are far from being successful and have left the communities empty-handed. Whilst it would have been better to abandon the site activities long time ago as soon as it appeared that these activities were not feasible.



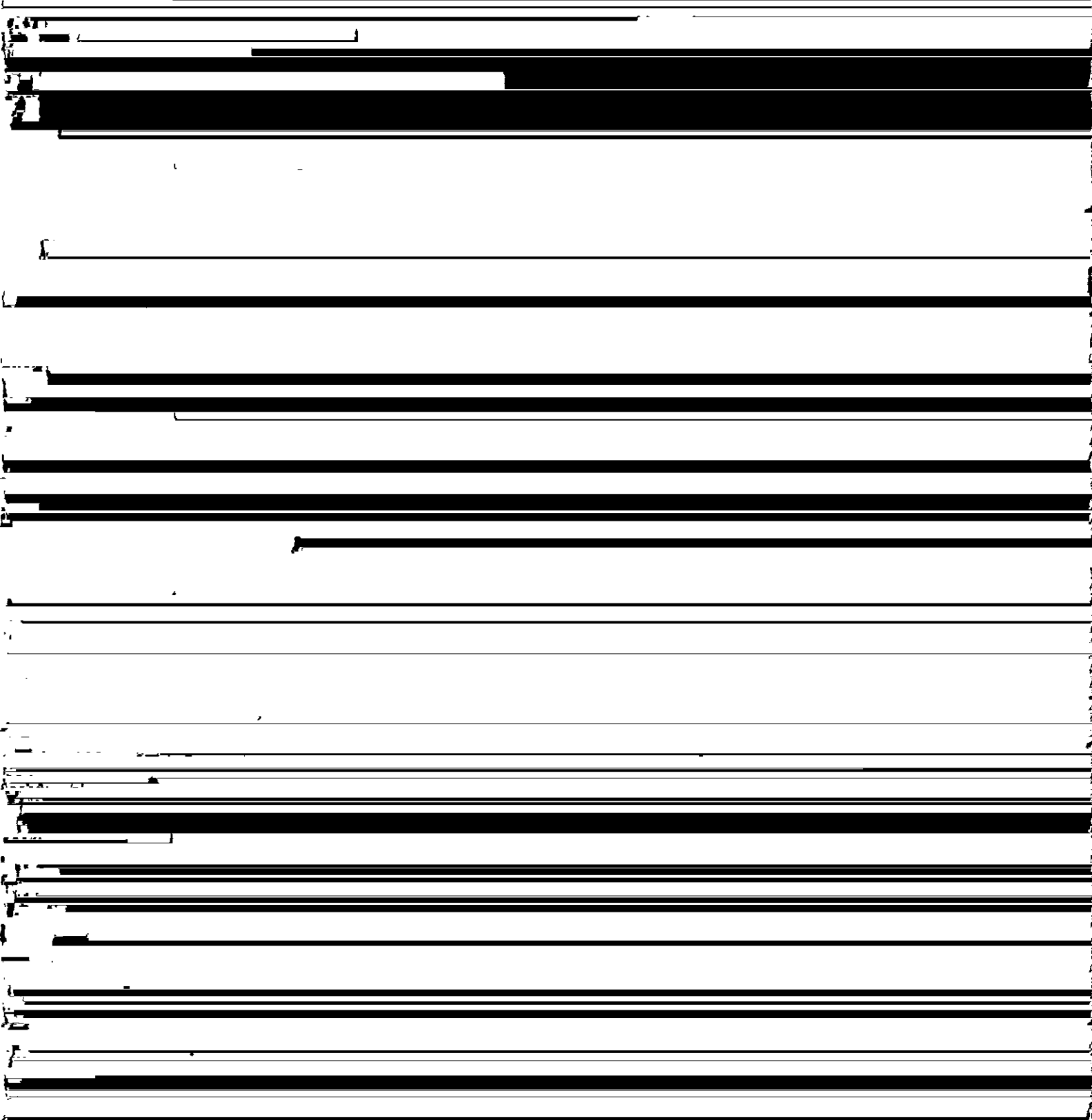
**10 MAIN CONCLUSIONS**

The achievements of the National Wetlands Conservation and Management Act



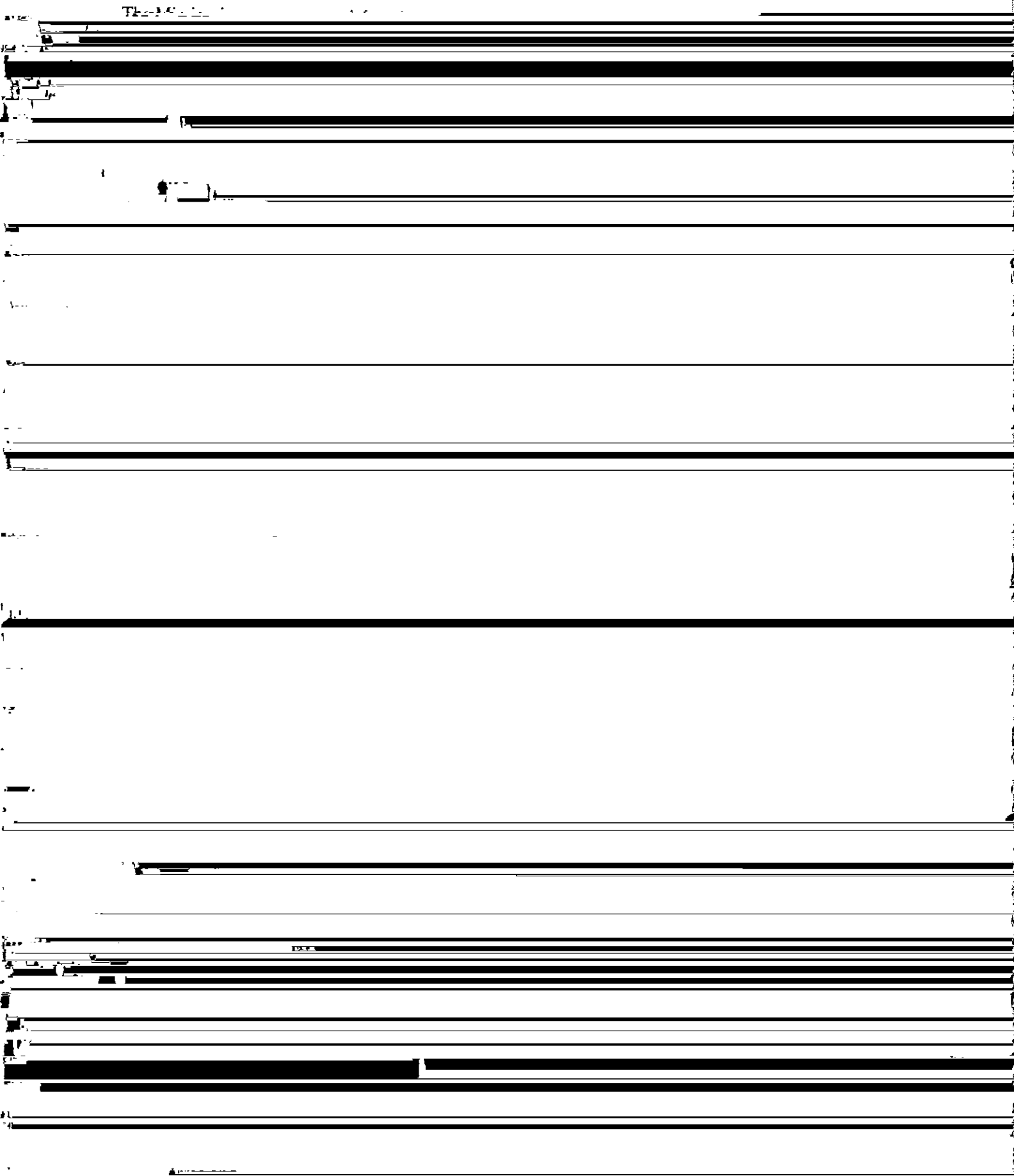
The Mission considers these reasons to be real, but at the same time it is of the opinion that the programme and the IUCN should have been more determined to hold dialogue with senior policy levels of government to resolve the institutional dilemma of the programme.

Some delays of implementing programme activities could be contributed to the long period of absence of a resident advisor during certain periods.





in areas such as managerial skills, or recruiting of a Deputy Project Manager, in case in-house capabilities do not meet the minimum requirements.



the lack of feeling of ownership on the part of the

[REDACTED]

roles, uses of wetland resources differ together with the extent to which these uses can be applied to the different needs which may change the social economic conditions.

13) IUCN managerial capacities

The Mission observed weaknesses in the leadership and supervisory role of IUCN Eastern Africa Office (EARO). It seems that IUCN, as the contractor for the NWCMP, appears not willing to compromise its relationship with the GoU, which is one of its member institutions, in issues such as the institutional set-up of the project. The NWCMP has been set up as a joint venture between IUCN and the GoU. The GoU is the lead partner in the project and IUCN is the contractor. The GoU is the lead partner in the project and IUCN is the contractor. The GoU is the lead partner in the project and IUCN is the contractor.

RECOMMENDATIONS

1) Institutional set-up

The programme has had shortcomings on technical backstopping, leadership and a clear vision for sustainable use of wetlands, including conflict resolution of user rights. The mission is of the view:

4) Programme co-ordination

Programme co-ordination and steering mechanisms should be revised to remove conflicting roles among the members of IMC to give consistent direction

4.1) Programme Co-ordination and Implementation Committee

The functions of this committee should be:

- to ensure cost-effective institutional collaboration for the project

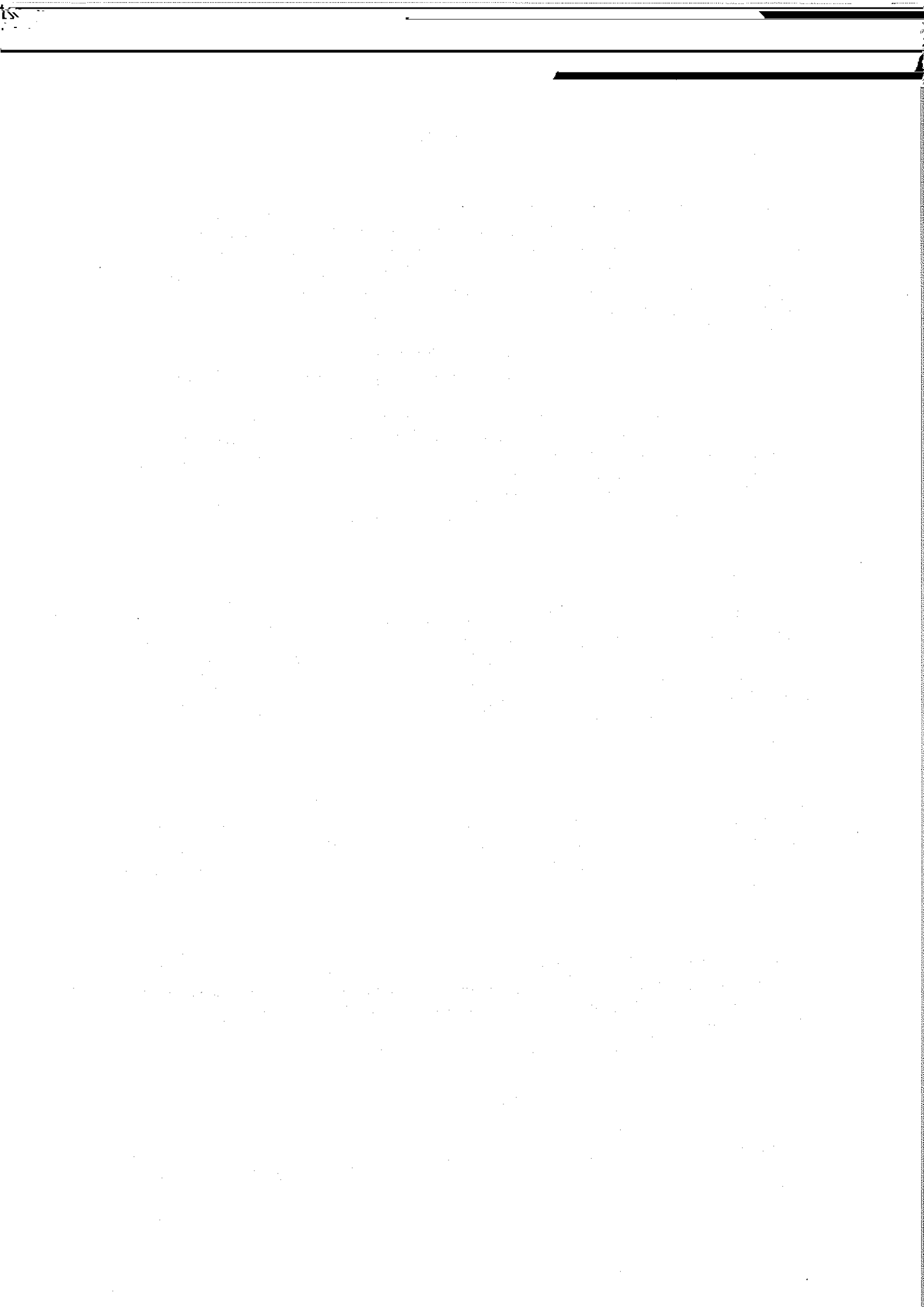
District administrative officials and councillors are key stakeholders in ensuring acceptable and transparent programmes and budgeting at district level. However, their time constraints and geographical lay out of counties and sub-counties hinder their fulfilment of obligations to transfer information and skills to communities. The Review Team recommends that skills training and awareness creation should involve resource-users, community representatives and representatives of the councillors in the district (all levels). There is need for the programme to strengthen and make use of the Environment officers, Production and Environment Committees and relevant other District Technical Committees in ensuring that wetlands conservation and management become one of the priority issues within District Action Plans and be given adequate financial and human resources. ✓ ✓

The programme should take into consideration the implications of interventions on:

- the structure and allocation of work for men, women and youngsters in wetland conservation and management and be aware of what identity meaning and value men and women attach to the resources from the wetlands. ✓
- In addition it should be cognisant of the indigenous symbolic attachments men and women may have due to the different uses and values of wetlands and what it means for them to conserve and manage the wetlands sustainably.

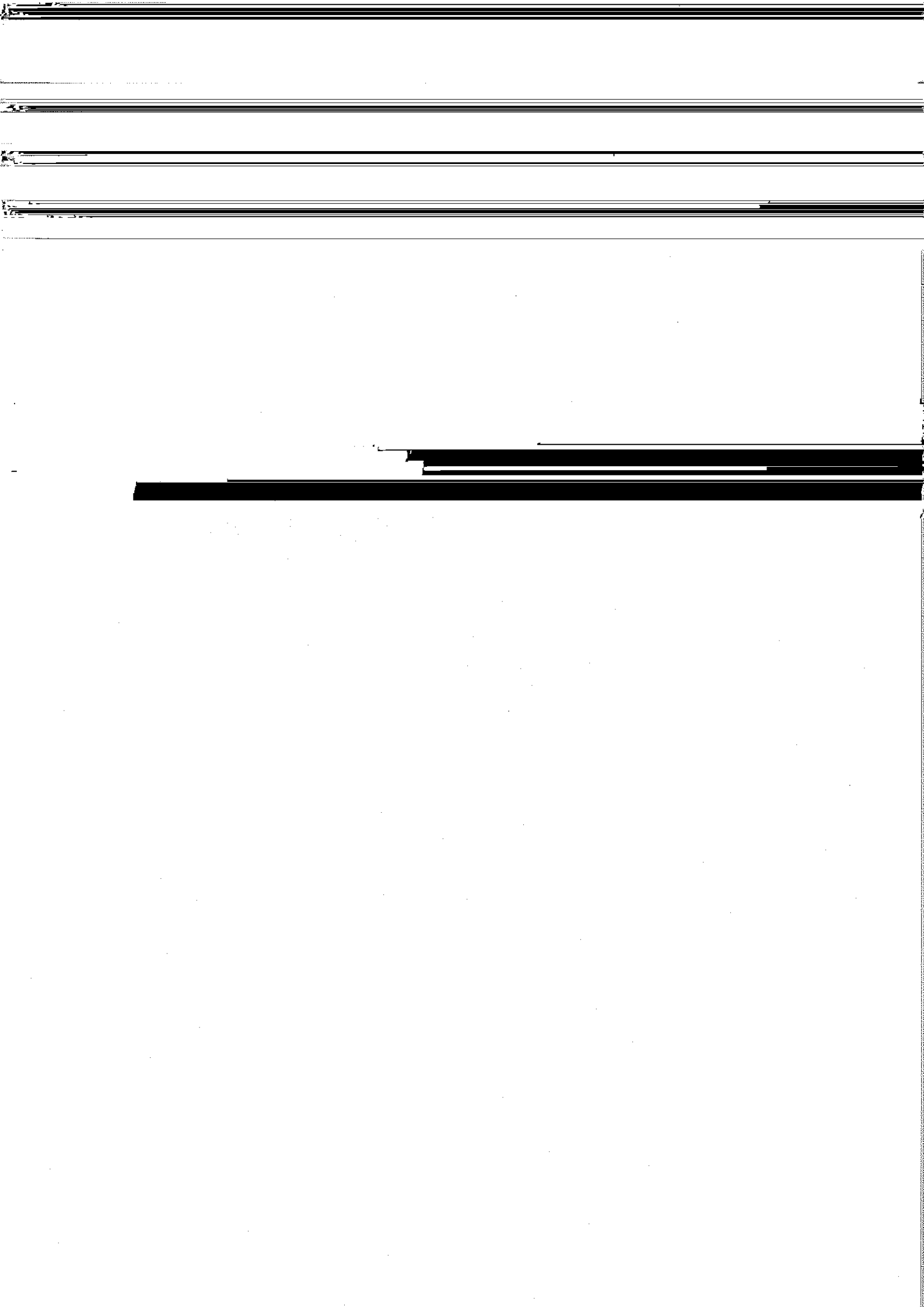
6) IUCN

IUCN EARO and HQ staff should be more proactive in providing technical assistance and assuring linkage with other regional wetland programmes, to assure that institutional knowledge on wetland management and community participation is fully used. As part of the 1999 Annual Work Plan. IUCN ✓









JOINT EXTERNAL REVIEW MISSION (August 1998)

TERMS OF REFERENCE

1. Introduction:

The Uganda National Wetlands Conservation Authority

## 2. Review Team

A Team comprising of three members with relevant technical and practical specialisation as follows will undertake the review of the National Wetlands Conservation and Management Programme:

- **International Wetlands management expert (Team leader):** with strong analytical skills, background in natural sciences, experience in natural resources management and project management.
- **Community/Rural Development Specialist** in relation to natural resources management and rural development activities.

policies and programmes in the natural resources sector.

Individual team members will be assigned responsibility by the Team Leader for reviewing

2. To what extent has the NWCMP contributed to sustainable management and wise use of wetland resources?

3. How far has the NWCMP facilitated the cross-sectoral linkages and administrative structures that are necessary for the management of these national resources?

4. To what extent has the NWCMP enhanced Government of Uganda capacity to carry out wetland conservation and management without external support?

5. To what extent has the NWCMP...

- integration of the various Wetlands Programme components at all levels to ensure that they contribute optimally to achieving the overall programme goals and objectives.
- institutional frameworks of the Programme in light of recent institutional arrangements (changes from NEMA to MNR in October 1997), and associated modifications in institutional mandates and responsibilities.

#### Appendix 4: Sustainability of NWCMP

1. Assess approach and activities of the NWCMP with respect to environmental, financial and institutional sustainability.

approaches/methodology, involvement of District staff and the application of the inventory reports for District Wetlands Action Plans and their integration into District Development

- 6) Review the implementation of the Government of Uganda obligations to the Ramsar convention and use of such activity to plan for Wetlands management.
- 7) Review the linkages and integration between the awareness and training component of the NWCMP and other components of the NWCMP. In addition, assess the effectiveness of the Education and Awareness component of the NWCMP in promoting

conservation and management in Uganda. In particular, the following activities:

- Production and dissemination of education and awareness materials
- Development of comprehensive public and government awareness

- Capacity building for community based management and wise use of wetlands

- Village level awareness activities

#### **D: Institutional roles and responsibilities**

2. Assess roles and responsibilities of key institutional partners: IUCN (Regional and Country Offices, Technical Advisors), Ministry of Lands, Water and Environment (formerly MNR) (Project Staff, Implementation mechanisms and facilitation).
3. Assess the extent to which MU/CMB has been implemented in the past



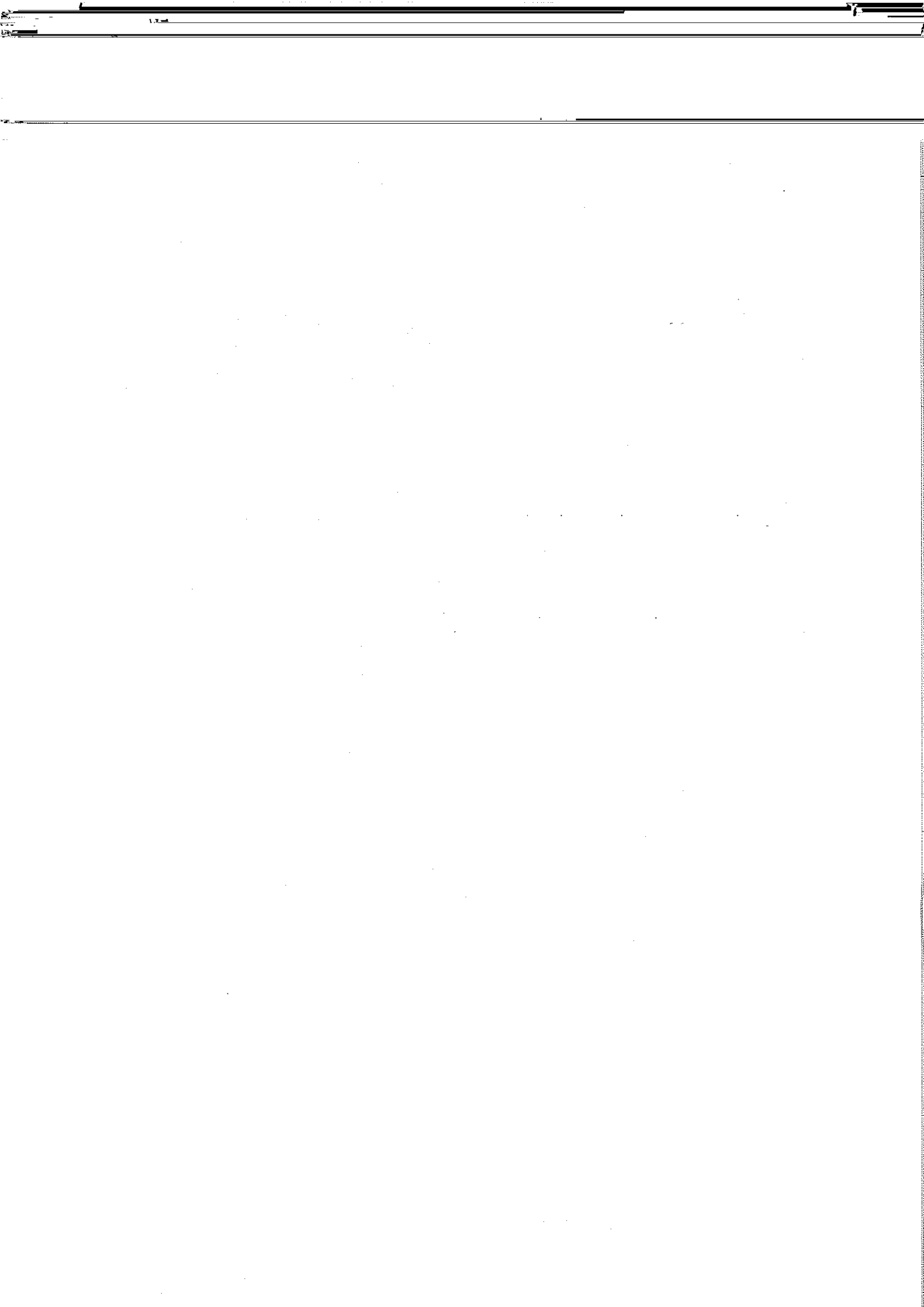
meet the Wetlands Programme Unit Staff, Ministry of Lands, Water and Environment, the Inter Ministerial Committee on Wetlands, NEMA, National Ramsar Committee, Lake Victoria Environment Management Project, and other Programme partners and associates. A visit to the field activities will be arranged. A wrap up debriefing meeting will be held at the Ministry of Lands, Water and Environment on 17 August 1998 with the key institutional partners. A final report will be finalised and submitted to the Royal Netherlands Embassy in Kampala, Ministry of Lands, Water and Environment and IUCN Country Office by or on 24 August 1998.



## Appendix 2

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### List of people consulted



## GOVERNMENT OFFICIALS MET

<u>Name</u>	<u>Designation</u>	<u>Department</u>
<u>KAMPALA OFFICES</u>		
Mr A. Awor	Consultant	MTAC
Mr A. Mugisha	Deputy Executive Director	UWA
Mr. Katureebe	Senior Administrative Officer	MOLG
Mr. F. Kansiime	IMC Representative	MUIENR
Mrs. I. Kigonya	Senior Women in Dev. Officer	MGLCA
Mr. J. Anywar	Legal Officer	UWA
Mr. J. Kahule-Sewali	Commissioner, Agriculture	MAAIF
Mr. J. Okonga	Hydrologist	MLWE
Mr. J. Kavuma	Consultant	Semwanga Centre
Mr. M. Odwendo	Aid Coordinator	MOLG
Mr. P. Kyaratombe	Head, Natural Resources	

Bwanika Godfrey  
Abbas Bwogi Kasozi  
R.L. Ssentamu  
Tenneta Mbabazi

ACAO  
District Planner  
Chief DHG Env. Gender  
Sex Health & C...

Bukoto  
District Planning Unit  
Councillor

Rwaributnare Donat  
Patrick R. Musiime  
Kyomuhangi Eddie  
Sunday Mutabazi

Dist. Fisheries Officer  
Dist. Forestry Officer  
Gender Deopt. Officer  
Production & Marketing

Nabukeera Nuliat	..
Nassolo Joyce	..
Nantale Aisa (Hajat)	..
Nakagwa Rose	..
Nakawala Jowelia (Hajati)	..
Nampanga Mary Francis	..
Nakuya Jane	..
Nakyondwa Jane	..
Namutebi Solomy	..
Mrs Sseremba Margaret	..
Namata Hamiat	..
Mrs Muleto Rose	..
Mrs Walusimbi Magadalene	..
Namugga Josephine	..
Namuyombya Rose	..
Namaganda Annet	..
Ndibalekera Mary	..
Njala Moses	..
Kiganda Herbert	Member Cmc
Sserubidde Gerald	Member

Bukenya Sam

KITANGA DEMONSTRATION SITE

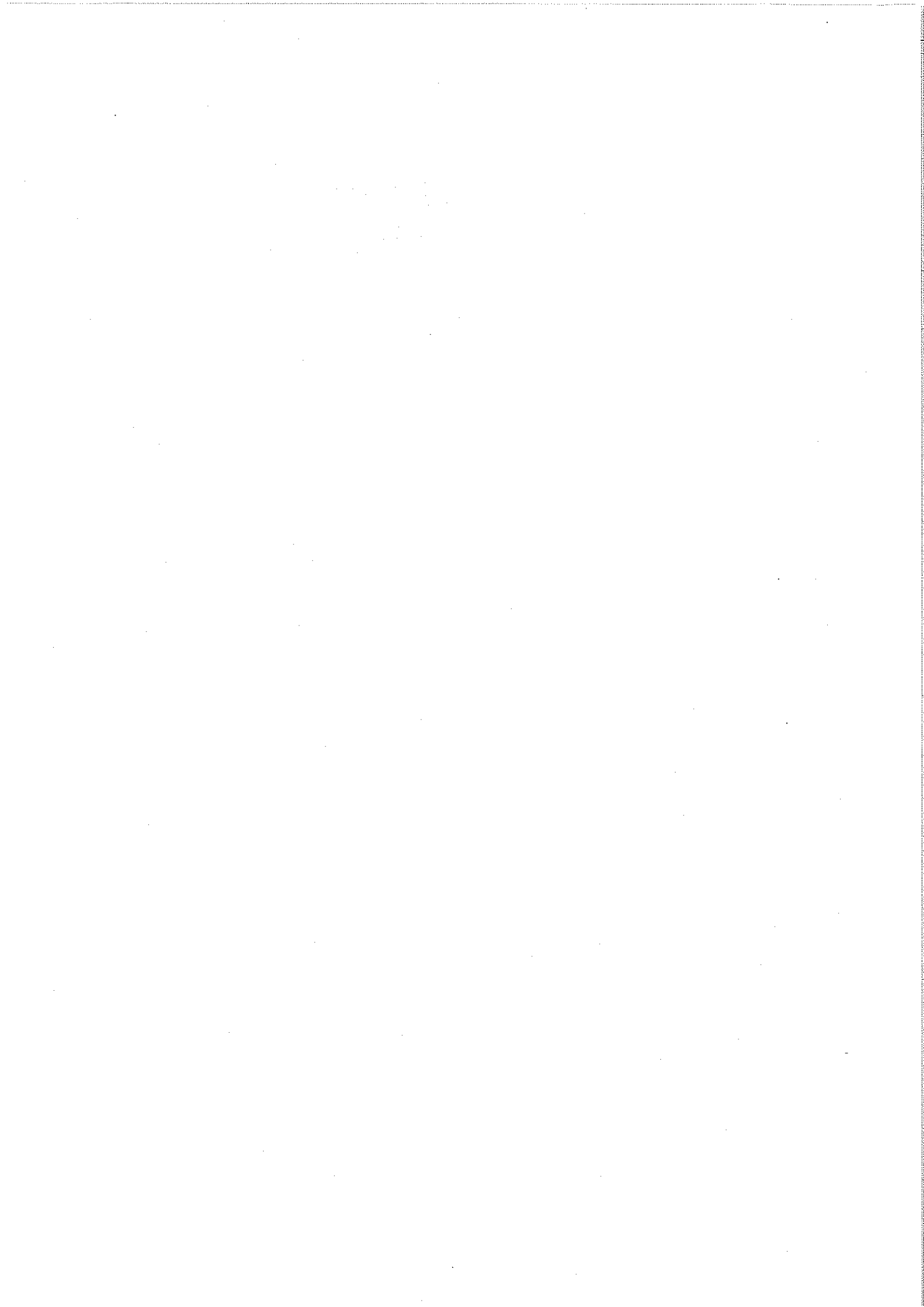
Kamugyeregyere Dezi	Chairperson
---------------------	-------------

Biryatwita Fideli	Secretary
Mpirirwe Jackson	Member
Tibanyendera Reokadia	..
Gaveeba Victor	..
Beyaka Christopher	..
Bampabura Sarapio	..
Tumuheirwe Faratisma	..









		f NWP			ements		I	P		al staff		S		
--	--	-------	--	--	--------	--	---	---	--	----------	--	---	--	--

Friday August 14	Morning	<ul style="list-style-type: none"> <li>◆ Travel to Pallisa</li> <li>◆ Pallisa District officials</li> </ul>	District O	Collaboration with Pallisa District
	Afternoon	<ul style="list-style-type: none"> <li>◆ Visit Limoto Wetland Association</li> <li>◆ Discussion with extension workers</li> <li>◆ Visit to rice farmers</li> <li>◆ Travel to Lira</li> </ul>	Project Site District O Field Kampala	<p>NWP community activities</p> <p>NWP policy/activities towards rice cultivation</p>
Saturday August 15	Morning	<ul style="list-style-type: none"> <li>◆ Meeting with NWCMP staff</li> </ul>		Review staff performance
Sunday August 16	Morning	<ul style="list-style-type: none"> <li>◆ Report writing</li> </ul>	Hotel	
	Afternoon	<ul style="list-style-type: none"> <li>◆ Travel to Masaka</li> <li>◆ Visit Lake Nabugabo</li> </ul>	Brovad H	NWP Ramsar activities
Monday August 17	Morning	<ul style="list-style-type: none"> <li>◆ Meeting Masaka District Officials</li> </ul>	District O	Collaboration with Masaka District
	Afternoon	<ul style="list-style-type: none"> <li>◆ Discussion with Project Site Coordinator Masaka</li> <li>◆ Visit Nabajuzzi wetland</li> <li>◆ Visit LC3 Kisekka sub-county</li> <li>◆ Visit Kyojia Wetland Management Association</li> </ul>	Waterworks Kyojia Brovad H	<p>NWP local presence</p> <p>NWP collaboration with NWSC</p> <p>NWP collaboration with LCs</p> <p>NWP community activities</p>
Tuesday August 18	Morning	<ul style="list-style-type: none"> <li>◆ Attend wetlands schools festival</li> </ul>	Kisekka	NWP schools programme
	Afternoon	<ul style="list-style-type: none"> <li>◆ Travel to Kabale</li> </ul>	White H Inn	

Role District Community level	Activities								
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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

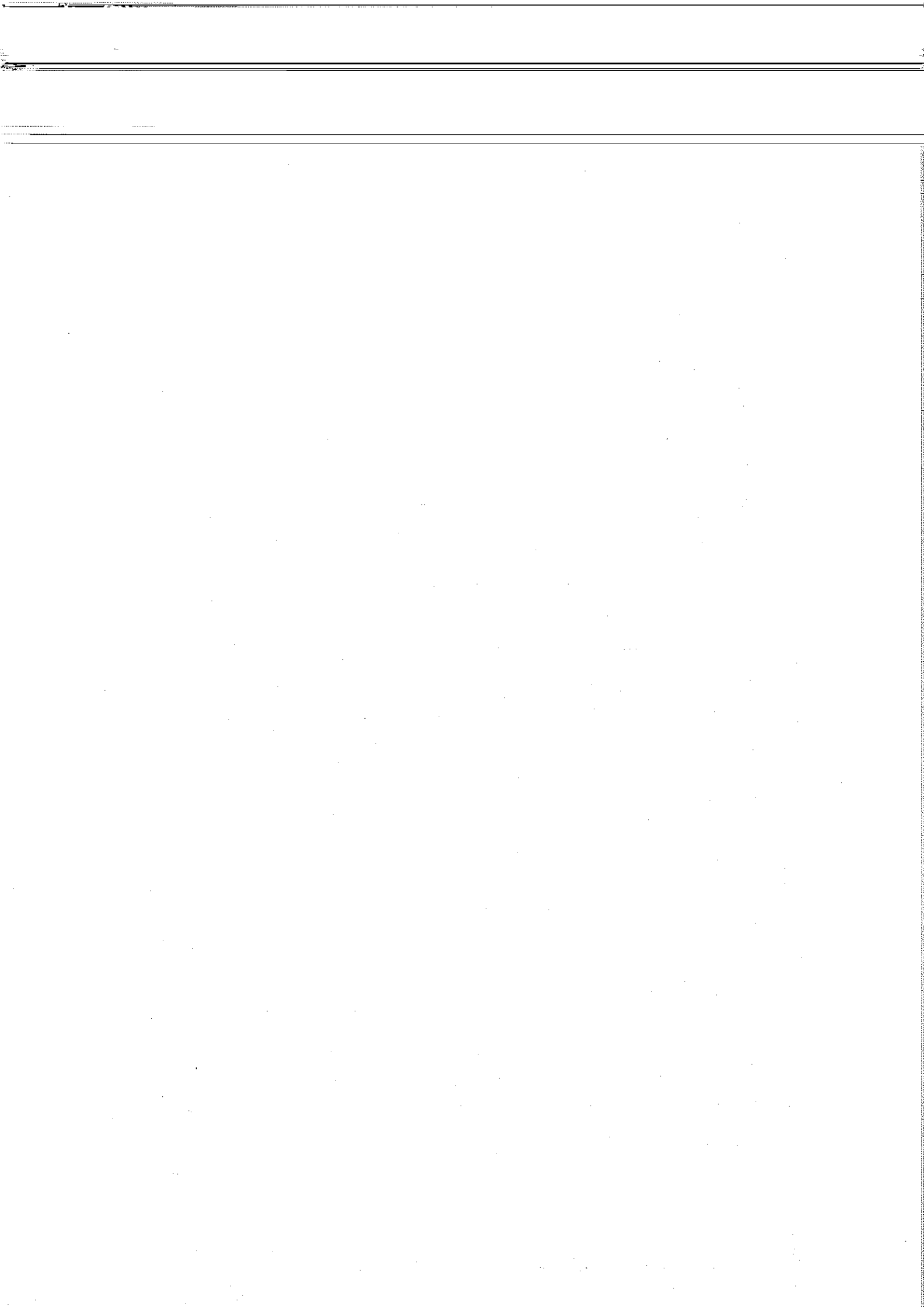
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

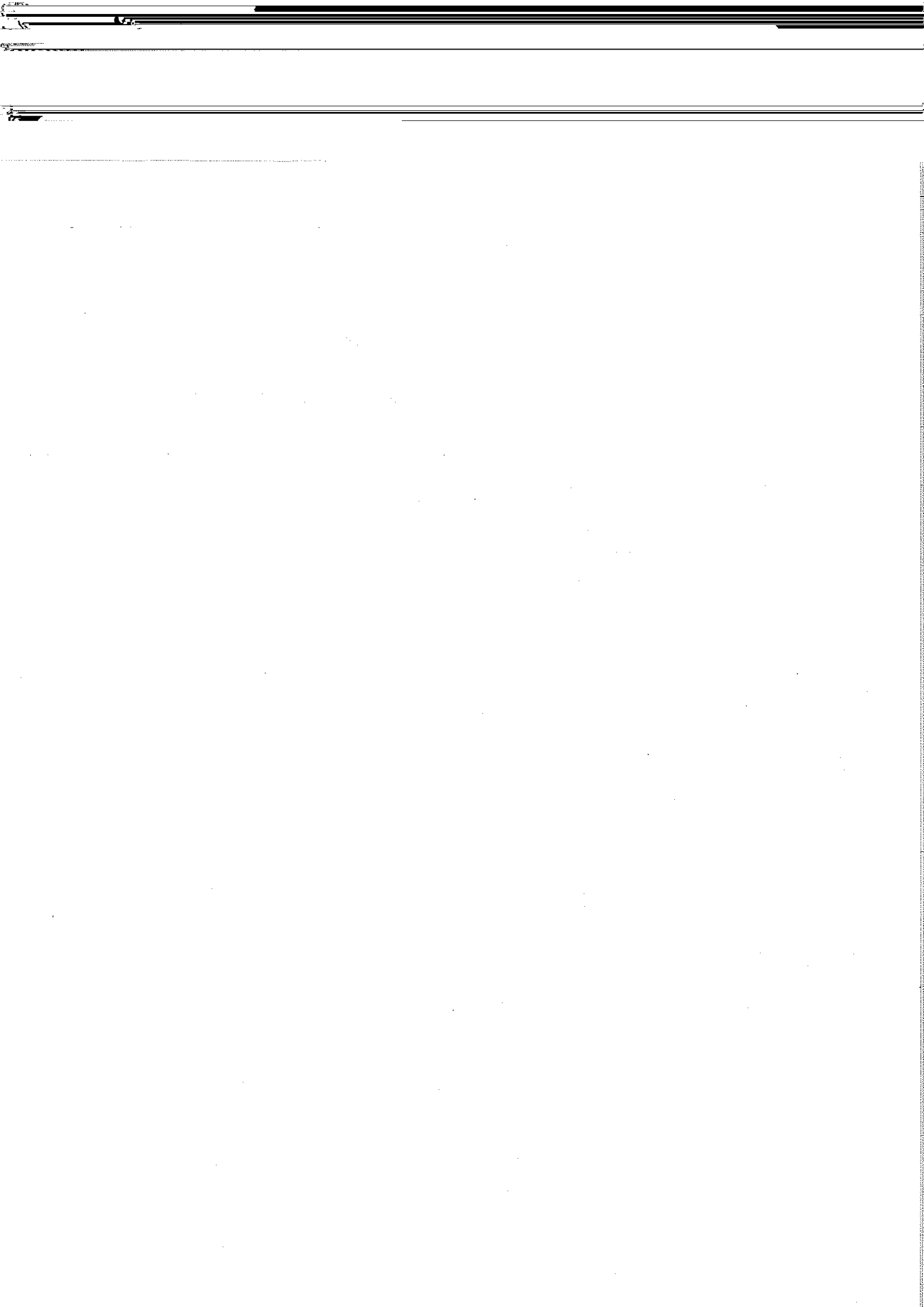
[REDACTED]



## Appendix 4

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### List of documents





## List of management reports phase II

Year	Report title
1992	Quarterly report no. 1 1 <sup>st</sup> July 22 Oct 1992

1992	Workplan for the first year (1992-1993) of Phase II
------	---

1993	Annual report for the first year (1992-1993) of phase II
------	--

1993	Evaluation Mission 26-30 April 1993
------	-------------------------------------

1993	Progress report for the period January to June 1993
------	---

1993	Progress report for the period January to June 1993
------	---

### List of management reports Phase III

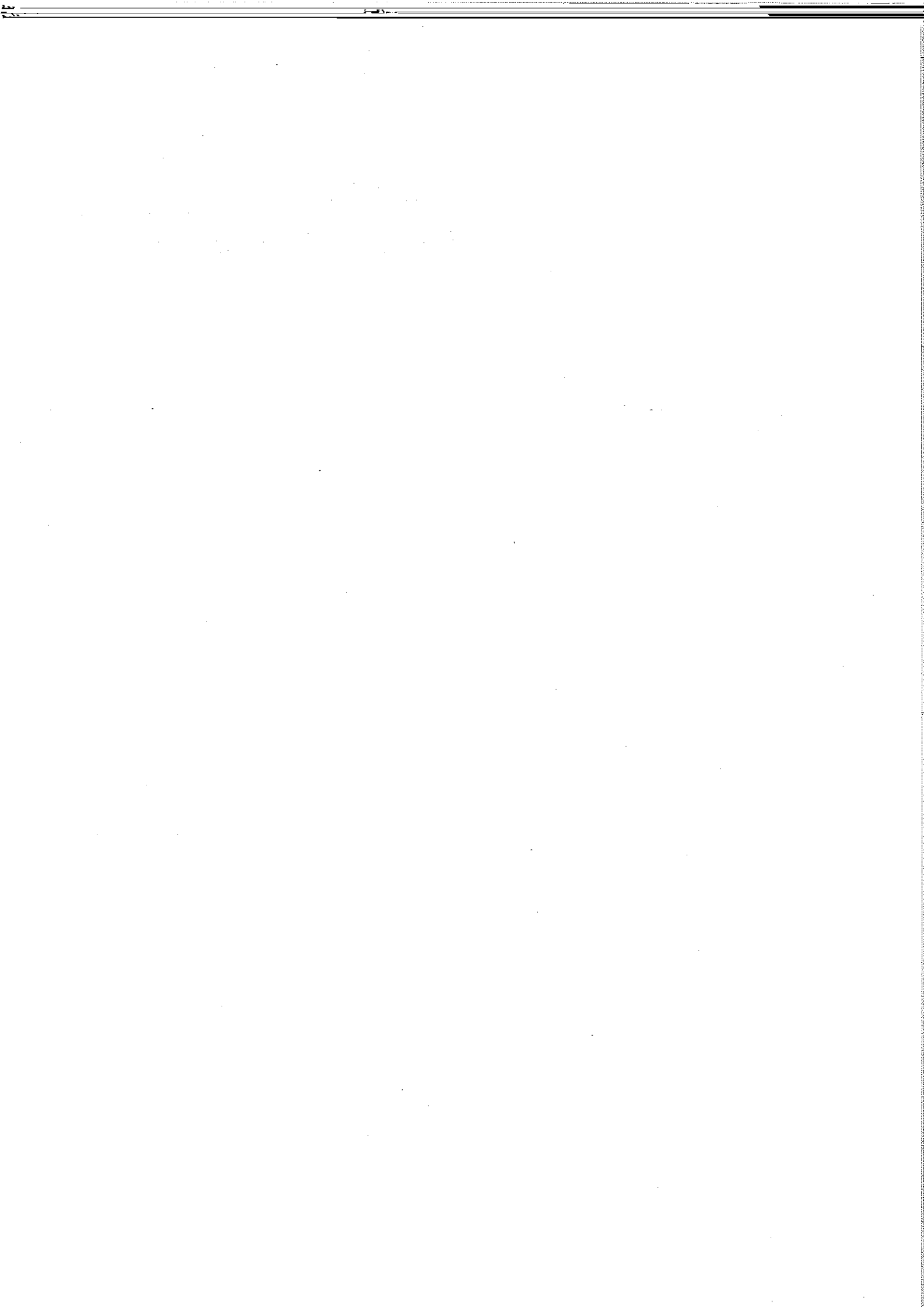
Year	Report title
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1996	Management Report 1996
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## Appendix 5

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### Photographic summary



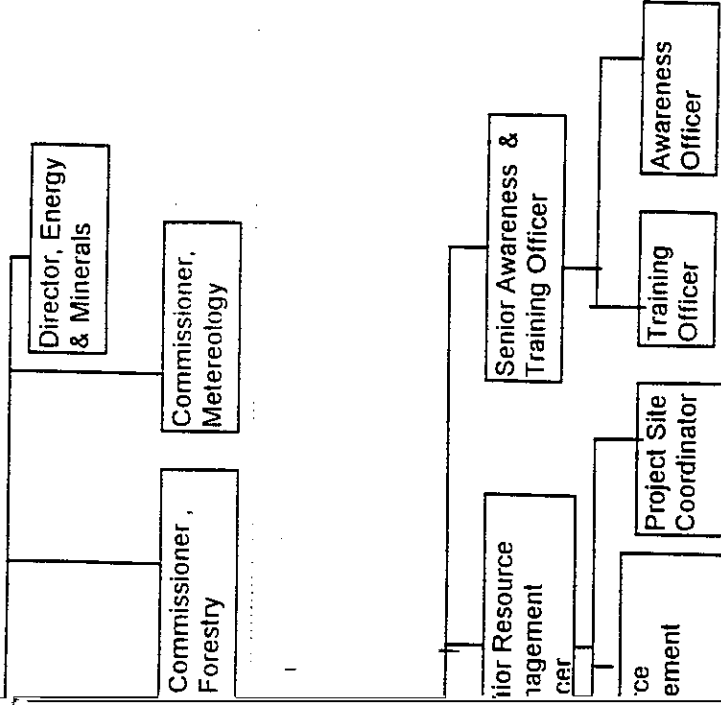
Appendix 6

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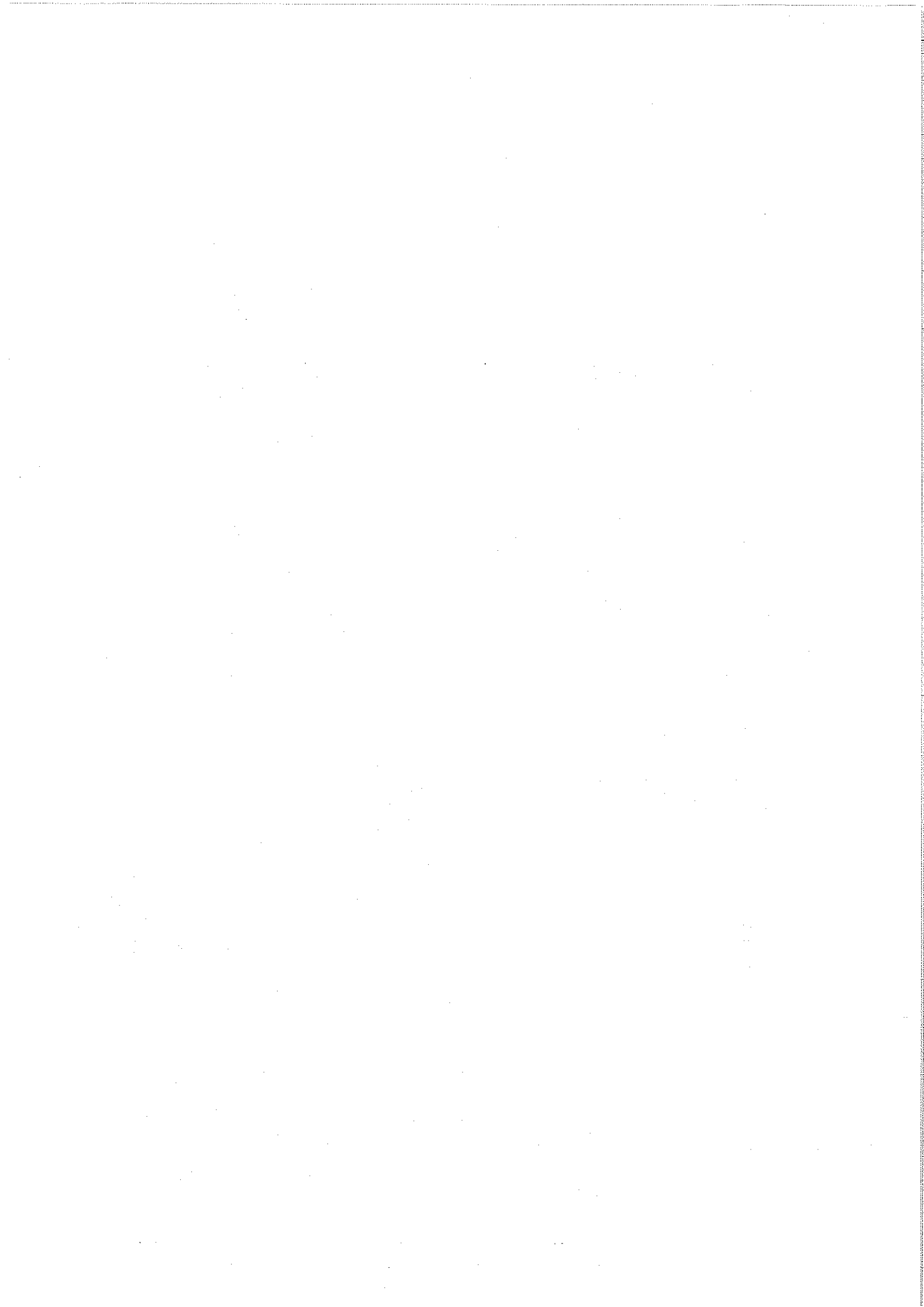
Organogram Wetlands Unit  
within MNR



89/7661  
VJZ



X

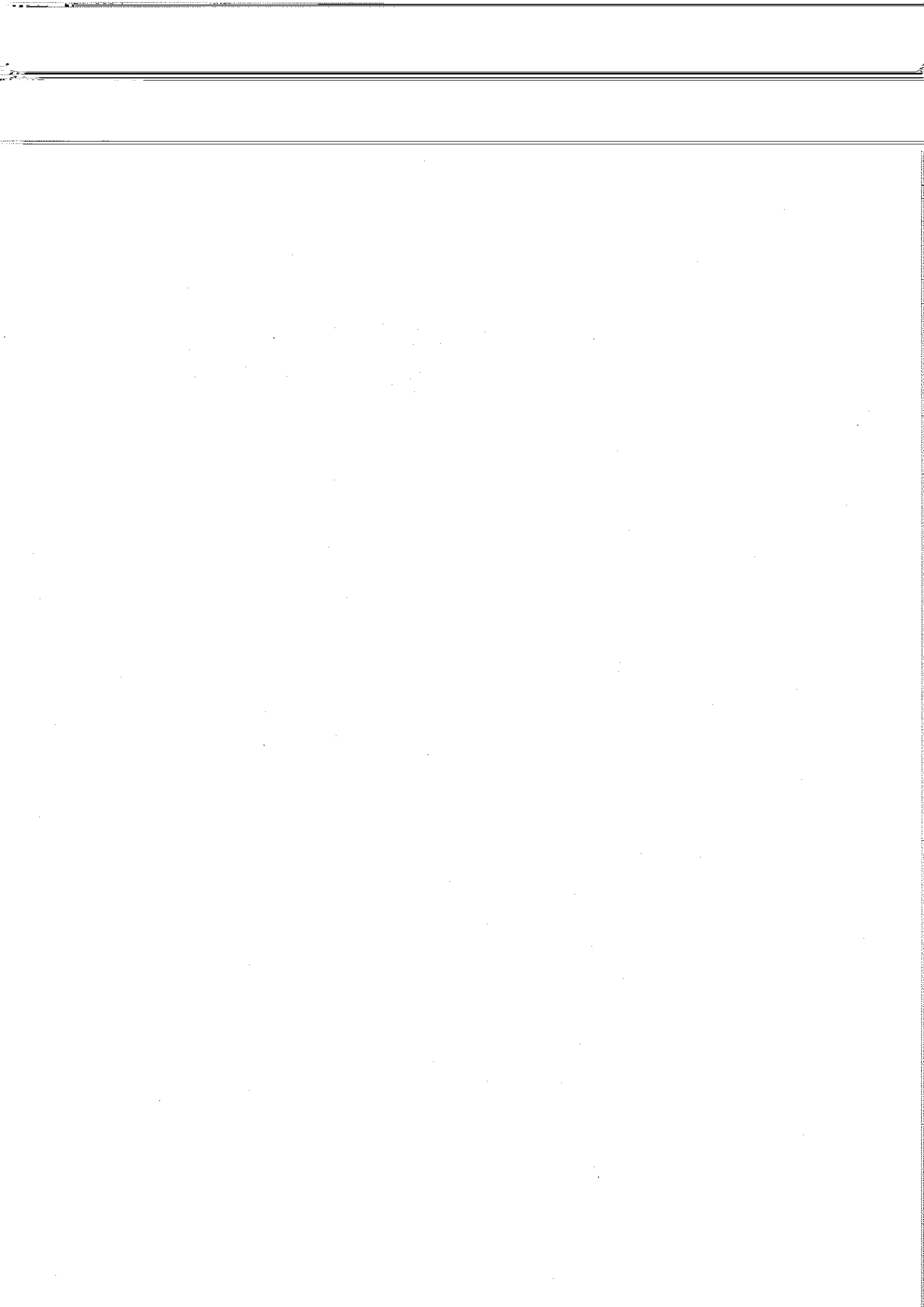




## Appendix 7

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### Organogram NEMA

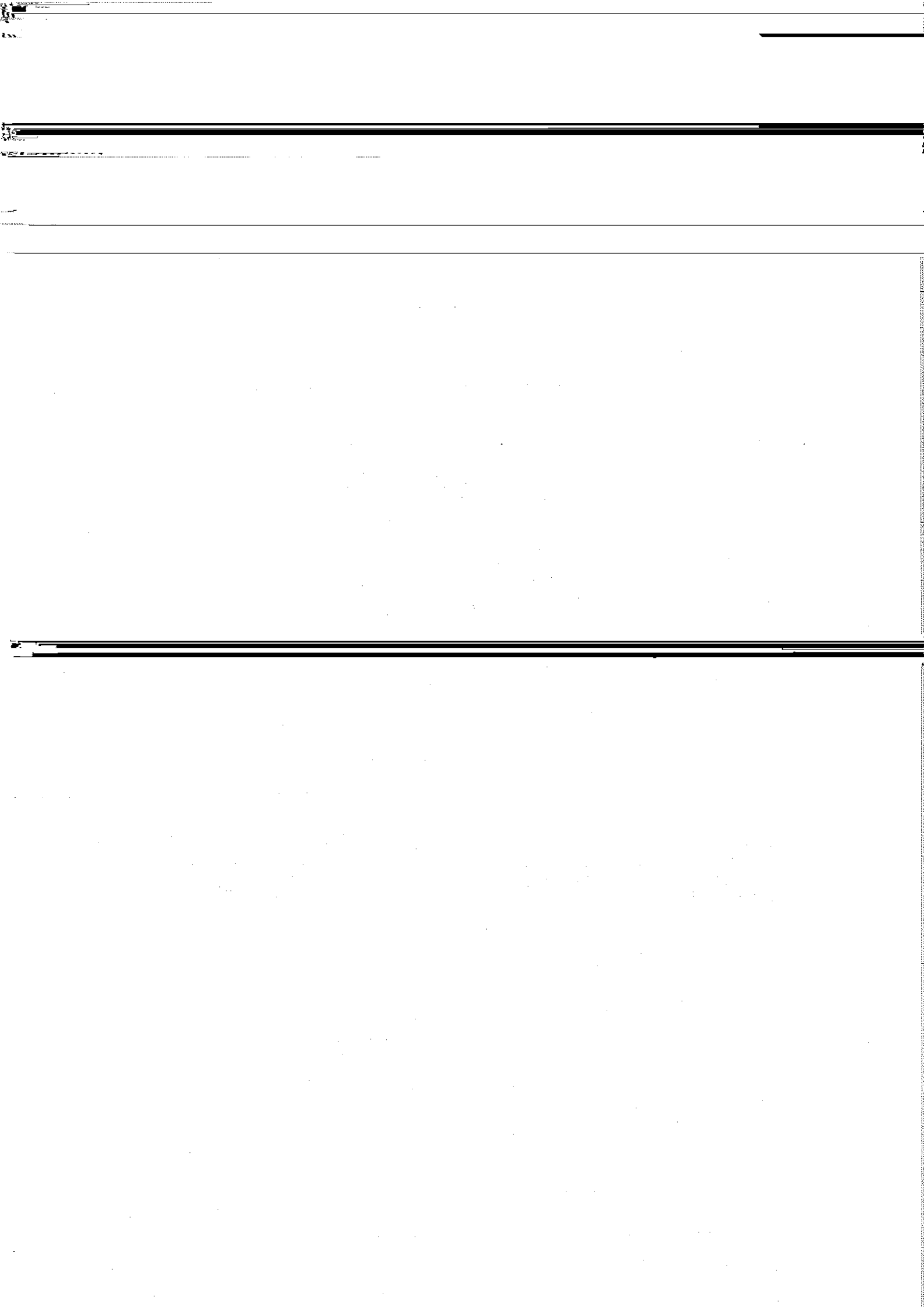


Annex 7:

Management organogram of the Wetlands Unit under NEMA, 1996-1997

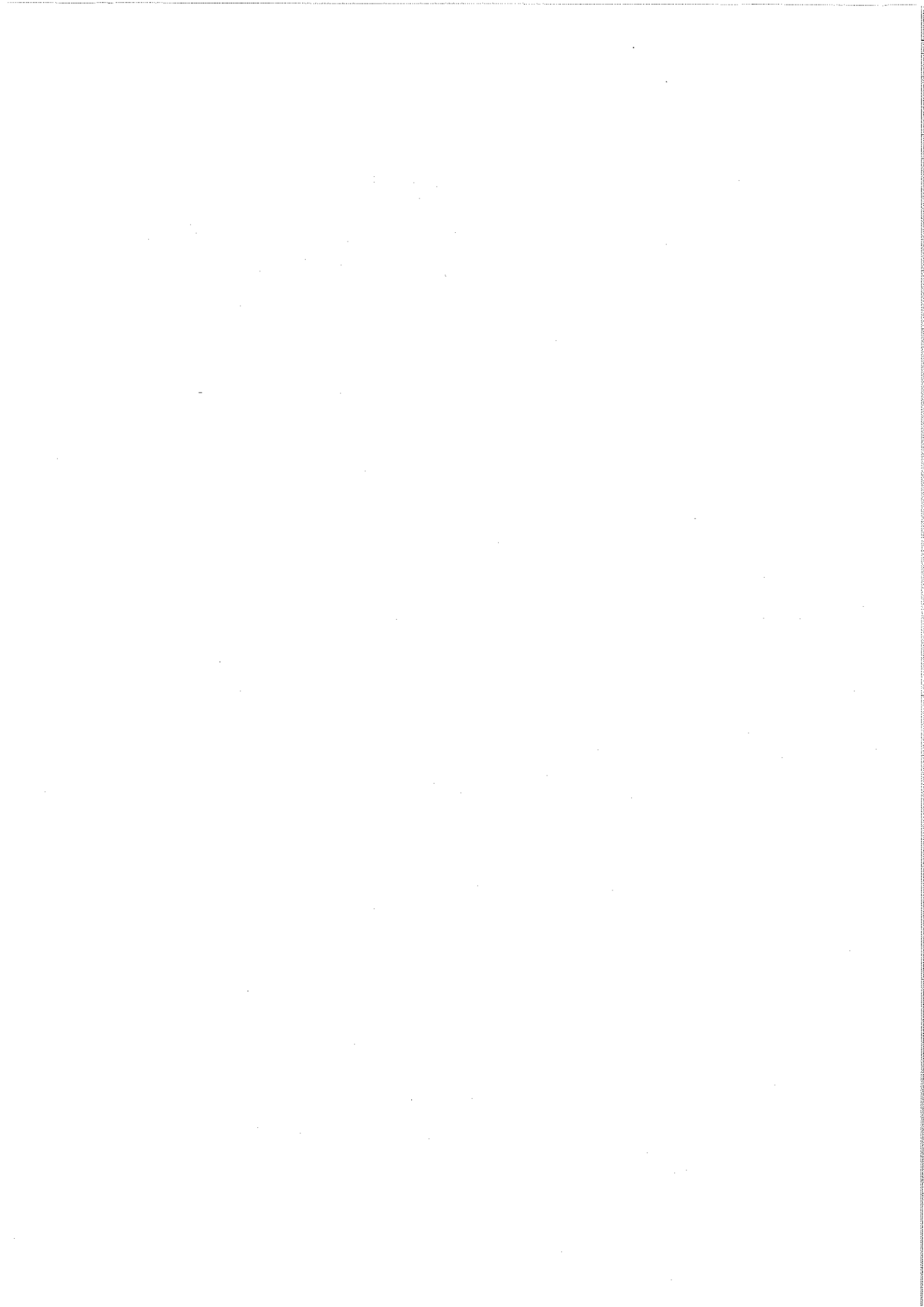
POLICY COMMITTEE ON  
THE ENVIRONMENT

SECRETARY GENERAL



## Appendix 8

### New Organogram Wetlands Unit under MWLE



ission  
Valuation Authority  
authority  
By Agency  
at Management Authority

Department of Finance  
& Administration

- Finance & accounts
- Administration
- Personnel
- Supplies
- Facilities managt

to structure)

Meteorology Inspection

Meteorology  
(1)

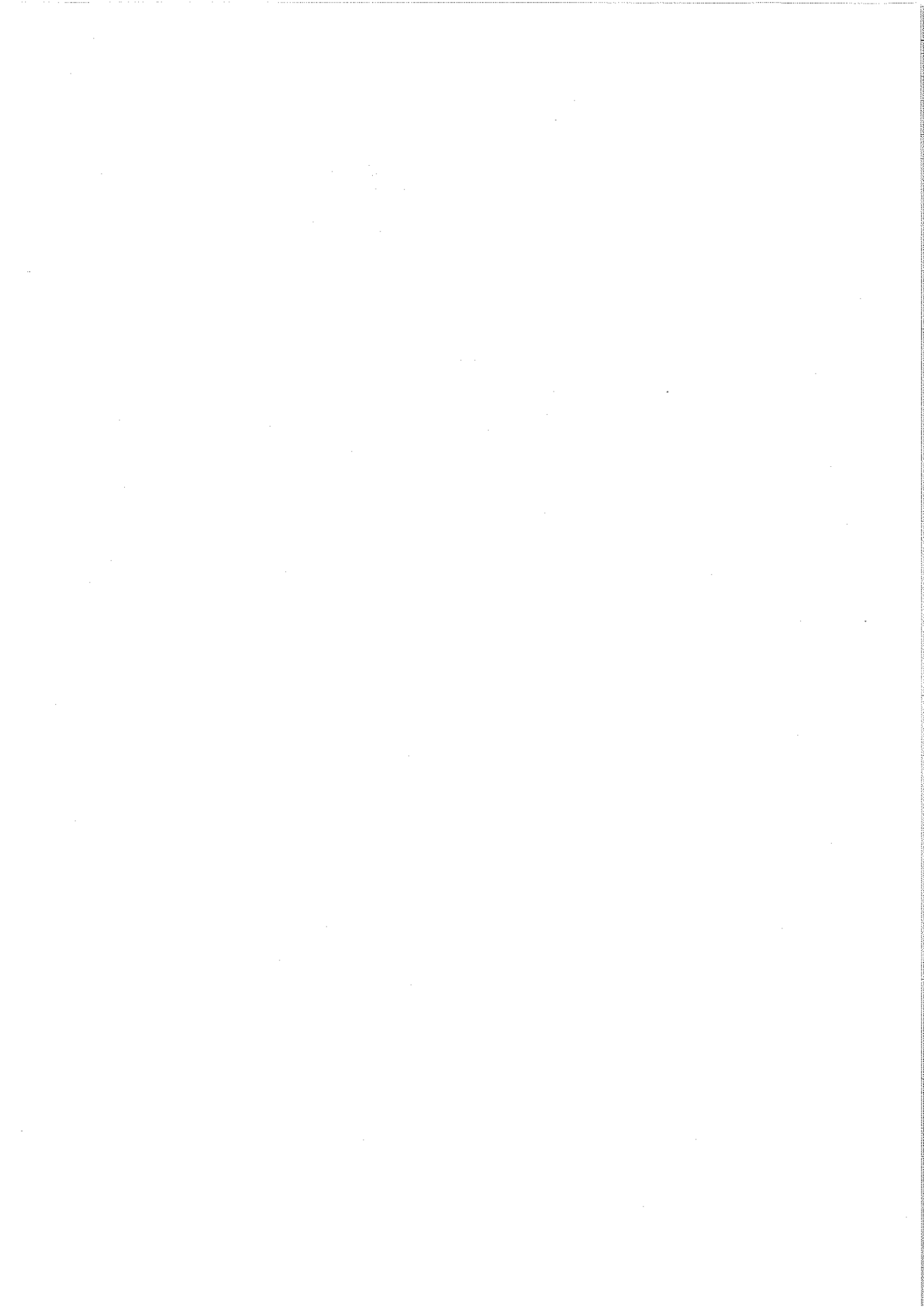
Meteorology  
(1)



## Appendix 9

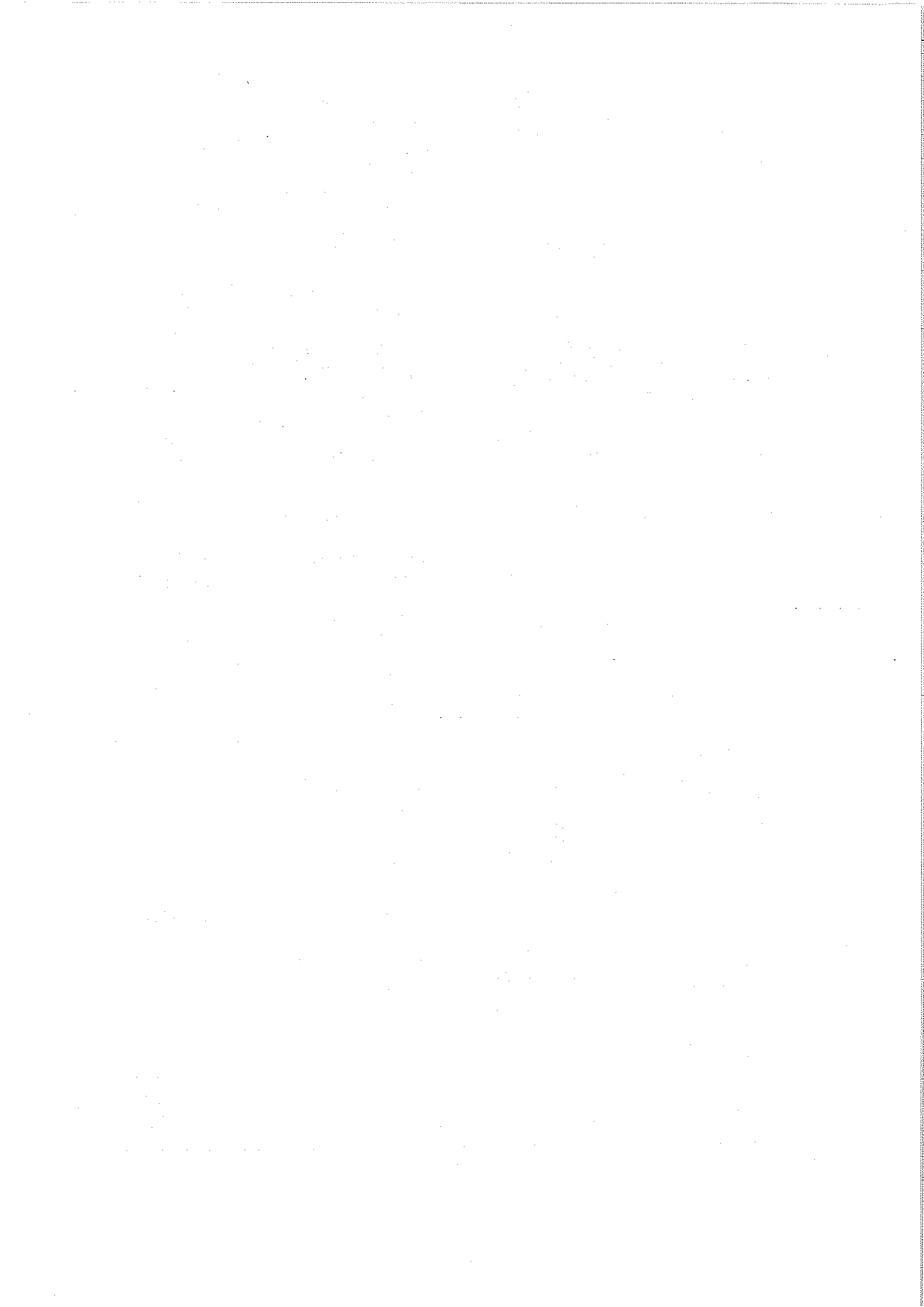
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### Staff positions



### STAFF OF WETLANDS UNIT IN PHASE II

OFFICER	QUALIFICATIONS	POST	NOTES
DEP Staff Mr. O Acere	MSc (Zoo)	Commissioner of Environment /Programme Co-ordinator	Transferred February 1994
Mrs Jane Kavuma	MSc (Agric.)	Commissioner of Environment Programme Co-ordinator	Appointed March 1994
Mr. Paul Mafabi	B.Sc. (Bot; Zool) M.Sc. (Zool) Dip. Ed.	Senior Enviro. Officer/ Programme Manager	
Mr. J. Ecaat	B. Sc. (Zool) M. Sc. (Env. Sci.)	Senior Environment Officer (Fisheries)/ Head, Resource Management	Resigned April 1996 and joined NEMA
Ms. Norah Namakambo	B.Sc. (Geog) Dip. Education	Senior Environment Officer (Inventory GIS)/ Head, Resource Assessment	
MNR/DEP attached Staff Mr. S. Nsingwire	B. Sc. (Geography) B Sc. & Dip. Ed	Environment Officer (Awareness)	Resigned October 1993



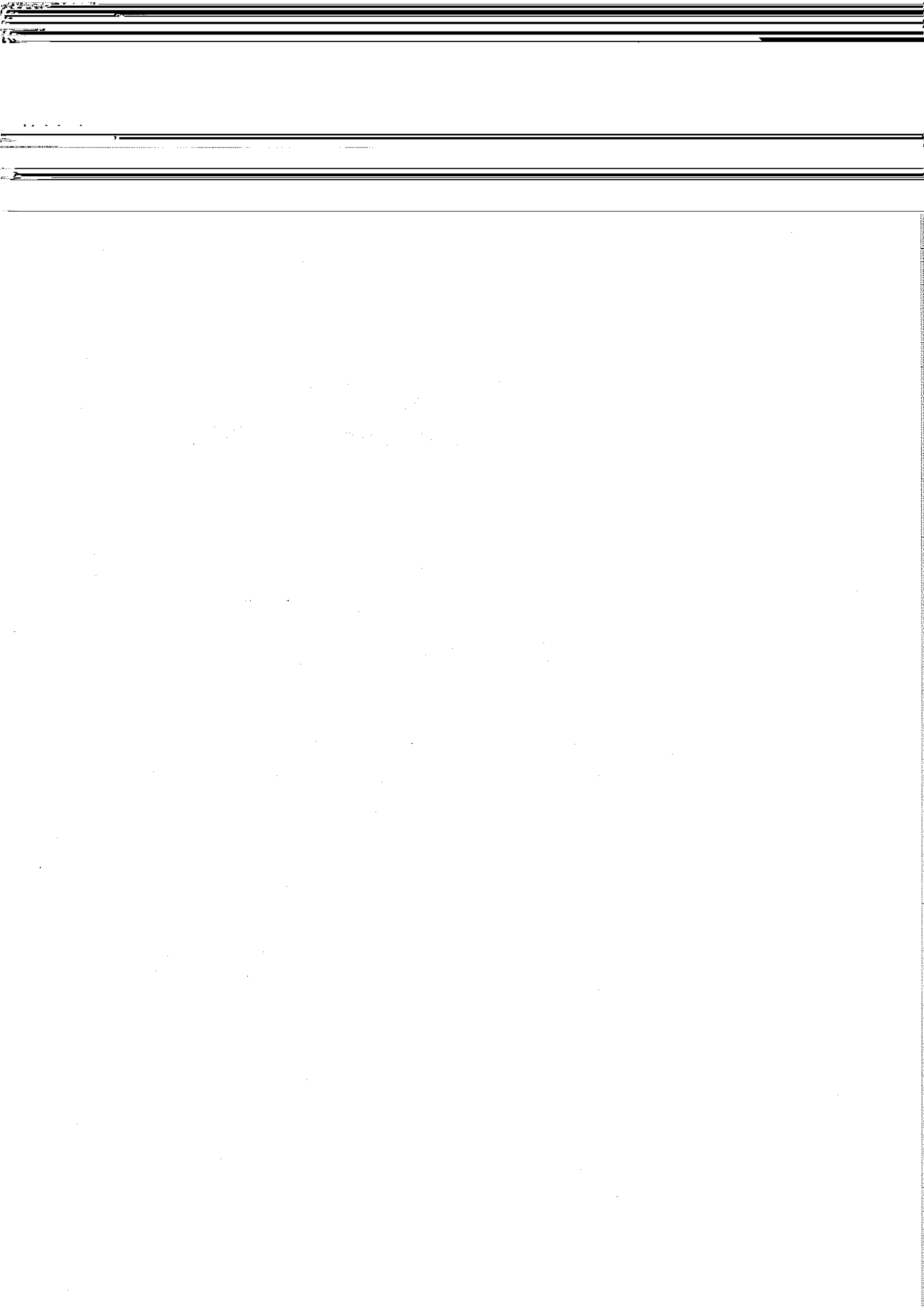


97	98	Remarks
		Resigned Feb. 1996 and joined WWF Nairobi
x	x	
		Resigned in February 1996 and joined CARE
x	x	
x	x	
x	x	
	x	
x	x	
	x	
x		
	x	
x	X	
X	x	

## Appendix 10

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### Membership of IMC





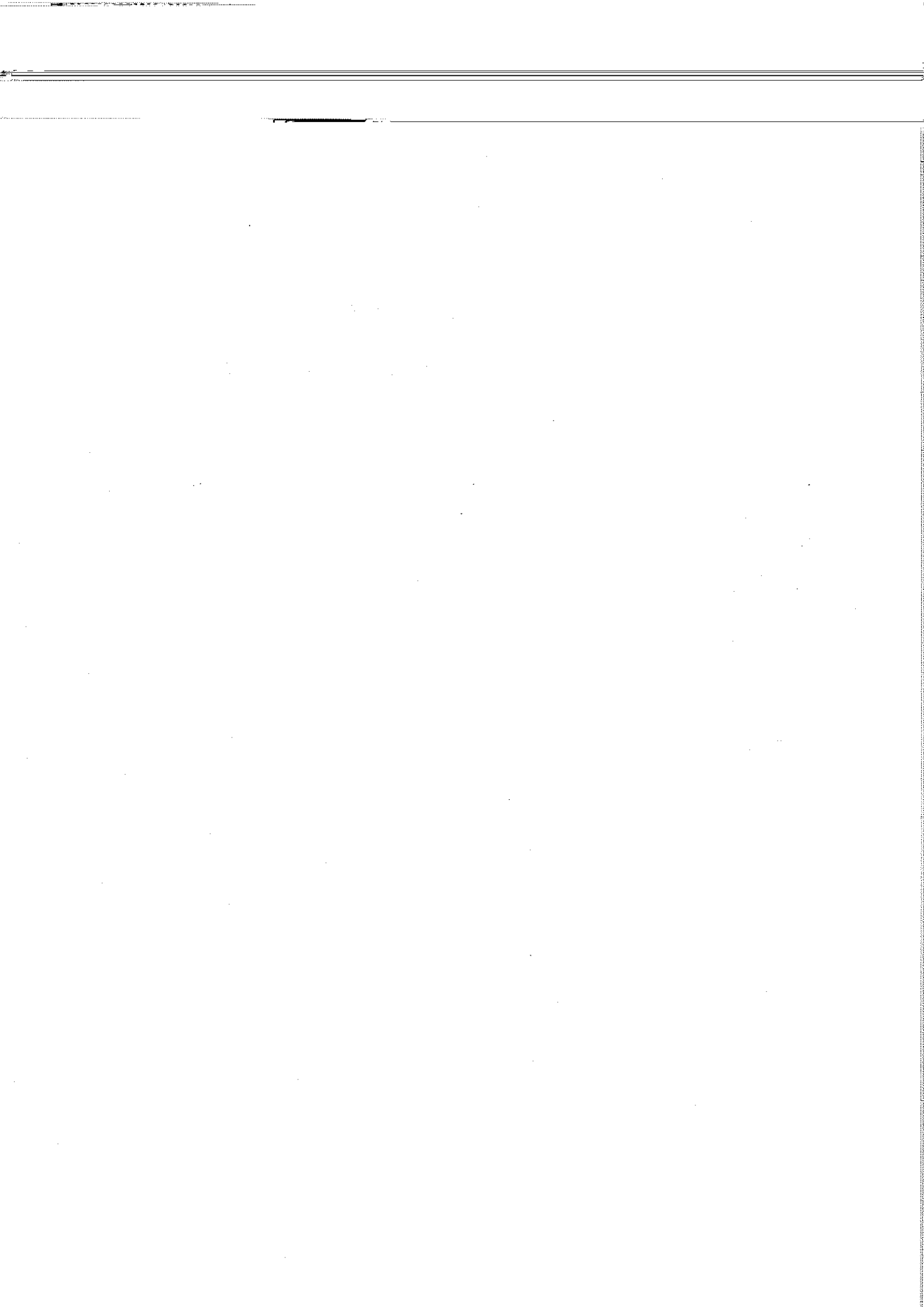
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## Appendix 11

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### Institutional options



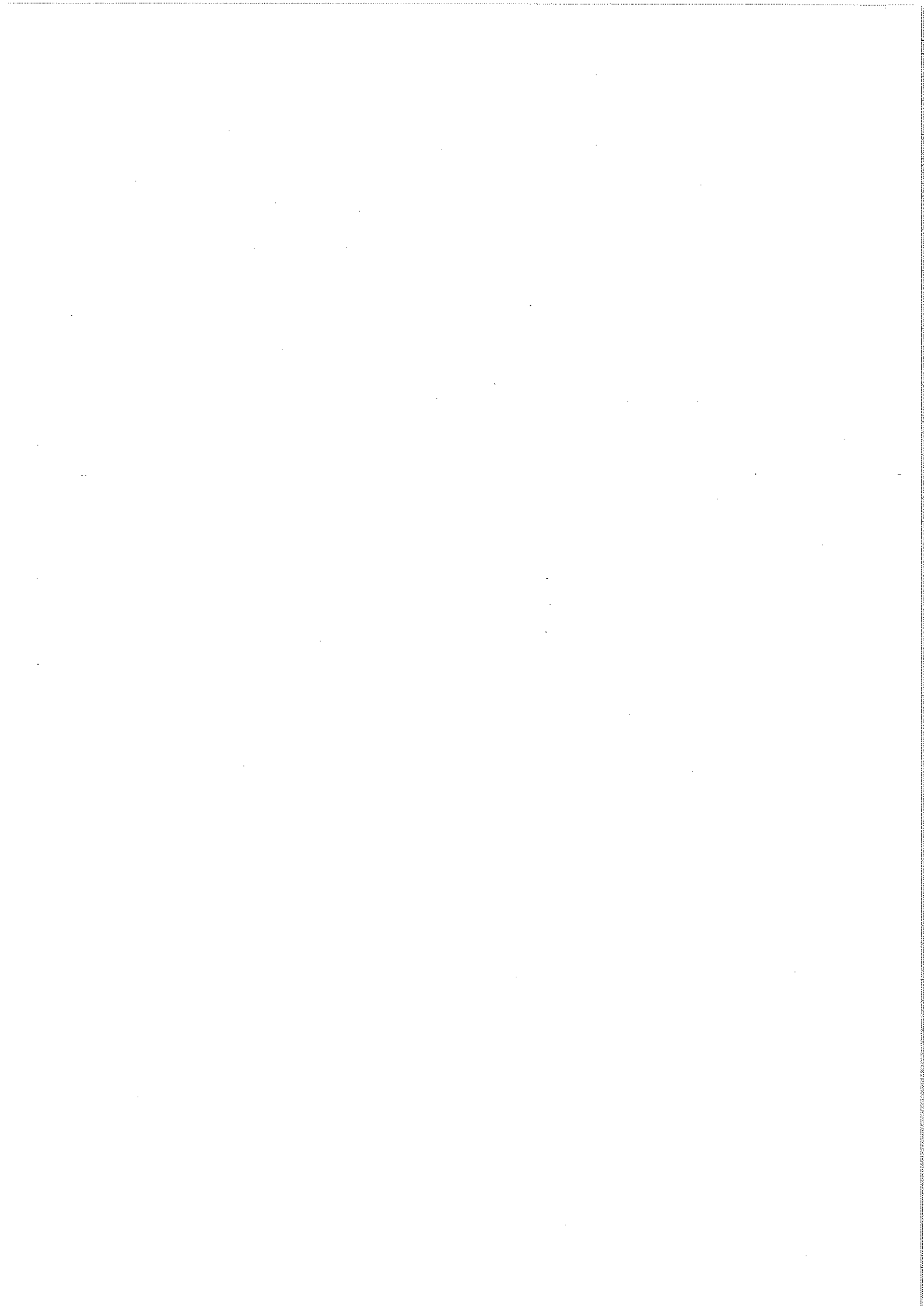
The remainder of the page is obscured by heavy horizontal black bars, likely representing redacted content or scanning artifacts. The visible structure suggests a table with multiple rows and columns, but the data is illegible.

way out is to slightly elevate the wetlands, is to give it a department status in its own name as a means of enhancing its institutional image, that is calling it a wetlands department. But if the Ministry insists that it is not in for implementation, the change is not necessary. The Mission is

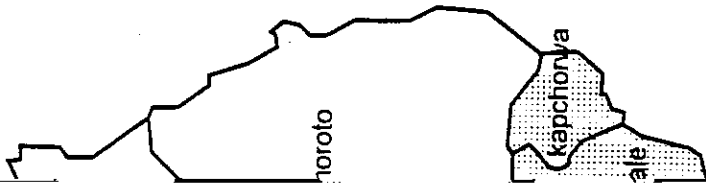
## Appendix 12

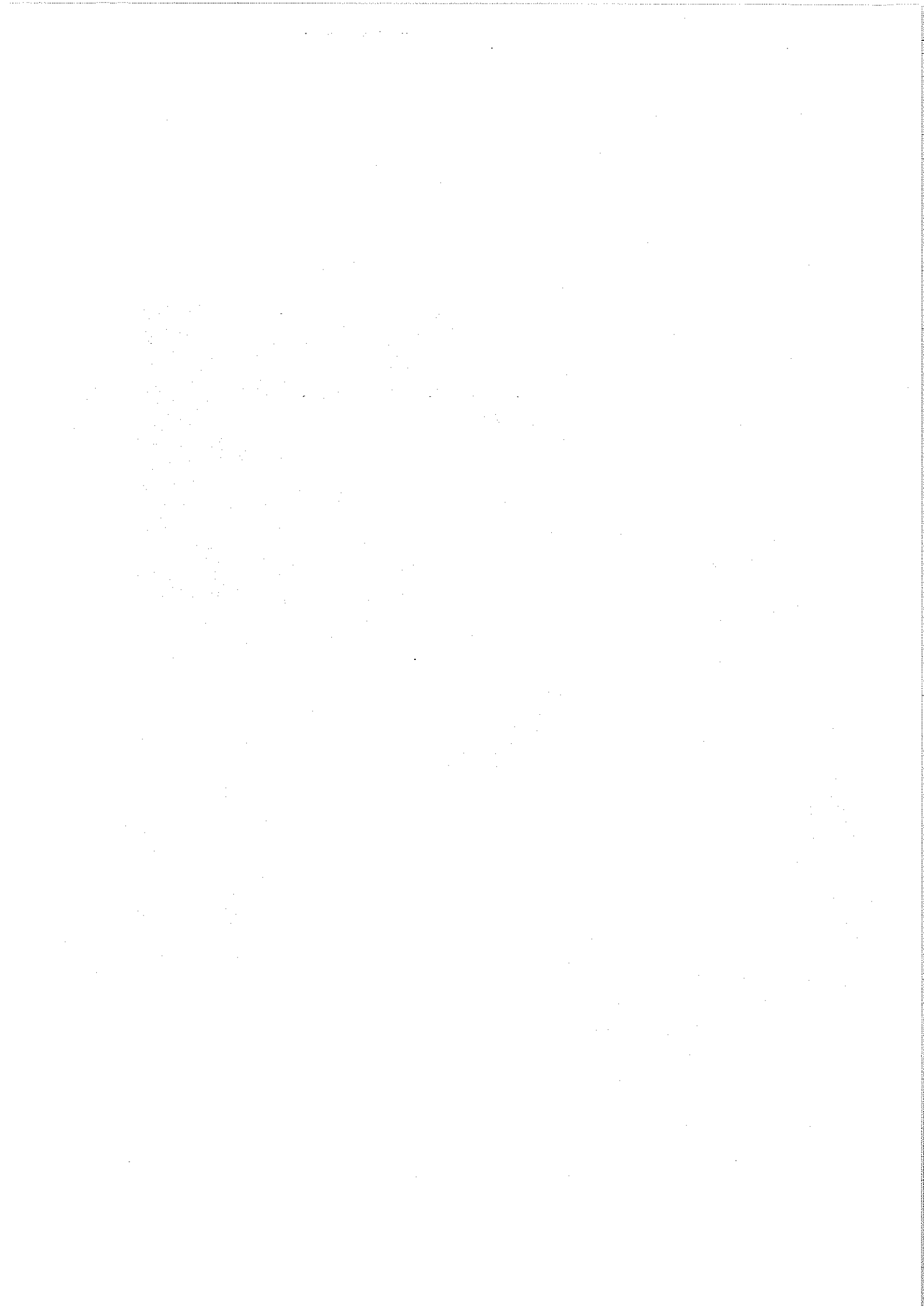
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### Overview of District Wetlands Inventories









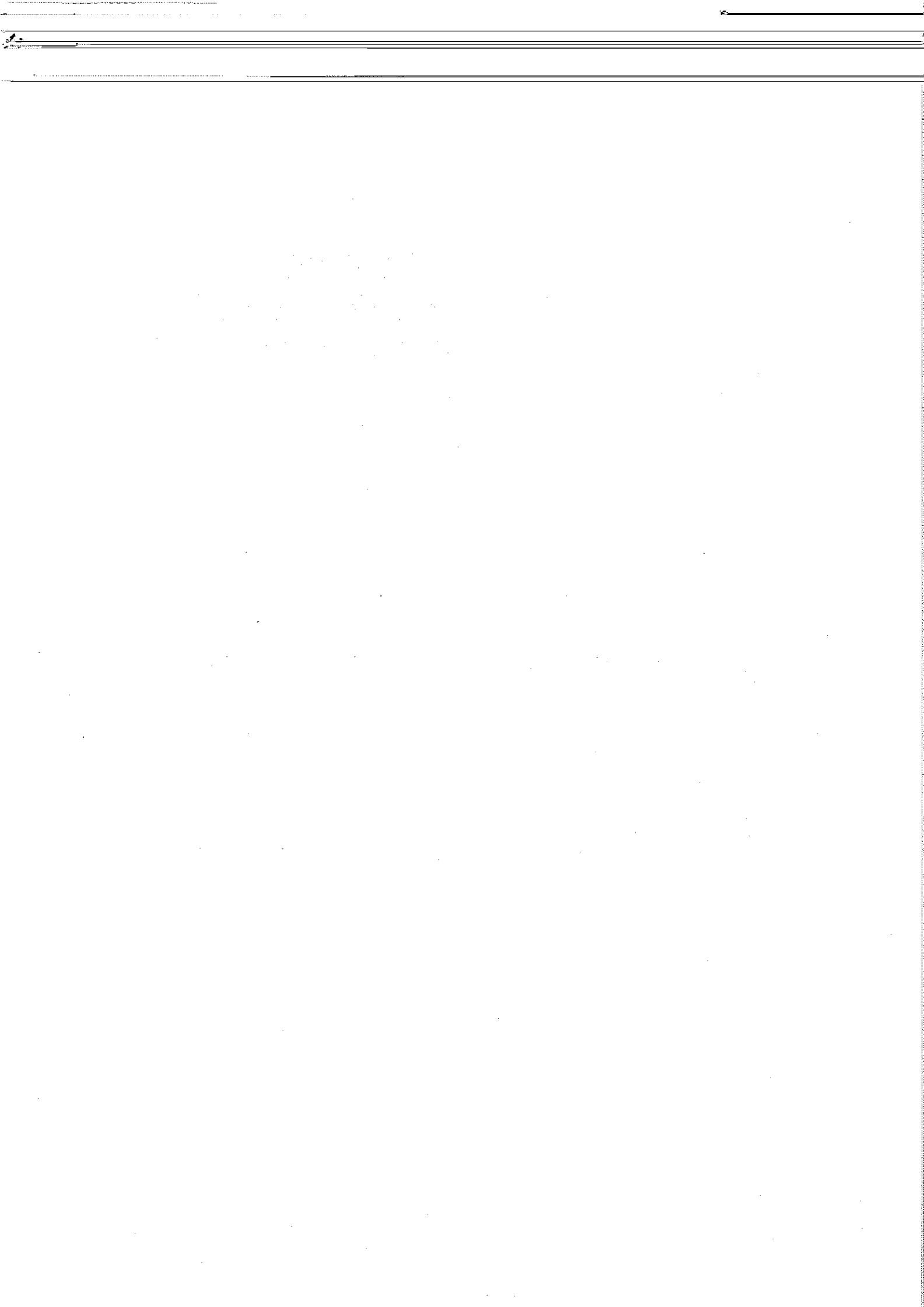
## Appendix 13

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### Research activities

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undertaken by NWCMP





## NWP-research activities during Phase 2

Topic	Researcher	Year	Published
The Wetland Soils of Uganda	Aniku, J.	1996	NWP-TR
Heavy metal contamination of Lake	Denny, P., Bailey, R.	1995	Hydrobiologia 397: 209

P

Wetland Plant Resources: their

National Wetland

1996

1996

Institution	Research Title	Start	End	Location & Funding Source
	Victoria Basin			
FIRI	Productivity of shoreline wetland vegetation in Lake Victoria			
FIRI				

FIRI	<ol style="list-style-type: none"> <li>1. The regeneration capacity of wetland ecotones</li> <li>2. Material balances in wetland ecotones</li> <li>3. Microbial activity in wetland ecotones</li> <li>4. Micro-pollutants and heavy metals in wetland ecotones</li> <li>5. People's knowledge and traditional use of wetland resources</li> </ol>	1994	1996	Lake Victoria shores (National Science Foundation Switzerland)
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# Ongoing Research Projects of the National Wetlands Programme during Phase 3

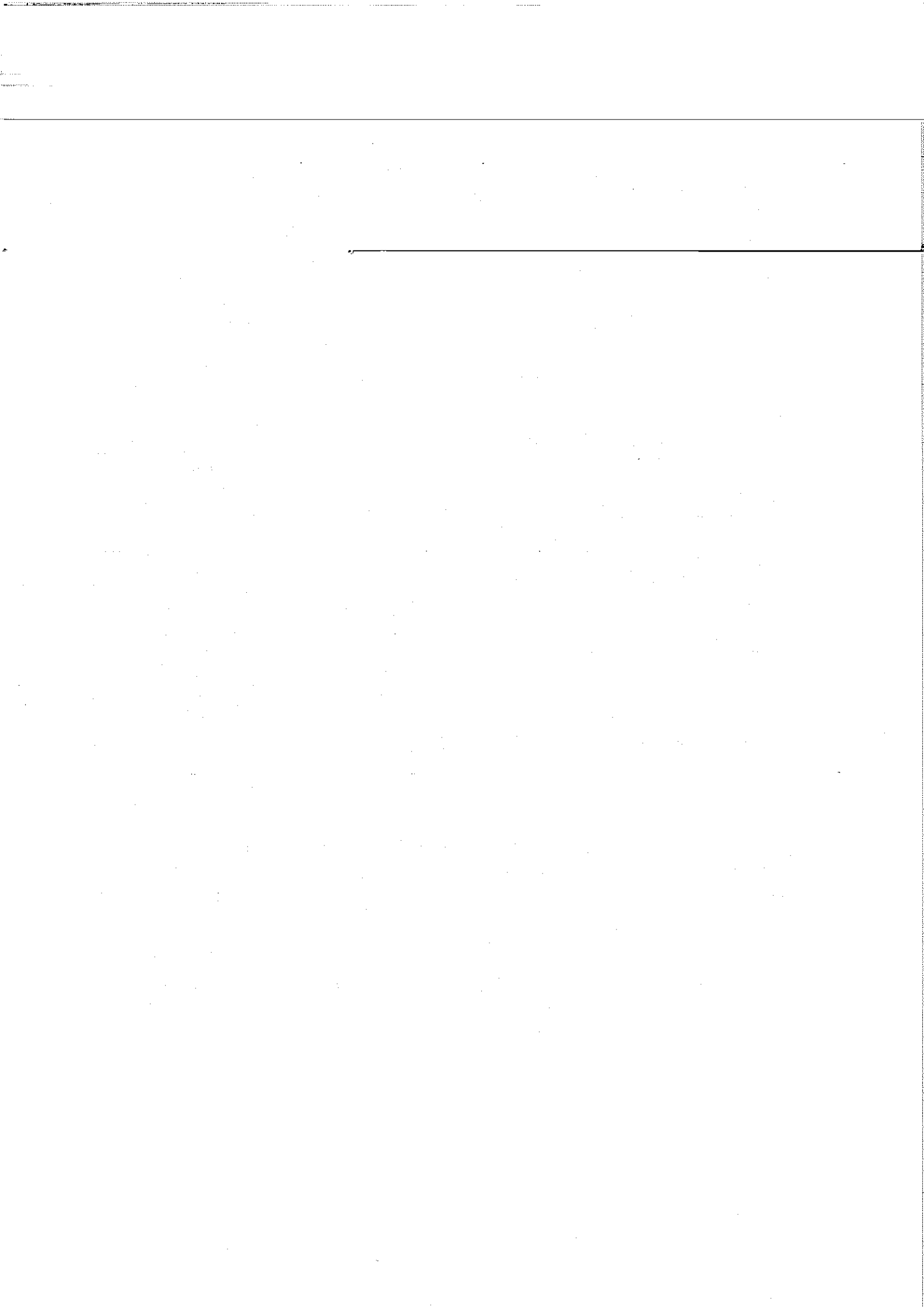
Topic

Expenditure

B

VIII

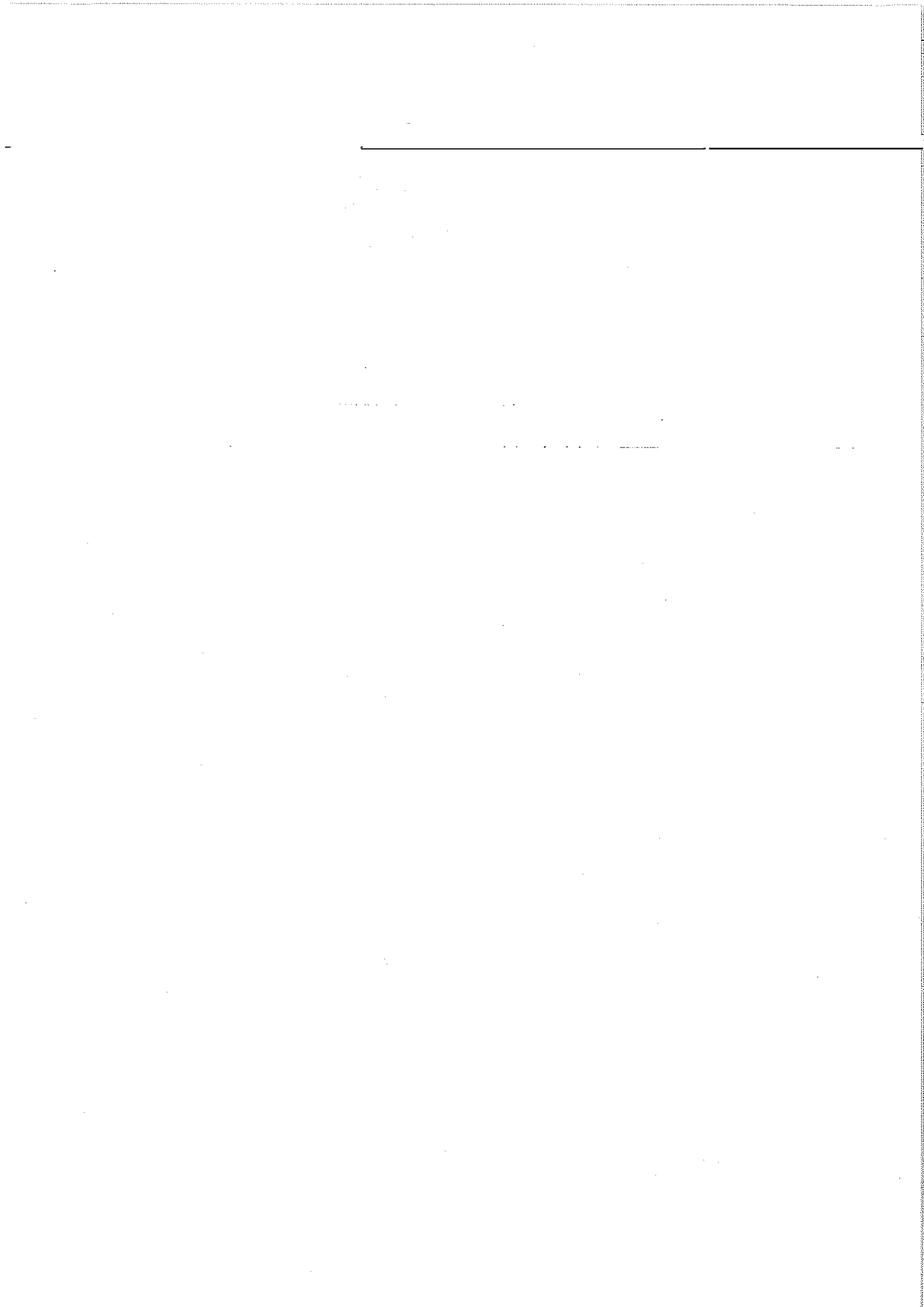
A participatory wetland assessment



## Appendix 14

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### Budget



Summary of expenditure for the period:  
1 Jan - 30 June 1998:  
Budgets for the period Sept to Dec 1998 and Jan - March 1999

GIS	IUCN	Total	Year 2	Jan - June 98	Budget	Balance	Sept Dec
-----	------	-------	--------	---------------	--------	---------	----------

Summary of expenditure for the period:  
 1 Jan - 30 June 1998:  
 Budgets for the period Sept to Dec 1998 and Jan - March 1999

GIS CODES	IUCN CODES	ACTIVITY DESCRIPTION	Total Budget	Year 2 Budget	Jan - June 98 Expenditure	Budget Balance	Revised Budget	Sept-Dec 1998	Jan-Mar 1999
		Guidelines							
3.2.3	38204	Workshop		980					
3.2.4	37804	Publish guidelines		245					
		<b>Financing Agents</b>							