



NATIONAL ASSOCIATION OF PROFESSIONAL ENVIRONMENTALISTS (NAPE-UGANDA)

Nurturing a Ugandan society that effectively participates in the sustainable management of natural resources and protection of human rights.



Bugoma Forest Dependent communities who are members of the NAPE led Grass root Women Movement demonstrating against the forest destruction by Hoima Sugar Limited-Oct 2022

2023 – 2027 STRATEGIC PLAN

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NAPE, s Identity

National Association of Professional Environmentalists (NAPE) has got a humble home located in Uganda along Entebbe road at Zanna. The full details of NAPE location and contact address are below;



NAPE Staff Joint Solidarity for Climate Justice.

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Website NAPE Green radio: www.greenradio.ug

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Approval Page



NAPE BOARD MEMBERS 2023

The NAPE Strategic Plan 2023-2027 has been reviewed and approved for implementation by NAPE Management.

Executive Director NAPE

August 20th, 2023

Date

Chairman NAPE Board

August 25th, 2023

Date

ACKNOWLEDGEMENTS

The NAPE Strategic Plan (2023-2027) has been prepared by the NAPE Secretariat with full participation of Key stakeholders in NAPE's **"Environmental advocacy program"** and approved by the Board.

The preparation of this Strategic Plan engaged NAPE Staff, Board members, NAPE members and NAPE partners at regional national, District, sub county and community levels through in-depth discussions about the status of NAPE and its future direction in the next 5 years. Stake holder involvement took various forms. Key among others included Community based M&E meetings, Joint planning meetings for staff and board, reviews by some partners and government stakeholders. We thank partners like American Jewish World Service (AJWS), Rosa Luxemburg among others that sent in feedback. Peer review meetings were also organized with partner CSOs both national and grass root based especially those engaged in human rights and environmental advocacy work as a means of maximizing opportunities for synergy during the strategic period. Partners who fund NAPE advocacy work also provided comments on prioritized program areas and strategies for implementation.

The NAPE Board wishes to acknowledge the efforts, time and ideas from all who participated in Development of this Strategic Plan

The NAPE board also wishes to acknowledge the importance of donors who have been a strong financing Pillar for NAPE in the past strategic period and beyond providing core support mainly Wellsprings Philanthropic Fund (WSP), Fund for Global Human Rights (FGHR), Woman Kind World Wide and American Jewish World Service (AJWS). NAPE again humbly calls upon all donors to strongly support her lobby and advocacy work against Human and Environmental rights abuse in the new strategic period (2023-2027)



Niwagaba Ephraim
Board Chairman-NAPE
Date: 25th, August, 2023



ACRONYMS



BAPENECO	Bunyoro Albertine Petroleum Network on Environment
IPGs	International Public Goods
OWA	Oil Watch Africa
UHRC	Uganda Human Rights Commission
NOCU	National Oil Company of Uganda
PAU	Petroleum Authority of Uganda
NRM	Natural Resources Management
OECD	Overseas Economic Commission for Development
PA	Protected Area
REDD	Reducing Emissions from Deforestation and Forest Degradation
SIACM	Strategic International Action on Chemicals Management
SOER	State of Environment Report
AfDB	African Development Bank
CFR	Central Forest Reserves
CFM	Collaborative forest Management
CSO	Civil Society Organization
DWRM	Directorate of Water Resources Management
EAC	East African Community
ENR	Environment and Natural Resources
NARC-G	Northern Albertine rift Conservation Group
GMOs	Genetically Modified Organisms
ICT	Information and Computer Technology
M&E	Monitoring and Evaluation
MoFPED	Ministry of Finance, Planning and Economic Development
MWE	Ministry of Water and Environment
MLHUD	Ministry of Lands, housing and urban Development
MEMD	Ministry of Energy and Mineral Development
NAADS	National Agricultural Advisory Services
NAPE	National Association of Professional Environmentalists
NDP	National Development Plan
NEMA	National Environment Management Authority
NGO	Non-Government Organization
NRM	Natural Resources Management
OECD	Overseas Economic Commission for Development
REDD	Reducing Emissions from Deforestation and Forest Degradation
SIACM	Strategic International Action on Chemicals Management
SP	Strategic Plan
SWOT	Strength, Weaknesses, Opportunities and Threats
UBOS	Uganda Bureau of Standards
UNDF	Uganda Nile Discourse Forum
EIAs	Environmental Impact Assessments
SS	Sustainability School
SEA	Strategic environmental

Structure of the strategic Plan

This strategic plan is organized into six chapters

Chapter one is an introduction to NAPE that also highlights the background and Methodology used in designing this strategic plan.

Chapter two presents a detailed contextual analysis of NAPE, its strengths, weaknesses and scan of the available opportunities and threats in the prevailing operational environment (internal and external).

Chapter three presents NAPE's institutional overview i.e Vision, Mission, values and highlights the organization's Theory of Change /Intervention Logic for the Next 5 Years.

Chapter four details the strategic programme components elaborating on the strategies, objectives, and approaches NAPE will employ to implement the strategic plan.

Chapter five discusses the implementation of the strategy well detailing how the goals and objectives of the strategy will be achieved together with the monitoring and evaluation arrangements.

Chapter six proposes a 5-year Budget for executing the SP and the financing plan



EXECUTIVE SUMMARY

This 5 year Strategic plan for NAPE Uganda covers the period 2023 -2027. It is anchored on an appreciation of the social, political, economic and environmental dynamics facing Uganda to date. More importantly, it's shaped by the global development agenda summarized in the Sustainable Development goals (SDGs) as a vehicle by NAPE to make a foot print in the global arena.

This strategic plan is also shaped by insights derived from consultative processes with NAPE Ugandan members, constituent communities, partner CSOs and networks locally, regionally and international, collaborating government institutions and individuals, donors and also from the analysis of the past strategic period (achievements, failures, opportunities and challenges or risks experienced during the period 2019-2022)

Given the above, Our strategic focus/objective for the 2023-2027 strategic period will be to **"Deepen the building of resilient communities"** who can engage the status quo with regard to human and environmental rights abuse, hold accountable relevant power centers ,and direct their own development.

In terms of Approach, NAPE shall front **"the Bottom Top Approach"** to lobby and advocacy well ensuring that development, community transformation, economic, environmental and social change are people centered. We shall advance a model where ideas, solutions to challenges of biting poverty, food security, climate change, environmental protection, human, land, water and environmental rights abuse come from the people who face them. We will then amplify these voices in the upper levels of decision making from local government, national, regional and international levels. The logic here is NAPE playing a central role in ensuring that **PEOPLE WHO FACE PROBLEMS ARE AT THE CENTRE OF FINDING THE SOLUTION well believing that DEVELOPMENT THAT IS IMPOSED ON PEOPLE IS NOT SUSTAINABLE** . Our Model /Strategy thus will act as a Pivotal point for government to re-think and re consider its Foreign Direct Investment Model that we think can never register noticeable achievements almost on all the 17 sustainable Development goals.

You cannot achieve Zero Poverty, Zero hunger, Life on Land, peaceful co existence, Gender Equality, Sustainable communities, clean water and sanitation while fronting a development Approach that promotes dirty fossils, accelerates land grabbing, ecosystem depletion, water pollution ,human

rights abuse and at the end of the day register any meaningful sustainable development.

This remains the conviction of NAPE for the foreseeable future.

Priority Program targets during the 2023-2027 strategic period will be the following;

- **NAPE Institutional strengthening and performance** targeting Security of NAPE office assets and information, including a reliable Solar source of power, rehabilitation and face lifting the NAPE Head office, Procurement of owned transport for the community Green radio (At least 2 strong field vehicle, 2 field Vans) and payment of NAPE Human Resources. Hosting and maintaining the NAPE institutional website, the community Green radio website, NAPE face book and Twitter accounts, restocking the NAPE resource center, among others. Overhauling the NAPE Office Furniture both at Head office and Community Green radio Studio, Building capacity of NAPE staff in resource mobilization, community mobilization methodologies and on communication skills especially newly recruited staff and those based in field offices. These interface with communities on a daily basis. These will include also staff managing the community Green radio of NAPE.
- **Community Sustainability** : Deepening the Sustainability School program targeting Community empowerment and engagement in natural resources management and capacity to demand accountability from leaders -by expanding Further North (Gulu,Amuru and Nyoya ,Kotido districts and Further south of the oil rift (Kasese sub region) and west wards to EACOP route, and the Western dry cattle corridor).
- **Grass root women movement strengthening to promote community food sovereignty and collective resistance against dangers of extractives:** Amplifying Voices of Marginalized women and farmer communities through Building a 50,000-member Grass root Women led Movement in Uganda with representation from all the 5 regions of Uganda. We have so far mobilized 35,000 members since 2018- 2022 and will target more 15,000 in the next 5 years. We will

further support these grass root women execute action research on multiple ways women, girls and people of all genders experience oppression and ways to dismantle such systems that discriminate against them, support these women capacity building on feminist agendas, solidarity actions with other feminist movements and allies and campaigns on climate justice, energy justice, land, food and human rights.

- **Advocacy through Community Green radio:** Running a Community Green radio platform amplifying voices of communities in 12 Oil affected districts. This will involve hosting community voices on talk shows, forming more radio listener clubs in 10 districts, community capacity building on communication and presentation skills, engaging and hosting different power centers including government and corporate actors on issues related to food, human, environmental and land rights including talk shows on climate change mitigation and adaptation knowledge and practices.
- **Climate change mitigation and adaptation:** Programmes targeting enhancement of community capacity to adapt and mitigate climate change and boost their engagement knowledge on climate justice.
- **Pro Poor clean and energy saving technologies:** Campaigns, awareness, engagements for the promotion of decentralised clean energy options for poor and hard to reach communities such as solar, small hydros, geothermal, biogas among others Visa fie fighting Large Hydro power Dams Development.
- **Promoting community-based energy efficient and saving initiatives** such as Cooking stoves, charcoal briquettes, etc.
- **Programs targeting empowerment and protection of human rights & rights of nature.** These include capacity building on human rights and property entitlements, supporting Public interest/ strategic litigation, supporting community led petitions, engagements with violators, information publications and dissemination and media advocacy mainly targeting Uganda and other East African governments, private sector corporations and financiers.
- **Programs targeting poor governance in exploitation and use of Uganda's major mineral wealth** (Oil and natural gas, mercury usage in

Artisanry Gold mining lead poisoning in paints industry, sand mining and Rock salt) focusing on issues like transparency and accountability, proper management of operations in relation to chemicals use, air, human and water pollution, community compensations and resettlements, gender concerns among others.

- **Protection of Workers:** Lobby and advocate for the compliance and enforcement of Uganda Labour laws especially in Operations of Agro based farm and industry establishments including in extractives. This will also involve actions that look at compliance with ILO provisions.
- **Enforcement of and compliance to existing laws on natural resources use and management.** Executing Research and engagements targeting a set of Environmental Laws that are being abused by government and private sector players both local and foreign companies i.e. Programmes targeting to influence policies and policy performance at local, district and national levels. (Focus will be given to the laws on climate change, Uganda Wildlife, the Wetlands act, the National Environmental act, the national forestry and tree planting act, the EIA regulations, SEA guidelines, GMO law, Land act -Article 26 of the constitution, and the laws governing the Operations of NGOs since they have a direct bearing on enforcement of accountability by the civil society sector.
- **Ecosystem restoration and promotion of community ecological governance:** Community led education and Restoration programs targeting key environmental resources facing mass degradation mainly city wetlands, forests, Sacred natural sites and territories/community conserved areas such as Kihagya and kintu Kintu and the Albertine Delta.
- **Development of a World Heritage campaign strategy for the East African Crude Oil and gas pipeline route (EACOP):** Strengthening partnerships and networking for CSOs to promote Protection of forested landscapes and maintenance of internationally recognized Public Goods (IPGs) i.e. (Food Security, Water Supply, Climate Resilience and Biodiversity) with critical focus on ecosystems along the East African crude Oil pipeline right of way along the 1.443 km route in both Uganda and Tanzania.
- **Developing and implementing a strategy for Engaging Chinese companies operating in the**



Oil, mining, agriculture and construction sectors in Uganda.

- **Community Clean Water, Hygiene and sanitation:** Programs targeting capacity building for communities on the rights to clean water and sanitation and promotion of home-based water harvesting technologies in both rural and peri-urban Ugandan communities.
- **Programs that amplify voices of young people/youths with specific focus on strengthening their capacity to promote good governance of Uganda's natural and other resources-both usage and management mainly target the Oil and gas developments in the oil region (Tilenga and Kingfisher Oil fields) , EACOP, Large Agri business and Artisanal mining.**
- **Child labor and children rights:** Implement campaign actions and practices that fight child labour and abuse of children rights in both extraction, mining and agri business sectors.
- **Organizational and personal security for civil society:** Execute Actions that promote organizational and personal security in the face of rights abuse. These will take forms of skills training, strategy development on CSO security and NGO law compliance, installation of surveillance /security equipment, provisions for information security among others.
- **Peace building, conflict resolution and support targeting refugees and S& GBV Victims:** Put in place local structures and strategic spaces/shelters for conflict resolution and peace building targeting safety of vulnerable persons facing human rights injustices and in human treatment in various regions of Uganda targeting places prone to refugees, GBV, child labour and natural and manmade climate change disasters such as the Oil region and kalamoja sub regions.
- **Food sovereignty:** Execute lobby, advocacy and engagement actions for promoting community food, nature rights and cultural heritage based on community ecological governance methodologies.
- **Public interest litigation** targeting corporate actors in the Oil and gas industry and Agro commodity /agric business on issues of human rights abuse, environmental rights abuse, abuse of worker rights, failure to observe best investment policies and guidelines, use of hazardous chemicals in their operations, abuse of indigenous peoples land rights among others.
- **Knowledge building and dissemination including development,** publication and dissemination of lobby and advocacy information materials (Video documentaries, lobby magazines and newsletters, compendium and action research reports, Voices of resistance against extractives in form of photo and story books, Policy briefs, media articles, etc. to feed into local ,national ,regional and international advocacy efforts against human and environmental injustices).
- **NAPE will also play a role of An Amicus Curie (Friends of Court)** providing evidence, community representation and expertise to courts handling abuse of environmental rights in Uganda.
- **Deepening Sub granting, capacity building** and mentorship of small groups in various NAPE operational areas throughout the country. Priority will be groups that are located in hard to reach areas, groups that are prone to safety and security challenges arising from worsened civic space in Uganda like those operating in the volatile oil rift and EACOP corridor, groups that are women and youths led, groups that advance women and children rights and people of all genders, groups located in areas prone to ecosystem degradation and groups that find it difficult to access funding including Special interest groups/persons who find it hard to form, express or associate due to complex social norms and state restrictions.
- **International lobby and advocacy** targeting issues of poor natural resources governance, human rights abuse, land rights abuse, Gender and inequality. These are intended to enhance NAPE's Visibility in Uganda and in the international community and will take form of NAPE partner communities, CSO partners and staff participating in various international events such as the UNFCCC, World Water Week, Peoples Forum, IUCN Congress, CBD, Nyelini festivals for indigenous farmers, UNCSW among other meetings.
- **Advocacy Networking,** Coordination and collective actions on fossil fuels, large plantations, climate change, Rights abuse, freedom of expression and association targeting organizing by partner networks and platforms such as Oil watch, Grass root women move-

ment, Climate Action Network, Network on EACOP, African Bio diversity Network , IPEN, African rivers Network, Womin, Global forest coalition, FOE ,Save Bugoma forest campaign, among others .

- **Support grass root community organizing, collective learning ,exchanges , engagements and participation in social**

movements across the globe to gain skills and expertise to influence policy and practice and strength in mass/numbers to achieve the needed change or practices. This will be operationalised through the NAPE sub granting and grass root movement building strategies.



Members of the NAPE led Grass root women movement collectively showing their solidarity against expansion of dirty energy fossils in Uganda

Targeted financing mix and Level

During the next 5 years, NAPE will carry out vigorous fundraising from members, donors and other well-wishers including NAPE members.

In order to deliver the above **“Environmental & human rights advocacy program”**

The targeted level of financing is around **17,000,000,000 (17 billion) Uganda shillings** in 5 Years (2023-2027)



CHAPTER ONE :

INTRODUCTION TO NAPE, PAST EXPERIENCES AND CURRENT OPERATIONAL LANDSCAPE

1.0 Background

This chapter provides a brief background of NAPE over the past 21 years and a back ground to this Strategic plan. It also summarizes the process NAPE took to come up with this strategic plan including the operating results from the analysis of the past strategic period (2019-2022). The analyzed results in the subsequent chapters are used to rationalize the strategic choices for the 2023-2027 Strategic plans that NAPE will undertake.

1.1 About NAPE

NAPE was formed 25 years ago in 1997. It started humbly by a team of environmental Students with very limited resources, no office premises at the time and could conduct most of its environmental education programs and advocacy actions under trees. The Journey was not easy in every way but the organization had the will and zeal to cause change in the governance of Uganda's natural resources. It has since registered great strides spearheading the most contentious advocacy campaigns and struggles to save Uganda's most respected eco-

systems from degradation by government and private sector players both foreign and locally based. Some of the most notable campaigns included the Bujagali dam campaign on River Nile that started in 2001, the Mabira forest campaign that started 2006 and picked height in 2007, campaigns against land grabbing mostly in the Oil region, Lake Victoria region by Oil companies and BIDCO-a Malaysian Palm oil plantation company, the Campaigns against the Early production scheme that involved establishing an oil refinery in Kabwoya Wildlife reserve (2007/2008), campaigns to save and restore Katwe salt Lake and surrounding slopes from 2012, campaigns to save Lutembe ramser Wetlands, Campaigns against illegal limestone mining in Queen Elizabeth NP, campaigns against hazardous chemical use in the artisanry mining subsector, manufacturing and Agro based industries and in consumer products, campaigns to promote good governance in Uganda's oil and gas Sector by putting in place a strong regulatory frame work etc, etc. The list is endless.

Below: Frank Muramuzi (Director NAPE) Leading a team of Environmental Activists to Meet President Museveni of Uganda in past engagements over Mabira forest degradation by Sugar cane investors in Uganda



NAPE's environmental advocacy journey in Uganda has got a series of pivotal moments, rich history and it's amazing to look back over a 25 year lens and see how much ground the organization has covered. Today 2023, the organization is an icon in Uganda's environmental advocacy with a fully owned institutional home located along Entebbe Road at Zana, employing a work force of around 26 multi-skilled staff. The Organization also operates a community environmental radio and also serves as a learning center for both national and international environmental students doing internship and project documentation. NAPE has grown to greater heights and is a member to the most prominent environmental movements across the globe. It's a member of Friends of the Earth International, IUCN, ABN, African Rivers Network, Oil Watch International and is the current host and regional facilitator for Oil Watch Africa and Friends of the Earth Africa in Uganda. The organization beyond Uganda's borders is proudly called **"FRIENDS OF THE EARTH UGANDA"** because of its long tradition in fighting for the rights of environment.

In Uganda, NAPE is registered as a National Environmental advocacy NGO with the National Bureau of NGOs governed by the Nongovernmental Organizations Act, 2016 under renewed registration No. 1017 and is permitted to operate country-wide in all districts of Uganda and an operational permit that runs up to the close of 2027.

NB: The Organization is also proudly Known in Uganda ,regional and international arenas for having shaped lobby and advocacy in Uganda in early 2000s and registered great strides in Uganda's lobby and advocacy landscape to date evidenced by the following;

1.1.1 Core past achievements for NAPE

- NAPE has built community capacity, resilience and cohesion mainly among the Oil affected communities to understand the dangers of oil & other extractives on their environment, rights, entitlements and livelihoods. Millions of oil host communities in key oil producing districts now understand the dangers of extractives and actions/pathways they can take to tackle those challenges.
- Through NAPE's tireless efforts, many oil host communities have for instance reclaimed their land from grabbers like in Kakindo cell, nguedo in bullisa, in Kiziranfumbi, in Butimba, in kyapaloni, etc
- NAPE has been successful in initiating ,mentoring, and through her sub granting program able to form and nurture more than now 60 lobby and advocacy grass root groups especially in the oil region now currently carrying out lobby and advocacy actions to protect community rights , promote environmental rights and food sovereignty
- NAPE advocacy efforts in the early 2000s were able to save mabira forest reserve from total degradation and extinction by activities of Madvani group of companies and Bugoma **forest also has been saved since 2016 from total destruction from activities of Hoima Sugar limited and up to present, NAPE maintains a case against Hoima sugar limited in courts of Law. These struggles have even went to a level of NAPE organizing physical meetings with the President of Uganda.**

<https://www.google.com/search?client=firefox-b-d&q=NAPE+spearheads+campaigns+on+mabira>

<https://nape.or.ug/court-of-appeal-starts-hearing-of-the-case-against-hoima-sugar-limited/>

<https://www.independent.co.ug/conservationists-vow-give-everything-save-mabira-forest/>

Environmentalists under the umbrella of National Association of Professional Environmentalists (NAPE) yesterday celebrated their victory over the president's 2006 Mabira give away.

<https://redpepper.co.ug/environmentalists-celebrate-victory-over-musevenis-mabira-give-away/48069/>



- NAPE has been successful in spearheading litigation actions by Ugandan groups against dam developers and large plantation promoters plus oil corporates since early 2000s including collaborating with other international organizations against Oil and gas companies in the French courts for violating the duty of vigilance law in France crippling the Oil companies chances of successfully obtaining funds to run the oil and gas industry in Uganda and the East African region at large.

<https://www.amisdelaterre.org/communiqué-presse/justice-communities-affected-by-tilenga-and-eacop-demand-compensation-from-total/>

<https://www.france24.com/en/africa/20230627-ugandans-sue-total-energies-in-france-for-reparations-over-human-rights-violations>

- NAPE has been in lime light advocating for respect of rights of communities frequently abused by activities of oil and gas corporate.

<https://nape.or.ug/nape-calls-for-unconditional-release-of-students-detained-for-holding-a-peaceful-demonstration-in-support-of-the-recent-european-union-resolution-on-the-east-african-crude-oil-pipeline-eacop/>

- Communities have hailed NAPE for championing defense of their rights and promoting sustainable livelihoods

https://www.newvision.co.ug/category/news/communities-in-bunyoro-region-hail-nape-amids-NV_167288

- **NAPE in December 2013 was awarded a prestigious Human Rights Award by the Uganda Human Rights Commission (UHRC), endorsed by the UN Office of the High Commissioner for Human Rights (OHCHR).** To Frank Muramuzi, executive director of NAPE, the award was a tribute to the organization's long time work in fighting for the sustainable use of Uganda's natural

resources and the rights of communities affected by large scale development processes in the country. **"Freedom and dignity are not privileges; they are acquired as a birthright of every person. It is also important to know that Justice and fairness are ideals; they are the linchpins of a civilized society".**



Frank Muramuzi –NAPE Executive Director receiving the Prestigious Human Rights Award– Dec, 13th 2013

Read More on: <https://www.bothends.org/en/Whats-new/News/Ugandan-NGO-gets-prestigious-Human-Rights-Award/>

- NAPE has been able to restore more than 700 acres of degraded slopes around katwe salt lake With Europhobia trees and Cyprus grass long the lake shore line ensuring that the salt Lake continue to exist and service the needs of more than 10,000 salt miners getting their daily livelihoods from the lake rock salt mining.

<https://www.monitor.co.ug/uganda/news/national/how-tree-planting-drive-restored-salt-production-in-kasese-district-1707034>

- NAPE was able to halt the Amendment of article 26 of the Uganda constitution through her advocacy which would have otherwise resulted into compulsory acquisition of community land being given green light in Uganda in 2019, 2020 and 2021. Parliament was engaged until the amendment was rejected and abandoned to date.

- NAPE was also able to spearhead mobilization, advocacy and execution of an EIA addendum of the Early production scheme for Uganda's Oil extraction in Uganda that resulted into the abandonment of establishing a mini oil and gas refinery in Kabwoya Wildlife reserve in early 2000s where the government working with oil company Tullow had planned to establish the oil refinery in the middle of the park.

- NAPE in 2019 became the **sole winner of the Responsible investor award** as the best environmental advocacy organization in Uganda championing struggles against environmental degradation and climate change.

-See link

<https://www.nape.or.ug/news-events/latest-news/211-nape-wins-2019-uganda-responsible-investment-uri-award-as-the-best-environmental-protection-organisation-of-the-year>

- NAPE is the only advocacy NGO in Uganda that runs a **community Green radio** mainly for amplifying voices of the poor, less privileged and vulnerable communities on issues of environmental conservation, climate change, food sovereignty, Gender, human rights and preservation of cultural heritage. This community green radio is a key mouth piece of communities because business/commercial radios are majorly profit oriented and their interests are not issues of poor people. The **NAPE Green radio in February 2020 emerged as the sole winner of the prestigious Litz Hughes International Award** given to her

by Farm Radio International Canada as the best among 60 competing radios in Africa for amplifying voices of grass root women won under the Nyinabwengye "Mother of knowledge" program.

<https://www.greenradio.ug/community-green-radio-receives-the-2020-liz-hughes-award-for-her-farm-radio/>

NAPE has won human rights awards for protecting rights of communities and groups

<https://www.bothends.org/en/Whats-new/News/Ugandan-NGO-gets-prestigious-Human-Rights-Award/>

- NAPE in 2021 spearheaded the establishment of a National Independent forest monitoring strategy for civil society to check illegal timber logging and this has been popularized among District Forest Sector services, line ministries and regulatory institutions such as NFA, NEMA, UWA MWE among others.

https://www.newvision.co.ug/category/blogs/why-collaboration-is-vital-in-fighting-illegal-NV_103787

<https://www.greenradio.ug/nape-and-partners-to-monitor-ugandas-forests-against-illegal-logging/>

- NAPE also in 2020 and 2021 challenged moves by both government of Uganda and Bonang Energy Limited of South Africa to construct a 360 Hydro power dam on the renowned World heritage site of the Murchison falls. NAPE in August 2020 mobilized the affected locals to petition both the MPS of the area and the Natural resources committee of parliament and in 2021 again disseminated information materials among members of parliament to reject the move and indeed, government in November 2021 has been forced to reject the move to degrade the Murchison historical site.

• <https://sunrise.ug/news/201912/war-over-murchison-falls-dont-fool-us.html>

• <https://infonile.org/en/2023/10/dams-of-fortune-or-misfortune/>

Uganda Government scraps the 360 watt dam construction proposal at Murchison Falls-

Link <https://rafikisafarisuganda.com/murchison-falls-dam/>



- NAPE in 2019 spearheaded advocacy efforts for recognition of nature rights and her 3 year lobby efforts collaborating with other 3 groups such as ANARDE , OSIEA East Africa, Gaia resulted into the introduction of Chapter 4 in the National Environmental Act of 2019 of Uganda clearing stipulating that;

1. Nature has a right to exist ,persist, maintain and regenerate its vital cycles, structures, functions and its processes in evolution
2. b) A person has a right to bring an action before a competent court for any infringement of rights of nature.
3. c) Government shall apply precaution and restriction measures in all activities that can lead to the extinction of species, the destruction of ecosystem or permanent alteration of natural cycles.

See link: <https://gaiafoundation.org/rights-of-nature-gain-ground-in-ugandas-legal-system/>

1.2 The Process of Developing this Strategic Plan

This Strategic plan is a product of a broad participatory process in which various NAPE stakeholders were involved. Majorly, these included NAPE secretariat staff, NAPE board members, Constituent community representatives in various NAPE operational areas, government representatives, grass root Women and Youths, Students, collaborating CSOs and key development partners(donors) among others.

1.3 Evaluation of Performance on the concluded strategic plan 2019-2022

The last 4 years of the past strategic period (2019-2022) have witnessed greater achievements and drawbacks. The analysis reveals the following;

Positives;

- There are a series of evidence-based indicators from National and international press and evidence-based field products and practices in constituent communities that prove good performance by NAPE during the above strategic period. Evidences include Press articles, online video clips, press releases, Merit certificates awarded to NAPE, Congratulatory Letters for Instance from the Office of the African Commissioner on People and Human Rights, Acknowledgement

letters from the Speaker of the National Parliament, demonstration Pilots, restored ecosystem hill slopes, court rulings where degradation of key ecosystems has been halted, illegal land titles acquired in key ecosystems cancelled, leaseholds issued in error withdrawn and restoration ordered by Government regulatory Authorities such as NEMA against degradation attempts of Hoima Sugar Limited for instance in Bugoma forest (<https://sabasabaupdates.com/2022/09/28/nema-orders-hoima-sugar-company-to-restore-degraded-parts-of-kikuube-forest/>) . There are also Television and radio recordings, Mediation processes for instance between Hoima Sugar Limited, NAPE, Bugoma forest dependent communities, etc. that show case that the concluded strategic period was very fruitful.

- There was also very good performance in the Gender mainstreaming area. A series of Gender trainings in-house, local, regional and international involving participating partner communities especially from the oil affected areas took place. These greatly boosted the Capacity of the Gender and food Security officer in communication, fundraising and report writing. Partner grass root Women Activists participated in various women Led forums and trainings in Ghana, South Africa, Zimbabwe, Kenya, UK, and Geneva, Brazil among others. As a result, a Grass root Women Led Movement was initiated by NAPE and this has currently mobilized above 20,000 grass root Women Activists. Its hopped the number will be boosted to 50,000 Women by close of the new strategic plan in 2027
- Capacity building for staff as an internal strategy to sharpen the knowledge and abilities of staff took center stage during the 2019-2022 strategic period and there is evidenced improvement of skills in most project, finance and administrative staff. Areas of emphasis mainly included Resource mobilization, budgeting, book keeping, Assets management, Use of Accounting packages, communication and information security, report writing, Gender mainstreaming, article writing among others.

- There was satisfactory performance on an area of environmental and human rights protection with NAPE blocking the Amendment of Article 26 of the Uganda constitution that once passed would legitimize community land grabbing and destruction of key ecosystems. Government has since prosecuted various environmental abusers mainly private sector developers degrading city wetlands and ordered Hoima Sugar limited to follow all conditions in the issued EIA certificate to invest around Bugoma forest. However, much more need to be done to address abuses of Oil and gas companies on human and land rights particularly the Tilenga and EACOP oil and gas projects.
- Efforts to stop government from licensing the Ngagi Oil block -Lake Edward discovery succeeded
- Efforts to block the damming and subsequent destruction of Murchison falls by Bonang Energy Limited were successful
- Efforts to continue restoring katwe salt lake were successful though not fully accomplished.
- Efforts to block the degradation of Katwe Salt Lake and eviction of more than 10,000 salt miners by Rwenzori Shinning star limited were successful
- Efforts to popularize the environmental and human rights abuses of oil companies in the Oil rift of Uganda mainly TOTAL energies were successful and cripple interests by Many potential Oil financiers mainly European based was fairly successful but much more is needed.
- Efforts to engage NEMA against wetland degraders were fairly successful but much more need to be done.
- Efforts to amplify community voices using the sustainability school and community green radio models were equally successful.
- Efforts to promote community food sovereignty were overwhelmingly successful especially in Hoima, Kikuube and Buliisa districts.
- Campaigns against dangers of the EACOP project on environment, human and land rights were equally successful but more than 100,000 PAPs still remain threatened with displacements and rights abuses.
- There was satisfactory performance in efforts to fight GBV and strengthen movement building with 11,623 grass root women mobilized in 2022 and 2023 bringing to total 35,000 grass-root women mobilized in the past 5 years since close of 2018. In addition more than 20 safe and strategy spaces, 6 mobile legal clinics, 8 peace centers for victims of GBV and human rights abuses have been established in 5 Oil affected districts.
- NAPE community Green radio home was furnished and restocked with some furniture and studio equipment.
- NAPE worked with partners such as the EU, FAO, NFA, UK Aid, Sverige, Ministry of water and environment, NEMA, forest dependent communities and civil society to put in place a robust Independent Forest monitoring strategy for civil society to fight illegal timber logging and trade.
- In terms of proposed organizational budget Visa Vie fundraising efforts by NAPE staff, performance per year (2019, 2020, 2021 and 2022, there good performance, an indicator that staff worked hard to fundraise for the organization. For instance in 2019, our fundraising target according to the strategic plan was 6,886,392,479 UGX and the actual amount of fundraising achieved was 3,556,340,786 which is a more than 50% performance.

Negatives;

- A critical look at the operating results of the past period identified the following drawbacks i.e.;
- Uganda like many other economies of the world faced the deadly COVID 19 pandemic (2020 and 2021) that disrupted all most all social and economic activities man has ever experienced. For the first time in Uganda's history over a period of almost 2 years, Uganda experienced economy lockdown with closed boarders and these significantly affected the work of not only NGOs but also private sector significantly affecting NGO fundraising efforts and operations.
- NAPE did not also secure funds to Start extension of its office facility and also funds to secure a Field Van for the Community Green radio News team.
- The area of good governance is still frag-



ile with government introducing laws that require strict compliance for NGOs to operate. This has resulted into closure of many NGOs in the county. (<https://www.monitor.co.ug/News/National/Government-closes-12-000-NGOs-Obiga-Kania-verification/688334-5349062-681x55z/index.html>).

- Government during the period has massively embarked on further development of the oil and gas sector with major infrastructure developments undergoing the final investment decisions in February 2022 major ones being Oil pipelines, oil processing facilities, oil refineries, oil waste consolidation sites, Labour camps, oil roads, EACOP etc. These are Likely to trigger a big challenge of ecosystem degradation, massive land grabbing, human rights abuse, among others.
- There are increased reports of corruption in government circles and this vice has in one way or the other negatively affected enforcement of laws, accountability efforts, and accelerated degradation of ecosystems by private sector players who acquire illegal land titles, operation permits in ecosystem

resources for example, private developers in wetlands and forested ecosystems

- Civic space in Uganda continued to deteriorate with a series of Advocacy NGOs de-registered in 2019 and 2020 ,NGO staff arrested and continued threat to Advocacy NGOs mainly from security agencies of the state has not stopped. Key threats have come from the Financial Intelligence Authority, the Uganda police, Resident District commissioners and District Security officers who chair NGO Monitoring committees at various Local governments.
- Driving threats to human and environmental abuse were mainly foreign investing companies in the Oil and gas sector in the oil region and along the EACOP corridor and Agri- agri-business (mainly sugar cane, palm oil, and tea).
- Climate change and related disasters remain a key threat to humanity in the face of continued ecosystem depletion in almost all regions of Uganda with the oil region taking centre stage.



190,000 per day Central Processing Facility Development in Kasenyi Village-Gwedo Sub county Buliisa District displacing more than 640 households and massive ecosystem clearance on 5 villages-

1.4 Key lessons for Consideration in the next strategic period

- NAPE performed well on promoting good natural resources governance and human rights observance with a series of evidences justifying this. However, the Oil and Gas Industry has just entered a critical phase (passing of Final Investment Decisions (FID) that will witness massive infrastructure development with Oil and Gas Pipelines Leading on the Agenda. This is likely to white wash the achievements already registered and cause more environmental and human rights violations.
- The Space for Civil Society since the Passing of the New NGO Amendment in August 2016 has continued to worsen. In addition to this, the passed NGO regulations have worsened the situation by making it a compulsory requirement for NGOs to sign MOUs with Local governments where they operate. This has a toll impact mainly on National Lobby groups like NAPE who have to legitimize their operations in all the districts of Uganda that are more than 120.
- The Work on Minority groups still needs to be prioritized as well as the rights of Indigenous clans living around Lake Albert.
- Engagements on laws that suffocate civic rights and compromise protection of human and environmental rights need to be further continued.
- Further strengthening the community Green radio need to be given much emphasis if NAPE is to achieve massive amplification of community voices.
- The growing move towards the green revolution and modern biotechnology with disregard to indigenous systems for agriculture, conservation, etc. needs to be halted /challenged locally, nationally and international if NAPE is to make a good contribution towards making communities food sovereign.
- As Uganda strives to make a foot into middle income status, Agro commodities mainly Sugarcane, palm oil, tea need to be considered as the most prominent drivers for ecosystem degradation, accelerated land grabbing and human and land rights abuse while in mining, Oil and gas development, sand mining, gold mining, limestone mining are the biggest threats to sustainable ecosystem use and management in Uganda.
- Women especially at grassroots have proven to be the most affected when it comes to disasters related to food insecurity, climate change, corporate induced land grabbing, ecosystem degradation and as such, it's critical that NAPE prioritises further shaping and strengthening the formation of a Grass root Women Led Movement in Uganda and the entire East African region
- Due to impunity, most companies especially agro based industries and farms have ended up violating Uganda labour laws especially in the employment of less skilled Labour with workers facing illegal dismissals, unfavorable pays, working under un bearable conditions with no protection gear thus exposing their lives to hazardous chemicals and other worker related accidents.
- Related to the above, efforts towards formalizing the artisanry mining sub sector, and enforcement of the new Mining Act 2022 provisions for protecting access rights, health and environmental standards in artisanry mines need to be followed up, fighting child labour, fighting sexual and Gender based violence, conflicts and peace building targeting displaced communities, child labourers, and refugees need to be up scaled.
- In the face of a complex working environment and continued shrinking civic space , increased poverty and difficult modes of survival, there is need for increased investment in both personal and organizational security including continued capacity building on NGO complia



Govt asked to address EU concerns - Environmentalists



Frank Muramuzi-Executive Director of NAPE calling on Ugandan government to address Injustices perpetuated in the Albertine Oil rift emphasizing that NEMA should recall all the Environmental and Social Impact Assessments illegally issued to Oil companies operating in Uganda mainly Total Energies and the Chinese National Offshore Oil company (CINOOO) September, 2022.

<https://www.bukedde.co.ug/report/143567/govt-asked-to-address-eu-concerns---environment>
<https://www.greenradio.ug/nape-welcomes-eu-resolution-on-eacop/>

1.5 Current Development trends /Operational Land scape in Uganda that further informed our strategic /focus/choices in 2023 for the new period 2023-2027

1. Massive crack down of civil liberties using repressive laws Like POMA –Arresting of Anti –EA-COP communities, civil society and Students, Arresting of Civil society opposing Bugoma Degradation by Hoima Sugar .The law was outlawed in 2017 but continues to be applied by police and other security agencies to freeze civic liberties in Uganda.
2. Ever shrinking /tightening of Civic Liberties (NGO Amendment Act of 2016, Data Protection Act of 2019 and regulations of 2021, Computer Misuse Act of October 2022, The Anti homosexuality Act of June 2023, The NGO amendment bill 2024 that aims at scrapping off the NGO bureau and return it to Ministry of Internal Affairs (Hands of police) .The situation is becoming worse as we come closer to the January/February 2026 Presidential elections in Uganda.
3. Massive thief of the country's resources – Compromised and corrupt Parliament .

4. Displacement of communities mainly by Oil and gas infrastructure Developments since Uganda Passed the Final Investment Decisions (FID) for Oil and gas and Promotion of Agro commodities (Kijayo camp, Rwamutonga camp, Kyagwali Camp, Kasenyi and Uduku in Buliisa by the Central processing facility, Oil feeder roads development ,Oil roads Development.(1000s of communities)
5. The government at Start of 2023 began the construction of Feeder Oil pipelines – these are displacing communities and degrading ecosystems
6. Displacement of more than 70,000 artisanry gold miners is in Mubende District
7. In August 2023, the government Kick starting EACOP construction in the First Quarter of 2024 but this has not started due to financing challenges –Campaigns against financiers mainly European Banks. The Hope was Exim bank of china but for now over a year, the deal hasn't secured a break through as per Reports of June 17th 2024
8. EACOP alone to displace 172 villages in Uganda alone, Rivers (Nabakazi,katonga,kafu,wambabya,jemakunya,etc, North western L Victoria wetlands for 90kms, forests (Bugoma,Tala, impacts on surface water, 37 Heating stations along its way and Climate change Question.
9. Increased Reliance on Chinese Businesses mainly in manufacturing, roads infrastructure and currently commercial agriculture.
10. January 23rd 2024– Government announced through the Petroleum Authority and Energy Minister Final Negotiations to kick start the 4 billion USD Oil refinery construction by Alpha MBM Investments from United Arab Emirates –anticipated to go on till 2027 but first Oil expected in 2025. MOU with Alpha signed 22nd Dec,2023
11. Governments, BIDCO (sept 2023)penned an agreement to extend palm oil plantations in western Uganda including the Sango Bay Ramser site in Kyotera District.
12. Massive degradation of Wetlands mainly by flower firms, petrol stations, industrial parks, processing and manufacturing industries inclusive chemical pollution of water ecosystems.
13. Human Wildlife conflicts arising from extended oil well tests in Murchison Falls NP forcing elephants, buffalos to stray into people gardens and homes killing them mainly in Buliisa District –Gwedo Sub County.
14. GMO bill still being halted but there are pushes to pass it .NAPE is still opposed and still runs campaigns against GMOs promotion in Uganda.
15. Issues of SGBV, Conflicts mainly over resource use, human rights abuse for girls, children very rampant as all the above developments take shape.



CHAPTER TWO:

NAPE UGANDA's CON- TEXTUAL ANALYSIS

This chapter presents both the Internal and external environments that dictate how the NAPE Environmental and human rights advocacy program is managed. The internal and external contexts present opportunities and strength, weaknesses and threats or risks that affect NAPE operations on a daily basis. The contexts also reveal how natural resources governance and human rights issues are reflected in the political, economic, social, technological, environmental and legal regimes in Uganda.

For objectivity reasons, the target interventions of this strategic plan will be based on implications in terms of opportunities or strengths and threats or weaknesses derived from the contextual analysis.

2.1 Internal Context

2.1.1 NAPE's SWOT Analysis

This chapter presents both the Internal and external environments that dictate how the NAPE Environmental and human rights advocacy program is managed. The internal and external contexts present opportunities and strength, weaknesses and threats or risks that affect NAPE operations on a daily basis. The contexts also reveal how natural resources governance and human rights issues are reflected in the political, economic,

social, technological, environmental and legal regimes in Uganda.

For objectivity reasons, the target interventions of this strategic plan will be based on implications in terms of opportunities or strengths and threats or weaknesses derived from the contextual analysis.

(Summarised in Table 1 below)

Table 1.

STRENGTH	OPPORTUNITIES
Fundraising capability guided by both fundraising skills and an attractive Niche (Environmental and Human Rights Advocacy) Existence of an "institutional home" with office assets and facilities (well-functioning computers, printers and office internet. Credible and well-functioning M&E Mechanism. Competent and dedicated staff both at Head office and community Green radio office. Good Institutional track record/ performance in the area of environmental advocacy and human Rights protection. Institutional policies on gender, finance and human resources, security, fraud prevention, Sub granting, ICT, Conflict of interest, procurement among others such as staff code of conduct and risk management policy. Gender "sensitive" programmes and operations Credible Accountability processes and Systems such as Computerized accounting packages -Quick books Owned Means of Transport Assets (2 fairly strong Field pick up vehicles and a Field Omni Bus for the Kalangala Buvuma Landscape. Data backup gadgets such as Hard Drives, On line Google drive accounts, vibrant websites, face book and twitter accounts, among others	Willing and interested donors and partners. Vibrant NAPE constituency communities, CSO networks, development partners. Volunteers from within and outside Uganda interest to support /work with NAPE in advancing its advocacy lobby and research work to greater heights. Networks and coalitions e.g. oil watch, NESMAC-U, CISCO, NARC-G, BAPENECO, Pan African Youths Movement, PWYP, FOE, ABN, and ARN, whose business complements NAPEs efforts. Emerging issues in the environmental Arena (climate change challenges, human rights abuse, increased ecosystem degradation, Further investment in the oil and Gas Sector, National Review of Uganda's Legal frame work to keep abreast with developments in the oil and Gas sector, etc that offer new opportunities for NAPE to do advocacy Continued Gender concerns and dynamics in reference to sustainable development. These give NAPE an opportunity to make a contribution.



Attractive Programmes such as the Sustainability school, Community Green radio programme, and Grass root eco feminist Movement building. Well stocked in house resource center. Strong institutional record in the area of Environmental and human rights protection backed with a series of national and international merit awards. Tested experience in sub granting and mentoring of small groups. Strong and competent Board made up of a fair mix of both Genders. Existence of Board guidelines NAPE in 2013 successfully went through a systems Audit and has implemented most of the recommendations. (98-100%).	New Attractive program-GRASSROOT WOMEN MOVEMENT, Community Green radio, Food sovereignty, etc.
WEAKNESSES	THREATS
High level of dependence on "restricted" or donor funding and limited sources of core funding or "unrestricted" funding. Limited Office space that can fully accommodate fully the staff and programme needs of the organization Lack of a cheap, clean and reliable Office power/energy option such as Solar Very old office Generator Lack of owned transport means for the Community Green radio platform. A gap in communication Old office fence that requires constant renovations. Lack of land and materials for housing the Community Green radio Mast. Nonfunctional electrified office fence. Outdated office equipment most especially, office Furniture. No community resource centre at the Green radio station.	Government continuing to pass laws that risk the work of NGOs such as the Public Order Management Law of Dec 2013, out lawed in 2017 but continues to be a challenge, the Anti-pornography –Mini skirt law passed in February 2014, the private data protection act of 2020, computer misuse act of October 2022, The Anti-Homosexuality Law passed in June 2023 and the Newly proposed NGO amendment bill 2023-2024 among others. All these incriminate the work of civil society in Uganda. Additionally, the New NGO amendment act and NGO regulations passed by government in 2016 and 2017 respectively present stringent Compliance requirements for signing MOUs with local governments where NAPE works. Cumbersome NGO registration and operational license renewal processes. Unpredictable funding landscape (Dynamic donor funding arrangements and priorities tending to shift towards basket funding arrangements with governments)

	Competition from other actor-NGOs, private sector players, etc Global and national financial crises/ challenges including the current wars in Europe (Ukraine) and Middle East (Israel, Palestine and Iran) Security/ insecurity by state interventions Failing to meet expectations of partners, beneficiaries Unpredictable political environment (risk of war) arising from the deteriorating political landscape in Uganda. Foreign domination i.e. a growing move towards the green revolution and modern biotechnology with disregard for indigenous systems such as agro ecology.
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2.1.2 Implications of the SWOT analysis

The above SWOT analysis reveals that whereas NAPE enjoys formidable strength that once well exploited can ably enable the organization to seize most of the opportunities that exist, there are potential outside threats and internal weaknesses that once not addressed can reduce NAPE's chances of registering big successes in its environmental advocacy work planned for this strategic period.

Thus, during this strategic period, NAPE Uganda will rely on its strength to take advantage on the opportunities identified and vigorously work towards minimizing identified weaknesses and threats. NAPE Uganda will most especially prioritize the following critical weaknesses and threats to be able to register big lobby and advocacy successes in the next 5 years.

2.1.3 Weaknesses

- Limited skills in fundraising, programme management, report writing, communication, research, community mobilization especially with in NAPE field staff and Educators/ community volunteers stationed in various operational districts
- High level of dependence on "restricted"

or donor funding and limited sources of core funding or "unrestricted" funding

- A Gap in communication.

2.1.4 Threats

- Bad Laws such as the New NGO Amendment Act, Public Order management Act that complicate CSOs efforts to form, register, mobilize/ convene or assemble, the data protection act, computer misuse act, the anti homosexuality act of June 2023 etc.
- Stringent Compliance requirements for signing MOUs with local governments where NAPE works.
- Boosting Office, machine, information and Staff Security
- Many demands and restrictions by the Uganda communications commission.
- Foreign domination i.e. a growing move towards the green revolution and modern biotechnology with disregard for indigenous systems such as agro ecology and other indige-



nous food and ecosystem conservation systems or methodologies.

- Dwindling funding sources coupled with high inflation and high costs of living and maintaining staff.

NB: *Once the above key weaknesses and threats are addressed, NAPE will stand a better chance to register excellent performances in her advocacy work for the starting strategic period.*

2.2 External Context

(See Details in Annex 1 appended to this Strategic Plan)

2.2.1 National perspective

The analysis will consider the political, economic, social, technological, environmental and legal issues that will both positively and negatively impact NAPE's Environmental Advocacy program or her membership in the

5-year strategic period. The intention is to enable NAPE arrive or identify strategic options that will maximise her contribution in her environmental and human rights advocacy work in Uganda.

(Read More in Annex 1 appended to this document)

CHAPTER THREE:

NAPE UGANDA'S INSTITUTIONAL OVERVIEW

The Section below presents NAPE institutional overview and summarizes the scope and coverage of NAPE advocacy work in the next 5 years.

3.1 Establishment/Status

National Association of Professional Environmentalist was formed in 1997 and is a registered indigenous environmental non-governmental organization (NGO) that works on a number of environmental issues with specific focus on undertaking lobbying and advocacy for sustainable use of natural resources.

3.2 Vision, Mission, Goal and Objectives of NAPE

3.2.1 Vision

A Ugandan society where women and youth take center stage and effectively participate in the sustainable use and management of natural resources.

3.2.2 Mission

A national environmental organization that lobbies and advocates for the sustainable management of natural resources for the benefit of all

3.2.3 Goal

Improved management of natural resources in Uganda

3.2.4 Development Objectives

The objectives of NAPE are:

a) To enhance good governance and democracy in the use and management of natural resources

in Uganda.

b) Contribute towards mitigation of the effects of climate change through sound management of natural resources.

c) To promote gender parity in the use and management of natural resources in Uganda.

d) Develop and enhance the capacity of NAPE to achieve its vision and mission, goals and objectives.

3.3 Mandate

The mandate of NAPE is to promote sustainable and equitable management of natural resources. NAPE in the next 5 years will strive to fulfill this mandate by undertaking lobby and advocacy to secure human, food, land, and environmental rights.

NAPE will also make effort to further strengthen and build its image at both the regional, continental and international level by implementing activity actions that positively enhances its institutional name among governments, international partners and networks.



A full list of lobby and advocacy actions plus the core strategies that will be employed in the next strategic period is detailed in Chapter 4 Subsection 4.3.2 & 4.3.3 of this plan.

3.3.1 Geographical coverage

NAPE Uganda's advocacy work will primarily cover the entire country since it's a nationally registered group. HOWEVER, its advocacy and lobby work will be focused on identified sub regional centers/spaces where there is sizeable NAPE membership, Where there is Gross violation of Human and Environmental rights, Areas affected by Mining and Large plantation farming (Agro commodities) and in other global strategic spaces that have a critical bearing on NAPE's advocacy work. Specifically, the Oil region (Murchison and Queen Elizabeth Land scapes), Ankole region, Lake Victoria region, East and Northern Uganda (kalamoja sub region) will be prioritized.

3.4 Core values

- a) **Professionalism** – NAPE believes in employing well trained, highly knowledgeable and skilled staff to deliver high quality services through conducting research and confidently advocating for best practices in natural resource management.
- b) **Teamwork & Commitment**- NAPE believes in working together to achieve a common objective, respecting each other's contribution, realizing and appreciating that team work is a key success factor to accomplishment of tasks and responsibilities.
- c) **Transparency & Accountability**- NAPE believes in being open in all ways and at all times, telling the truth, ensuring that resources are effectively and efficiently used, in the interest of every one.
- d) **Respect**- NAPE places high value on the preservation of life, property, and the environment. Both human and nature should have a right to live.
- e) **Integrity**- NAPE expects its Board, staff, members and other networks/partner-

ships to conduct themselves in a manner beyond reproach.

3.5 NAPE STRUCTURES, MANAGEMENT, GOVERNANCE PROCESSES AND APPROACHES

3.5.1 Organization Structure

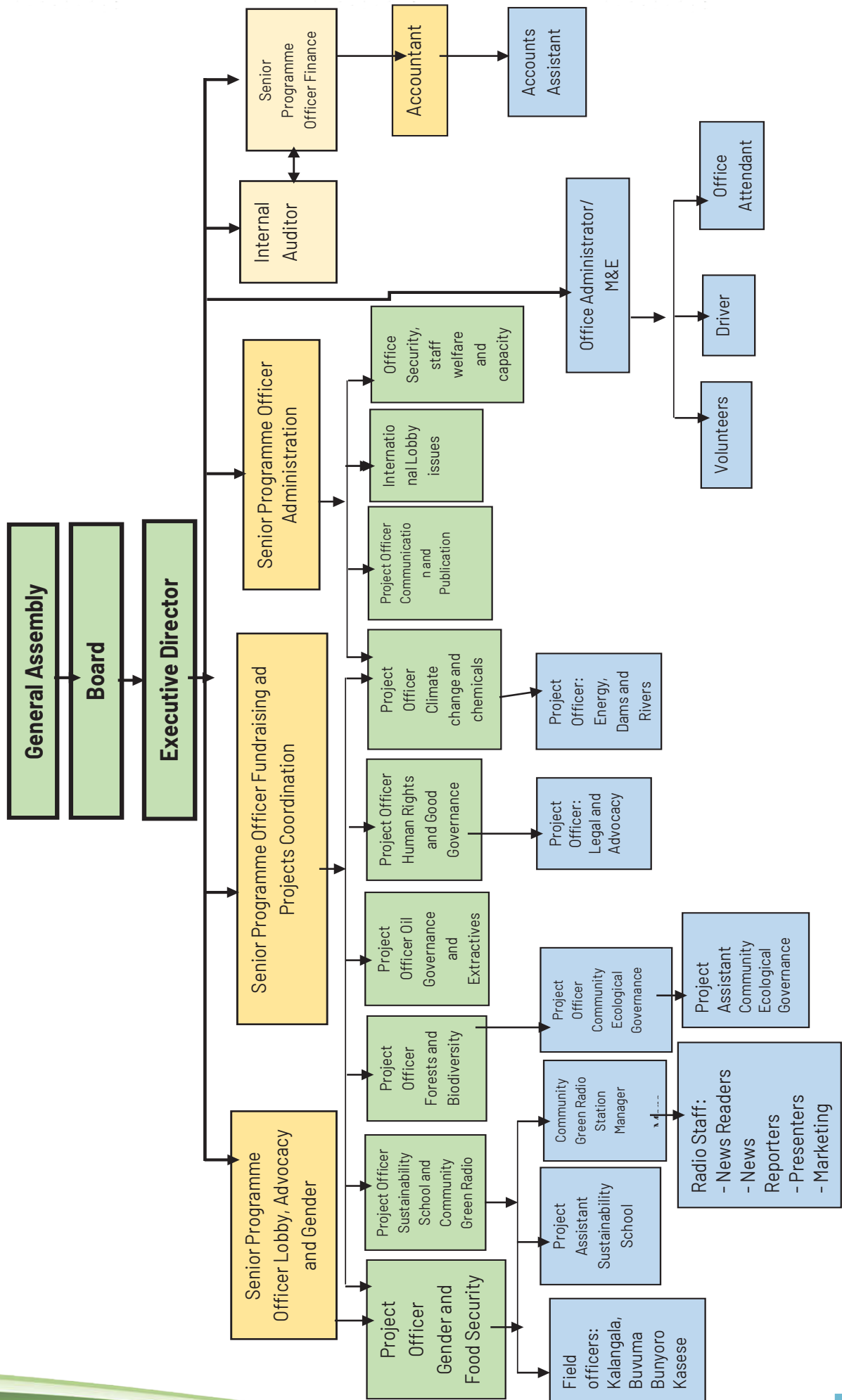
NAPE is a membership organization whose membership is drawn from individuals as well as institutions. The organization operates under the over-all policy guidance and supervision by a nine-person Board of Directors. The Board of Directors approves programmes and budget and ratify internal policies, among other businesses.

The Board is serviced by a full time Secretariat headed by the Executive Director who is the Chief Executive and Accounting officer. The Secretariat runs the day to day affairs of the organization headed by the Executive Director.

NAPE Policies are formulated by the General Assembly of Members. The General Assembly of members meets on annual basis to appoint senior staff and members. This forum provides opportunity for members to influence NAPE Programmes and exercise their mandate on governance issues of the organization.

NAPE, Secretariat for the coming 5 years from 2023 to 2027 will majorly comprise of Officers with different Functions both at office and in various field operational areas. The Executive Director will be the chief Accounting officer of the organization. He will be assisted by 4 Programme officers. One in charge of Fundraising and projects coordination, the second in charge of Administration, the 3rd in charge of Finance, and the 4th in charge of lobby, advocacy and gender. These senior staff will lead Teams of Project Officers and accounts staff as described in the following organogram shown in Figure 1 below.

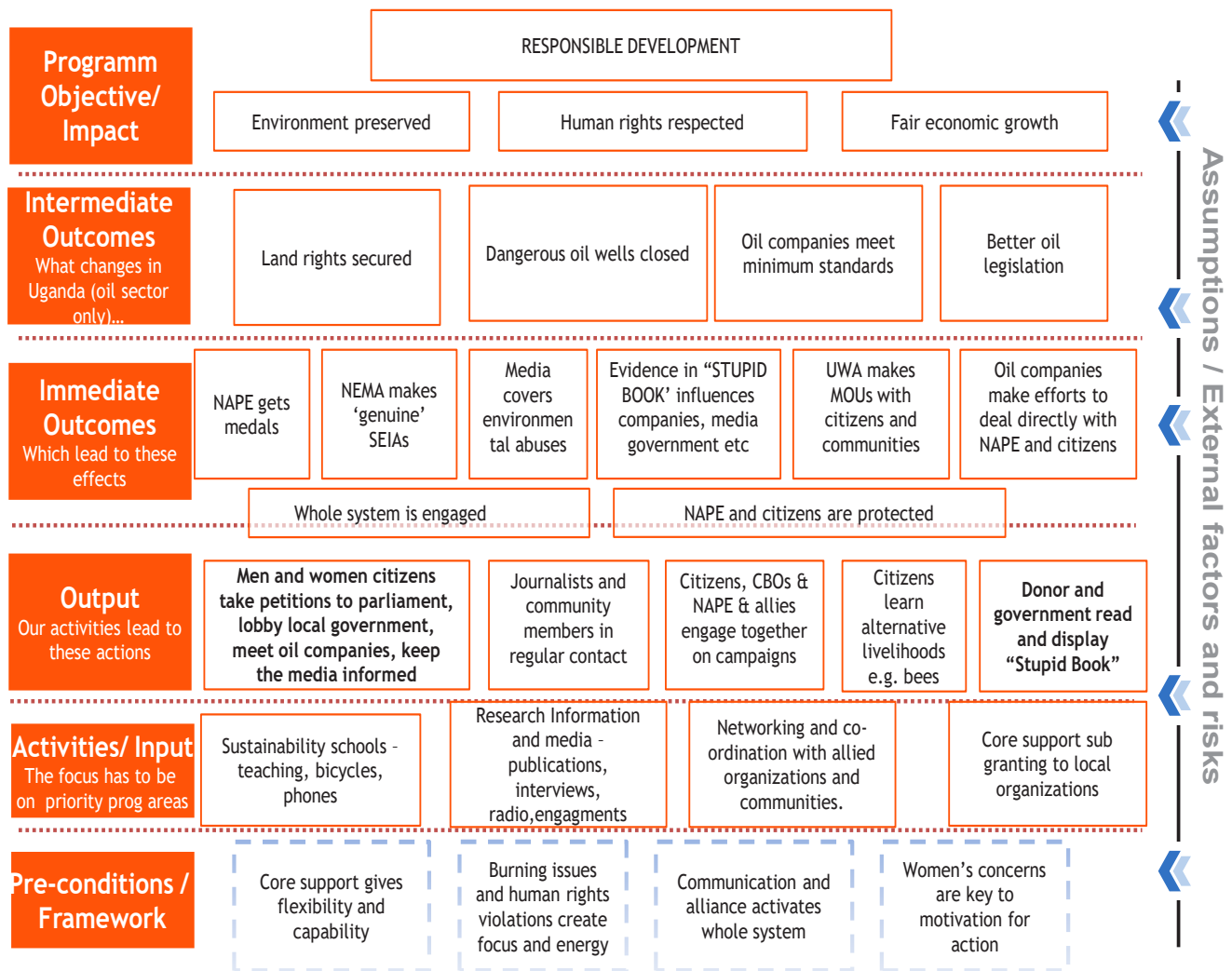
Figure 1. Organogram-National Association of Professional Environmentalists (NAPE)-2023-2027)



3.6 NAPE Uganda's Theory of Change-2023-2027

NAPE's Theory of change clarifies the domains of change. It clearly stimulates the envisaged pathways through which change will happen. The theory of change for NAPE during the next 5 years provides a road map /logic model for achieving the desired change. Thus, the NAPE theory of change shows both a narration and visual diagram that depicts how NAPE expects outcomes to occur over short, medium and long term as a result of her advocacy work.

Figure 2: Theory of Change: National Association of Professional Environmentalists



3.6.1 Notes/Narrations to the Theory of Change

a). Pre-Conditions: In the above envisioned theory of change/strategy framework, it is assumed that any of NAPE's advocacy work will depend on pre-existing conditions/issues to address which in this sense could be; burning human rights issues, climate change issues, Gross environmental degradation issues, food security issues, gender issues, water issues, policy violation issues among many others and these will form the pre-condition level of this theory of change/advocacy framework.

b). Activities: NAPE then comes into play to think of actions or interventions that must address the problem. This could take the form of a direct engagement, awareness creation, demonstrating good practice, dissemination of knowledge on the problem, building capacity and mobilization around the problem among others. Thus these will trigger NAPE to coin Programmes such as the sustainability school, the community green radio, etc to address/intervene on the problem. This forms the 2nd level or the activity /input level in the change theory above.

c). **Out puts:** As NAPE takes action using a series of interventions and innovations, then petitions are delivered to targeted stakeholders, information is published, knowledge and skills are imparted, campaign materials are designed, the media is given information, exchange visits are executed and knowledge sharing with affected locals is achieved, etc, and this forms the 3rd level (output level) of this envisioned theory of change above.

d). **Immediate out comes:** The above activity actions again result into either quick/immediate changes or long-term changes or out comes and quick responses. Results such as NAPE being awarded medals for excelling in environmental and human rights protection, National Environmental Management Authority commissioning SEA studies in the Oil belt, Journalists covering issues of human and nature rights violations like the case of Rwamutonga case, UPDF deploying in the forest to halt degradation of Bugoma forest, Stake holders such as Parliament acknowledging and appreciating the NAPE lobby magazines (so called propaganda/stupid, watch book, etc become the immediate results of executed NAPE activity interventions. These results vary from time to time and from issue to issue.

e). **Intermediate outcomes:** These are long term results or outcomes that happen due to the influence of the action that was executed in response to the pre-condition. These may for instance be like Oil companies abandoning/closing/suspending operations on risky oil wells, land rights secured from campaigns against land grabbing, better oil and gas legislations put in place, degraded ecosystems restored, illegal land titles in Bugoma forest cancelled, Lease holds of private companies located in protected ecosystems terminated, communities initiate alternative affordable / locally available income generating and food security initiatives, investment operations in wetlands and other protected areas abandoned, community capacity on human rights achieved among others.

g). **Programme objective:** With the above changes registered, then the environmental advocacy program objective will get achieved and this is to have our mother environment preserved, people's rights observed and having fair, equitable /balanced economic growth in Uganda whose total sum is what is termed as RESPONSIBLE DEVELOPMENT i.e. The development that does not compromise the well being of marginalized communities and environment.

3.7 NAPE Programme approach/Strategies of Work.

The implementation of NAPE programmes and activities is executed using a series of approaches among others including:

3.7.1 Strategies/Approaches

Collaboration and support (Networking): NAPE works closely with CSOs and NGOs, network, development partners at local, national and international levels on issues of advocacy and lobbying for sustainable development.

a) **Information generation** (Research) and sharing: NAPE uses its website, publications, newsletter policy briefs, newspaper articles, press briefing, radio and television programmes, meetings, workshops, resource centre to share or disseminate information regarding critical sustainable development issues in Uganda issues.

b) **Public Campaigns:** NAPE convenes or facilitates public campaigns as a strategy for reaching directly to its stakeholders and targeted audiences for awareness and make contribution to policy influence for sustainable use and management of natural resources.

c) **Stakeholder Involvement:** NAPE engages Stakeholders, mainly, Civil Society organizations and NGOs, Communities, development partners, Parliament and Media Journalists in its advocacy work. This approach enables NAPE to apply a bottom-up approach to development issues in relation to natural resources management.



d) **Participatory Research Approaches.** NAPE employs principles of Action oriented research, community resource Mapping (Eco mapping) and exchange visits as key approaches for information gathering and documentation.

e) **Coordination:** NAPE Secretariat coordinates/facilitates a number of national and international networks and coalitions such as on chemicals, dams, human rights, oil and rivers.

f) **Rights based approaches:** NAPE undertakes advocacy to protect the rights of people in reference to natural resources, environment, participation and access to information, among others.

g) **Building a critical mass.** NAPE sees this as build a critical mass through the sustainability school philosophy to be able to continue challenging the status quo even when NAPE eventually ceases to operate in their localities a nationwide strategy for future sustained advocacy on issues of social, environmental and economic concern. NAPE thinks it cannot be everywhere all the time and therefore tries to advance approaches that build a critical mass such as the sustainability school philosophy. This enables affected communities to be able to continue challenging the status quo even when NAPE eventually ceases to operate in their localities.

h) **Amplifying community voices through the Community radio approach.** NAPE employs this strategy to up lift and disseminate voices of community concerns to multi stake holders. NAPE from experience in the past 20 years has noted that most of the radios in Uganda are commercial (around 95%) and has little interest in hosting the poor communities to talk

about social and environmental issues. Most of their airtime space is committed to economics, politics, sport and almost zero is left to issues of human rights abuse, natural resources conservation and food security/sovereignty. The NAPE community radio model has in the past period proved to be a game changer in amplifying voices of the voiceless. In 2020, it was awarded the most prestigious Liz Hughes award by Farm radio International based in Canada as the sole winner among 60 competing radios in Africa for amplifying voices of grass root women through the NAPE radio **Nyinabwengye program** literally meaning "Mother of Knowledge".

Read more in this Link: <https://www.greenradio.ug/community-green-radio-receives-the-2020-liz-hughes-award-for-her-farm-radio/>

i) **Amplifying community voices through Information documentations and Artistic impressions.** NAPE again has learnt in the past 16 advocacy years that video and audio documentations, drama, poems, songs, tales, lobby magazines, newsletters, leaflets etc are key in expressing and disseminating community problems and their feelings on how such issues should be tackled.

j) **Amplifying Voices through Grass root women movement building.**

NAPE has learnt that grass root communities can be great pillars of change if they are well mobilized and drawn to a common cause. Ideally, they are the ones facing most of the challenges of human, land and food rights abuse among others and as such, they need to be the core centre upon any advocacy is built.



NAPE Executive Director and staff receive the “prestigious Hughes Award –from Farm Radio International Canada given to the NAPE community Green radio in recognition for being the best community Green radio among 60 competitors in Africa for championing amplifying voices of Grass root women-February 2020.

With this in mind, NAPE has established a movement of grass root women that she thinks can be natured to the tune of 5000 strong grass root women change agents by close of this strategic period. The absolute goal is to unite grass root women in Uganda into national women led advocacy movement to challenge the negative impacts of extractives on rural communities in Uganda.

3.7.2 Gender Mainstreaming

NAPE strives to incorporate gender in its programme work. It has got a gender policy and simplified gender mainstreaming guidelines/tools to enable easy incorporation of gender issues in programme work by its staff. Gender at NAPE is reflected both in the programme work implemented by the organization, the organization staff and the Board. The organization has got a fair mix of all sexes with fairly balanced gender roles

NAPE’s strategic plan recognises that exclusion and marginalisation of certain sections (the marginalized groups include women, people with disabilities and hard to reach communities) of the population is a major problem for achieving sustainable development. Over the past years NAPE has made significant progress in addressing gender inequalities in all areas of work and continues to do the same. The positive progress is attributed to a number of approaches and practices put in place to address the gender inequalities. However, despite the significant progress, gender discrimination and oppression remain a challenge for the attainment of gender equality. For NAPE to achieve its gender parity objective, she will apply the following strategies:

- Through the fundraising approach that focuses specifically on improving the situation of women given the existing evidence of their disadvantaged position in



society. And this will be done through projects that are specifically targeting women and girls' rights and funders that support only women's rights advocacy.

- Undertaking gender capacity needs assessment of the staff members and partners to ascertain their understanding of gender issues and how to address them.
- Conducting gender training workshops & staff weekly for all partner members and staff to build their capacity in identifying and addressing gender issues in their work. This will enhance their capacity in mainstreaming gender in their programmes.
- Undertaking gender sensitization of local partners during community field meetings and using the community green radio "gender programme – Nyinabwenge".
- Applying the gender sensitive & inclusiveness tool for Monitoring and evaluating the system with clearly set gender sensitive indicators. To continue conducting gender sensitive monitoring to ensure that NAPE is on track regarding gender integration.
- Organizing regular M&E review meetings to review progress on gender mainstreaming and reflecting on the lessons learnt for future improvement
- Promoting participatory approaches that engage both women and men in the beneficiary communities in identification, formulation, implementation and monitoring and Evaluation of the NAPE's interventions. In this way, women and men will be accorded the opportunity to identify both strategic and practical gender needs and interests of men and women and how best they should be addressed.
- Organizing systematic and regular consultations among both women and men within beneficiary communities to identify their priorities and preferences in project implementation mechanisms.
- Building and establishing strategic collaboration with gender focused organizations especially those that are key in policy development and those that support gender equality and equity in communities & other organizations that promote the achievement of gender equality and equity.

3.7.3 The expected gender outcomes during the period 2023-2027;

- A stronger, more democratic and accountable women-led movement of at least 50,000 people built
- Impacted Communities especially grass root women and special interest groups such as those living with disabilities and their allies have greater knowledge about the destructive environmental development models, their structural location, their impacts (and in particular the differentiated effects upon women) and the existent or desired alternatives to the dominant way of development.
- Minority groups impacted by the large-scale development projects are able to defend their communities and their own gender-specific interests against rapacious development, including by developing, testing, piloting and replicating food, energy, and other livelihoods alternatives at the local level.
- Grassroots women, NAPE staff and women leaders from allies' partners are empowered to deepen their collective struggles against environmental injustices.
- New allies brought on board by NAPE to strengthen the gender work in our areas of operation.
- Strengthened movement of grassroots women against fossil fuels and for socialized renewable energy, climate justice, women's rights, food sovereignty and freedom from violence in a minimum of ten districts countries.
- NAPE staff have greater capacity, knowledge and concrete skills to support local struggles of women against fossil fuels, large plantations investments and for the alternatives.
- The grassroots movement and the grassroots struggles supported by NAPE are made visible and increasingly linked up and supported through online platforms & international lobby platforms.
- Greater knowledge and awareness (amongst partners) about unsustainable development models and repression in natural resources rights, how minority groups & women are differently affect-

- ed, and the different ways in which partners could be responding for redress and rights.
- At least 4000 women activists across ten districts, have deepened consciousness about women's oppression under a system of global neo-liberal patriarchal capitalism, have greater knowledge and skill to act with others to change their contexts, they have extended their ability to support women's organizing whilst addressing risk, and they have more confidence and a sense of being part of a greater women's movement struggling for the same changes in often hostile contexts.
 - Women's organizing and an action in specific localities has been strengthened.
 - The safe space model of protecting GBV victims has been popularized and implemented in various community hot spots prone to GBV.
 - Women are acting in solidarity with one another across localities in support of a wider change agenda.
 - Gender funders remain with us for the long-term and NAPE expands the resource base available to its gender projects.



CHAPTER FOUR:

INTERVENTION LOGIC /

STRATEGY, 2023-2027

4.1 Overview

This chapter further elaborates on the core strategic objectives that NAPE will strive to achieve in the next 5 years. The chapter also gives a summary/synthesis of the prioritized implications/revelations drawn from both the SWOT analysis and contextual analysis/scan of the external environment. The chapter also spells out key strategies that will be employed and prioritised/core interventions upon which projects and programs will be developed to address the challenges/implications.

4.2 Summary Synthesized analysis of internal and external Contexts

Uganda is going to foresee massive human and land rights challenges as the Oil sector enters into a critical stage of putting in place massive infrastructure developments (Labour camps, crude oil pipelines, oil roads, oil refineries, heating stations, processing facilities, oil waste treatment sites, etc given the fact that Final Investment Decisions were taken in February 2022. Thus serious governance and accountability challenges in Oil Sector are expected in the coming years ahead.

- Agro commodity crops mainly Sugar cane, Tea, rice and palm oil remain the leading drivers to ecosystem conversion especially in the North, western and Lake Victoria region of central Uganda while in mining, the single most threats to ecosystem health are Oil in the Albertine rift, sand mining and industrialization in the lake Victoria region.
- Land tenure and land use issues in relation to conversion of land uses from protected areas to agriculture and industrial development, land grabbing and associated land disputes will worsen with the deteriorating natural resource governance in Uganda coupled with intended passing of bad and up popular laws such as NGO amendment Act of 2016, and continued attempts to amend Article 26 of the Uganda constitution as a means of legitimizing compulsory land acquisition by government.
- As Uganda strives to achieve the 2040 vision, it's most likely that Technological advances in Agriculture and health will more than before come into play bringing massive damage on community food sovereignty, environmental damage and human health issues e.g., GMOs will compromise indigenous food systems, substitute indigenous trees and cause health complications arising from the use of Agro chemicals.
- Governance and accountability issues in relation to rights ,environmental and economic management will worsen given the fact that the current regime has already amended the constitution to keep its self into power in perpetuity (Amendment of the Age limit for the president –(Article 102(b) and most government regulatory institutions continue to become less functional. The likes of NEMA, NFA, UWA lie in this category.
- Uganda remains on a steady path of loosing forest cover at approximately 1.7% rate annually implying continued biodiversity loss due to loss or degradation of biodiversity habitats especially, forests, wetlands, and water and agro-landscapes. While in 2001, the country lost 297 km² of forest, by 2020 the figure had more than doubled (736 km² of forest lost in a single year and 967 km² in 2021 , according to data from the online forest tracking portal Global Forest Watch.10 Nov 2021.
- Poor regulation by government and capacity challenges coupled with political interference has resulted into increasing violations of set laws and practices for human and environmental safety by both state and non state actors mainly private sector developers.
- Increasing negative effects and or impacts of Climate change on livelihoods and the need for mitigation or adaptation measures arising from increased degradation of climate modifying ecosystems such as forests and wetlands mainly by large plantation /agro commodity investments, fossil fuel extractions (Tilenga, Kingfisher, and EACOP), large Hydro electricity dams along the Nile (Bujagali, Karuma,Isimba dams among others.
- The un regulated Artisanry mining sub sector remains very dangerous and risky to mainly women and children through the increased use of mercury a dangerous chemical in gold mining operations throughout the country especially in areas of Buhweju, Namayingo, Bugiri, Moroto, Nakapiriprit Mubende, employment of child labourers and creating ecological foot prints damaging the environment . Chemicals misuse is also a big challenge in both manufacturing industries, consumer products and also in Agro based farms.
- Community participation in promoting good governance is still lacking and government is increasingly compromising their efforts through a tightly controlled parliament (80% NRM) with a weak opposition both in terms of quality and number that eventually dictates who makes decisions, when and on what. The result of this has been passing of laws that suffocate civic space, press freedoms, human rights and freedom of both association, expression and accelerate poverty and oppression. These among others include The Public order Management law, the NGO amendment law of 2016, the computer misuse law of 2023, the Anti homosexuality law of 2023, anti money laundering act and government occasionally mentions of introducing the Economic saboteurs bill against those opposed to certain investment decisions taken by



government or partner corporations local and foreign.

- Declining livelihoods security in relation to natural resources (water/fishing, forestry, wetlands, soil fertility, problem animals, agricultural pests and diseases) arising from excessive degradation of ecosystems. As a matter of fact, whereas Uganda's target was to increase the percentage of forest cover to 18% by 2020, research shows that the country instead continues to face an annual deforestation rate of 1.76% and between 1990 and 2005; Uganda lost 26.3% of its forest cover equivalent to approximately, 1,297,000 hectares and a 13% decrease in forest cover between 2020 and 2021.
- High level of unemployment especially among the youth as the population continues to shoot up amidst an economy facing high inflation, big debt burden, insecurity, massive corruption and bribery especially in the political class. Uganda's population was at 44,141,755 as of Sunday, June 3, 2018, and is currently 50,012,217 as of Sunday June 18th 2023 based on the latest worldometer elaboration data of United Nations. Uganda population is equivalent to 0.58% of the total world population. The annual population growth rate of 3.4 % is one of the highest in the world. This has created a big challenge of casual labourers amidst a shrinking economy and biting poverty.
- The youth (18-35 years according to Uganda's Constitution) who constitute a large part of Uganda's population 72% (UBOS 2014), are marginalized, their voices and concerns are often not heard and respected as they are only prescribed by the adults and decision makers (government) and yet they have to live longer with the consequences of any bad decisions than their elders. Youth exclusion from socio-economic and political process has created fertile conditions for youths to become unproductive, hopeless and hapless. Difficult situations such as unemployment and poverty has resulted into young people becoming idle, and driven them in alcohol and drug abuse, and at the extreme radicalism.
- Conflict and complexity in enforcement of environmental laws arising from political

sabotage, lack of capacity of regulatory institutions such as NEMA, NFA, etc coupled with a fact that some laws have been taken over by the current developments especially in the oil and gas sector. Uganda faces a situation where anything on oil just by act of the state doesn't follow the laid down laws and guidelines.

- Increased demands in fundraising, program management, communication, research especially with in NAPE field staff and Educators/ community listeners for the NAPE community Green radio stationed in various operational districts mean NAPE will need to continue sharpening knowledge and skills of its workforce and collaborating local partner groups and individuals.
- High level of dependence on "restricted" or donor funding and limited sources of core funding or "unrestricted" funding will require NAPE to double fundraising /resource mobilization efforts currently and into the future.
- NAPE lacks owned transport in form of strong field vehicles to service the field requirements of field based programs and the Community Green radio advocacy platform. In addition, both the radio and NAPE head office lack some operational equipment such as computers, printers, strong power backups which need replacement time after time. These greatly pose a challenge for efficient and effective operation of the community green radio and NAPE Head office.
- Increased civil society and community insecurity in Uganda is inevitable dictated by continued approval of Laws, policies, guidelines that risk the work of civil society (NGO amendment Act 2016, NGO regulations-2017, attempts to amend Article 26 of the constitution, Amendment of presidential age limit (Article 102(b), Public Order Management Act, Anti money laundering act, computer misuse act of October 2022, Anti homosexuality act of May 2023, among many others such as stationing NGO monitoring committees at every district chaired by Security personnel (Resident District Commissioners and Security Officers(RDCs & DISOs). These dictate more investment in NGO security and personal security for human rights defenders/activists.

4.3 Strategic objective for the period 2023-2027

- Deepen the building of Knowledgeable, **well coordinated resilient communities** against human and environmental injustices.

Justification

- In an era of continued shrinking of civic space, accelerated corporate induced land grabs, ecosystem depletion and associated rights abuses, Knowledgeable, **Resilient and well coordinated communities will act as future organizing and change champions to continue challenging the status quo even when NAPE is no longer operating in their localities.**
- NAPE believes in a “People Centered Approach” to change because we think People who are most affected by the problems are better suited to address them.

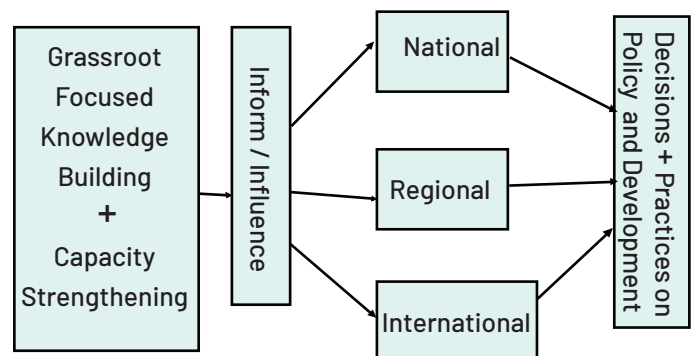
4.4 Strategic Approach

- The “bottom top approach” is our choice for achieving **“well coordinated and knowledgeable resilient communities”** against human and environmental rights injustices. This is a “peoples Centered approach” where issues and development ideas come directly from the grassroots/ problem owners and their voices are then amplified upwards at district, national, regional and international levels to inform decisions and interventions to problems.

4.4.1 Operationalization:

- NAPE will employ strategies that put build Advocacy and demand for justice around those that are vulnerable, affected

or abused in the target community constituencies . These will take forms such as Action oriented/community led researches, grass root eco feminist movement building, Independent forest monitoring and reporting of illegal timber logging and ecosystem degradation by civil society and communities using an independent Forest monitoring strategy , Community knowledge building and dissemination targeting stories of resistance by affected communities ,amplifying grass root community voices using the green radio model, other community based radios locally ,regionally, and internationally such as Farm Radio international Canada, FoE,s Real World Radio plus other international media platforms , community led food sovereignty and climate justice campaigns, Project Affected People (PAPs) and civil society being Amicus /Friends of courts in public interest litigation cases against government and corporate actors among others.



4.5 NAPE Prioritized program /project areas for the 2023-2027 strategic Period

See Page 8-11 and also as summarized in the table below pages (40-53).

Table 2: Summary Table of Programs, planned interventions and priority Level for the period 2023-2027.

No	Strategic/Programme area	Strategic Objective	Expected Outcomes & results.	Planned interventions/Advocacy & lobby Actions	Scope & targeted parties
1.	Good natural resources governance, Democracy Human and environmental rights protection.	Lobby and advocate for the observance and good governance, democracy, human and environmental rights protection in the use and management of Uganda's natural resources.	- Ecosystem dependent communities and groups have demonstrated capacity to engage private sector players and responsible government institutions to observe local, national and international laws, guidelines and practices for protection of life supporting ecosystems in Uganda - Uganda's natural resources (Forests, wetlands, range lands, N.Parks and reserves, Mineral Wealth, Lakes and rivers, etc sustainably exploited for benefit of all. - Community access rights and entitlements to natural resources are respected by government, private sector players and local leadership. - Human ,land and other rights of communities are observed, respected and protected - Corporate Actors in Uganda's oil and gas sector, Mining sector, Agri business sector and manufacturing adhere to social, human and	<u>Employ the sustainability school model for:</u> a) Community empowerment and engagement trainings in natural resources management and capacity to demand accountability from leaders b) Producing and disseminating information for building Community capacity(empowerment) to defend and demand respect of their rights to natural resources access. c) Support and facilitate Platforms for amplifying affected community voices and advocating for community rights, promoting dialogue and conflict resolution on issues of access rights and non compliance to policies and guidelines for good natural resources management d) Execute led community action researches and engagement actions on abuses to access, land, food,	Local and national and international level campaigns targeting ecosystem managers and other enforcement agencies, private sector developers, financiers Parliament, Law courts and communities.

2	Collective grass root women actions on community food sovereignty and fighting extractives.	Promote Gender parity and rights in the use, and management of natural resources.	Gender rights of grass root women, girls, children and other genders are amplified and protected.	<u>Employ the Grass root women movement model to promote women rights, community food sovereignty and fight harmful extractives and other false development models by:</u> m) Mobilizing more 15,000 grass root based women activists in key strategic operational areas in Uganda to campaign against extractives and abuse of women, girls and children rights. n) Support mobilized grass root women gain organizing, research and engagement skills, execute action research on multiple ways women, girls and people of all genders experience oppression and ways to dismantle such systems that discriminate against them, halt back their participation, expression and retard their development.	Local, national and international campaigns targeting local, national and international stakeholders and grass root communities.
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3.	Energy & Climate change	Contribute towards mitigation of the effects of climate change and its impacts through execution of advocacy for promoting sound management of natural resources and best practices for climate	Improved climate change and livelihoods options through: Fighting Fossils and promotion of clean and energy saving technologies in climate change prone communities.	collective engagements locally and participation in social movements across the globe to gain skills and expertise to influence policy and practice and strength in mass/numbers to achieve the needed change or practices. t) Support collective grass root women engagements targeting GBV, rights abuse, energy justice, climate justice, dirty energy fossils, destructive agri business, food rights, nature rights, land rights, water rights through energy assemblies, women activist caravans, exhibitions, various forms of artistic impressions, joint petitions and media advocacy.		Local, national regional and international levels
				a) Community capacity trainings to adapt and mitigate climate change and boost community based food sovereignty knowledge on indigenous systems. b) Campaigns, awareness, engagements for the promotion of decentralised		



	change mitigation and adaptation.	• Sacred natural sites and territories are protected and climate prone communities green their localities using indigenous trees and fruits • Degraded ecosystems are identified conserved /restored for continued provisioning of International Public Goods (food security, Water Supply, Climate Resilience and Biodiversity). • Government of Uganda Works towards achieving a fairly balanced energy mix by increasing more investment in clean energy technologies such as solar both at local and national levels.	clean energy options for poor and hard to reach communities such as solar, small hydros, geothermal, biogas among others. c) Promote community-based energy efficient and saving initiatives such as Cooking stoves, charcoal briquettes, etc. d) Executing campaigns against human and environmental dangers of Nuclear energy promotion in Uganda. e) Organizing engagement meetings to create awareness demonstrate good practice; disseminate knowledge on the climate change problem in relation to ecosystems destruction f) Supporting Energy assemblies of grass root women activists under the auspices of the grass root women movement.	Local, national, international levels targeting grass root communities.
4. Gender, Community support, land security and food sovereignty.	Ensure grass root communities play a central role in the use and management of natural resources and food production, land use planning based on indigenous knowledge	• Grass root Women & other minority groups play a more active role in the use and management of natural resources and have access to house hold food and incomes	a) Support grass root women and youths organizing challenging negative impacts of extractives and Aggro commodities on land security and community food	

		systems to agro ecology methodologies. -Ensure Youths play a central role in Uganda's development agenda more especially in promoting good governance. -Ensure minority & marginalized groups such as people living with HIV, People With disabilities, Orphans, Grassroots women, children, elderly, ethnic minorities & clans etc play an active role in issues of rights, food security, leadership & good natural resources governance	• Environmentally friendly, locally affordable and available indigenous knowledge to food production and land security are documented and popularized.	b) Supporting youth's local, regional, and national campaigns on various issues such as corporate induced land grabbing, policy advocacy, and land and food rights abuse. c) Support minority & marginalized grass root groups such as people living with HIV, People With disabilities, Orphans, Grassroots women, children, elderly, ethnic minorities & clans etc. play an active role in issues of rights, food security, leadership & good natural resources governance	
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				amplify voices of Women and Young people against dangers of extractives and corporate capture and support their food production initiatives. h) .Organize skilling programs for youths that boost their incomes, and enable them live sustainable lives	
5.	Chemicals usage & management in the artisanry mining subsector, manufacturing industries and consumer products.	Campaign against the use of harmful chemicals majorly Mercury, Lead, oil and gas plus agro based chemicals.	• A health society free from dangers of hazardous chemicals. • Government puts in place a formidable regulation for the artisanry mining sub sector. • Government passes a minimum wage policy to protect workers employed in Uganda's informal sector.	a) Capacity building for Artisanry miners on dangers of Mercury usage in small scale gold processing in both eastern and western Uganda. b) Campaigns against harmful consumer products on the Ugandan market & Lobbying/advocating for ban or non-use of dangerous chemicals. c) Supporting demonstrations for Mercury free gold processing in both eastern and western Uganda d) Engage in issues of chemicals mismanagement in artisanal mining	Local ,national and international Levels



				f) Deepen engagements and build capacity on chemicals wastes management in the oil and gas, manufacturing and flower industries. g) Document and disseminate information on sound management of chemicals h) Engaging in national and global policy advocacy debates on sound management of chemicals	
6.	Water provisioning & governance	Promote the right to access clean and safe water through advocating for protection and good management and usage of water provisioning ecosystems within the national and international policy frameworks.	- Communities rights to Water & sanitation plus water provisioning ecosystems are secured - Water stressed communities in rural and peri-urban Uganda have access to affordable rain water harvesting facilities. - Water stressed communities demonstrate practices for improved knowledge on water and sanitation - Government has made efforts to improve clean water access for water stressed communities.	a) Capacity building for Water user communities on their rights and entitlements in and around the lake Victoria and oil region	Local and national levels targeting riverine and Water stressed communities.



				b) Formation of water user committees in water stressed communities and promoting home based water harvesting technologies in both rural and peri urban communities c) Supporting through practical education various home based methodologies for developing affordable water harvesting technologies for communities in and around Kampala and dry corridors of central and western Uganda.	
7.	Forests and biodiversity and promotion of community ecological governance.	Identify, enforce, build capacity and demonstrate good practices for better usage and management of forests, lakes, wetlands and riverine ecosystems.	Ecosystem resources important for climate change modification are secured and protected from abuse by both government and other players in the private and public sectors. We shall target 5-10 in the strategic period	a) Capacity building for ecosystem dependent communities on the value of forest and wetlands conservation. b) Support Community led Restoration programs targeting key environmental resources facing mass degradation mainly wetlands, forests, Sacred natural sites and territories/community conserved areas. c) Forming &strengthening partnerships for CSOs to promote Protection of forested landscapes and	Local and national levels

		- Communities have made efforts to manage local resources responsibly by at least conserving 4 community conserved areas mainly cultural forests or riverine catchments - Identified key ecosystem degraders have been reported and action taken by responsible regulatory authorities.	maintenance of internationally recognized Public Goods (IPGs) d) Execute engagement meetings with the National Environmental Management Authority (NEMA), National Forest Authority (NFA), Uganda Wildlife Authority (UWA), and parliament and sand mining investors on illegal land acquisition and degradation of Lake Victoria. e) Support research and media field visits to various threatened wetlands, forests and riverine ecosystems to capture and popularize issues of degradation f) Legal actions against ecosystem degraders. g) Support communities and civil society to implement an Independent forest monitoring strategy to check illegal timber logging.	Local, national and international levels targeting Oil and gas corporate and financiers.
8.	Oil and Gas governance	Promote good natural resources governance and human rights observance in the exploitation and development of Uganda's Oil and gas plus other mineral wealth.	a) Mobilize oil host communities along oil feeder pipeline routes, EACOP, oil roads, Oil refinery, Air ports, Central processing facilities, etc and orient them on rights entitlements with regard to	



			- Oil and gas companies have abided to mitigation hierarchy, offset biodiversity, taken up steps to protect biodiversity by implementing safety measures and guidelines to minimize impact of their operations on both people and the environment. - Oil corporates are held accountable on land, human and environmental rights abuses.	oil and gas extraction and development. b) Facilitate forums or processes for advocating for accountability such as Radio Talk shows / TV in different regions of Uganda by oil host communities. c) Support joint lobby campaigns for civil society and oil host communities on issues of environmental, human and land rights abuse including non compliance to EIAs, SEAs, RAPS, and illegal operations in protected areas by oil and gas companies. d) Support interactions for media visits with oil host community members of oil watch network to report on oil and gas impacts. e) Development of a World Heritage campaign strategy for the East African Crude Oil and gas pipeline route (EACOP) <u>targeting key ecosystem resources that risk extinction along the</u>	
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					1.443 km oil pipeline route in both Uganda and Tanzania. f) Developing and implementing a strategy for Engaging Chinese companies operating in the Oil, mining and construction sectors in Uganda g) Public interest litigation in national, regional and international courts/Parent company courts targeting oil companies on Human and environmental rights abuses perpetrated in host communities. h) Be Amicus to courts by providing expertise, evidence and advice on environmental rights abuse cases by corporations. h) Document lessons learnt from past and present advocacy models such as Strategic litigation ,the sustainability school ,the community Green radio, and also develop a Strategy for the Eco feminist grass root
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9.	Advocacy Research ,information publication and dissemination	Generate and widely disseminate lobby and advocacy information, knowledge and practices that foster good natural resources governance, human and environmental rights observance plus food sovereignty.	Advocacy information is readily available and accessed by both local, national and international stakeholders	movement being nurtured by NAPE.	Local, national, international levels.
				a) Mobilize, Design ,translate, disseminate various information materials in form of calendars, lobby magazines , bulletins, newsletters, fact sheets, stickers, banners, leaflets, videos, Audios etc ,community led artistic impressions that popularize issues of environmental and human rights abuse. b) Initiate and Support dialogues between Ecosystem managers and ecosystem dependent communities on issues raised in various information materials such as land grabbing issues, environmental and access rights abuse, etc.	

10	Advocacy on Safeguard policies of IFIs.	Ensure that International Financial institutions (IFIs) and investing companies adhering to their own policies and regulations	Financial institutions and investing companies adhering to their own policies and regulations with specific focus to those investing and financing in Oil and gas plus Agro commodity crops e.g. Sugar cane, Palm Oil and large Hydro dams.	a) Petitions, engagement strategies, research and court actions targeting financiers of environmentally harmful projects abusing rights of both communities and the environment	Local, national, international levels mainly targeting financing Banks.
11.	Institutional Performance, functioning and visibility locally, nationally and internationally.	Develop and enhance the capacity of NAPE to achieve its vision, mission, goals and objectives by having a capable and well skilled workforce, strong policies, structures, systems and adequate financing and publicity for its advocacy work locally, nationally and internationally.	A stronger NAPE is built and is excellently performing its mandate for which it was formed.	a) Payment of NAPE institutional requirements for human resource and operational assets. b) Participation in regional and global lobby and advocacy forums on topical issues such as climate change, human rights etc. c) Securing Strong field transport means for the head office and community Green radio platform. d) Strengthening security in terms of assets and skills on passed bad laws that compromise safety and security of NAPE head office, community Green radio, partner grass root	Local, national international targeting NAPE offices, NAPE staff, community Green radio station, local collaborating groups and individual activists.



groups and individual activists/human rights defenders. e) Employ a qualified communication personnel f) Replace Aging Community Green radio equipment and infrastructure.

4.6 Prioritized Strategies that will be employed 2023-2027

The following strategies will be employed by NAPE to execute the planned advocacy and lobby work/programmes in the next 5 years;

a) Capacity building. Capacity building through training, local, national and international exposure, etc for partner communities, CSOs, government and private sector players including Youths is one of the core strategies NAPE will continue to employ to achieve its mission.

b) Movement building. Working with grass root communities mainly grass root groups and women farmers to establish a strong advocacy movement against dangers of extractives on livelihoods. NAPE will embed ecofeminist approaches and analysis within women's organizing to strengthen networks and leadership and build greater solidarity amongst women from different communities.

c) Media advocacy. This will involve working closely with media journalists to popularize issues of human land and food rights abuse.

d) Working with or through strategic partners and alliances: by identifying and collaborating with institutions and networks or coalitions with added advantage to NAPEs Mission e.g., parliament, CSO coalitions, development partners locally and internationally, etc.

e) Critical mass building: through, mobilizing and empowering communities and public at large to demand accountability and good services delivery.

f) Direct engagement with violators (Government, Private sector, Financiers) on a series of issues that compromise the safety and health of the environment plus other forms of bad governance (dialogue and dissent).

g) Participatory research and innovations development. NAPE will embrace, encourage and promote community led research, innovation and development of participatory Research and information

dissemination models on issues of environmental injustice food insecurity and bad governance.

h) Building and amplifying voices of the communities through innovative approaches such as the Sustainability School Philosophy, Action Oriented Researches and establishment of a Community Green radio, participatory video /trainings/recordings/captures, drama/popular theatre, and general media engagement, etc.

i) Public Interest Litigation –Suing the violators of human and environmental rights in courts of law

j) Using rights-based approaches e.g. human rights and rights of nature/Earth Jurisprudence to advocate for the conservation of sacred natural sites and rights of indigenous communities.

k) Community ecological governance approaches to food, seed and ecosystem conservation i.e. approaches based on indigenous knowledge systems Mainstreaming of Gender- NAPE will ensure that gender is mainstreamed at the work place and in the delivery of its program and project work.

l) Mainstreaming of HIV/AIDS- NAPE will ensure that HIV/Aids is mainstreamed in the delivery of its programs and services where relevant

m) Youths inclusion. NAPE will ensure that youths play an active role in promoting good natural resources governance

n) Right based approaches- Rights based approaches: NAPE will undertake advocacy to protect the rights of people in reference to natural resources, environment, participation and access to information, among others

o) Working through NAPE members and related Network structures. NAPE will deliver its strategies, campaigns, advocacy information and lobby through members, affiliating networks local, national and international for instance by strategically taking advantage of their websites to popularize its advocacy work

p) Documentation & knowledge sharing. We will ensure documentation of best practices, workable approaches and other relevant information materials and devise elaborate mechanisms for sharing them and enabling their adoption among members and farmer communities

q) Demonstrations and Piloting best practices. NAPE will demonstrate and establish pilots for showcasing best practices for food and ecosystem conservation as a strategy to learn and borrow knowledge for replication

r) Networking. NAPE will ensure collaboration among members and with key actors at various levels and spheres of engagement as a strategy to generate momentum, synergy and critical action towards influencing desired changes in areas of human rights, land rights, food rights, human rights and ecological land use management.

s) Establishment of safe and strategy spaces/shelters in key community spots faced with GNV and other HR abuses

t) Establishment of peace centers/hubs and community peace committees in community hot spots facing conflicts such as refugee host communities and internally displaced.

NB:

NAPE will use its M&E mechanism as the principal tool for operationalizing the above approaches. The outcomes generated by NAPE will be harvested every financial year using the Outcome harvesting Methodology/tool, Gender inclusiveness tool as a critical components of the NAPE M&E Mechanism.



CHAPTER FIVE:

IMPLEMENTATION AND M&E ARRANGEMENTS

5.1 Introduction

This section details implementation modalities, monitoring, evaluation and learning arrangements that are needed for successful delivery of this 5-year strategic plan. The section covers questions of the needed capacity, management of NAPE finances, program follow ups and reviews, image building and organizational sustainability during the strategic period.

5.2 Capacity requirements

Drawing from the analyzed internal and external environment already detailed in Chapter 2 of this strategic plan, NAPE is faced with limited capacity in terms of infrastructure and facilities, financial resources, fundraising and security both organizational and personal especially among new staff. Most of the risks are dictated by the shrinking civic space and economic hardships Uganda is facing today triggered by the 2020-2021 Global Covid 19 pandemic that hit hard world economies. It's most probable that the future of NAPE will inevitably rely on enhanced capacity in the above highlighted areas.

Thus, Comprehensive capacity needs assessments in relation to the scope of planned programmes and existing infrastructure/facilities shall be carried out and capacity building programmes designed and delivered either as stand-alone procurements or capacity building workshops. These will be integrated in the annual budgets of NAPE starting with 2024.

Additionally, some of the identified capacity gaps especially those related to programming, risk identification, risk management, etc will be budgeted and included in various project proposals submitted to donors and executed as part and parcel of some projects funded by NAPE partners.

More importantly, NAPE will still employ the approach of "Compulsory weekly capacity trainings for staff" throughout this strategic period to sharpen the knowledge base of staff on various capacity gaps/needs. NAPE sees these in house capacity building sessions as an important cost effective, convenient, reliable and sustainable avenue in which Old and experienced NAPE staff can pass on knowledge and skills to newly recruited staff.

NAPE will also strive to replace/procure/put in place the needed office infrastructure and equipment to achieve better programme results. This will involve replacement of old computers, office furniture, office face lifting, upgrading the NAPE community Green radio electronic equipment and securing a strong Generator for the radio and also NAPE head office.

5.3 Accountability measures / expectations

The implementation of the Strategic Plan will emphasize transparency in decision-making processes at work planning, budgeting, monitoring and reporting by ensuring that NAPE members, staff and the Board get involved in decision making processes as appropriate and are kept informed of progress and future plans of the Organization.

The Over-sight function of Board shall be emphasized through streamlining their functioning, convening their sessions and providing quality information and advice in order to facilitate decision making. Capacity building will also be executed tar-

getting board members as a strategy of keeping them abreast with their oversight roles. These will take the form of Board retreats, Involvement in M&E exercises, Research and Documentation plus local, national and international representation of NAPE in various forums. These will be dependent on availability of financial resources.

The Board shall exercise its mandate of approving NAPE annual work plans, budgets and reports, recruitment of Staff, monitoring Strategic plan implementation, making required policies and, approving establishment of operational Nodes. This approach is fundamental to ensuring accountability, developing, maintaining and improving rapport between the management/Secretariat and the governing body.

Under the Over-all responsibility of the Executive Director, the Secretariat shall ensure good information management (records, communication, reporting), fundraising and mobilization of resources for the management of NAPE assets, coordination of Strategic Plan implementation and associated Programmes or activities. Management of NAPE shall ensure that there is a midterm and final term evaluation detailing how best or worst the organization has fared in implementing this strategic plan.

5.3.1 Financial control and tools

Financial controls play an important role in ensuring the accuracy of reporting, eliminating fraud and protecting the organization's resources, both physical and intangible. NAPE has several policies and financial guidelines such as Finance and procurement policy, Human resource policy, Fraud prevention policy, Risk management policy Funds harmonization guideline, staff salary guideline and others which provide a comprehensive framework to management of the organization's Finances and employees on day to day work.

NAPE also employs knowledgeable accounting and finance staff to ensure that relevant accounting standards are followed in recording and reporting financial reports.

5.3.2 During this strategic period, NAPE will continue to;

- Implement internal control procedures that depict good accountability practices such as segregation of duties, Accounting Software and ensure access to information and editable fields is limited to appropriate personnel. Ensure that Bank statements are reconciled on a monthly basis and reviewed by management
- Ensure that fixed assets are acquired and disposed off only upon proper authorization and documentation and that they are adequately safeguarded and properly recorded.
- Continue to employ a computerized accounting software for proper recording of NAPE accounts
- Ensure that NAPE Accounts undergo thorough External Auditing on an annual basis executed by credible and experienced Auditing firms licensed by Government of Uganda.
- Employ good practices for proper Assets management.
- Employ both onsite and offsite storage systems for security of NAPE information (both finance and program related)

5.3.3 Note:/Gap to Address

- NAPE will need to continue Investing in Updating the Quick books Accounting Software to Keep abreast with New Developments in the Accounting Field
- NAPE will have to continuously build capacity of the Finance & Accounting staff to keep abreast with new developments in systems, skills, procedures, requirements happening in the Accounting field.
- NAPE will have to continue reviewing and updating her policies and guidelines and ensure that they remain relevant to the continuously changing operating environment.



5.4 Framework for Monitoring and Evaluation

5.4.1 The purpose of monitoring and evaluating SP implementation

The monitoring and evaluation effort aim at providing a periodic measurement and analysis of information on the progress and trends of implementation of Strategic Plan so as to identify problem areas, gaps, success areas to consolidate, inform budgeting and work planning, fundraising and resources mobilization and, generating information for reporting and accountability.

The Monitoring and Evaluation (M&E) Framework will focus on:

1. Promoting accountability for the achievement of Strategic Plan objectives and program priorities through the assessment of Outputs, Outcomes and impacts.
2. Promoting learning, feedback, and information sharing on results and lessons during the Strategic Plan implementation among NAPE members, NAPE staff, Partners/donors and government.

The specific objectives for developing and applying the M&E Framework are to:

1. Provide Secretariat and Board with the information needed to guide the Strategic Plan implementation towards achieving its aim/ goals and objectives.
2. Provide early contingency plan for the likely problematic activities, processes and risks that need collective action and urgent redress.
3. Provide a basis for systematically collecting and analyzing information on the changes arising from Strategic Plan activities.
4. Ensure accountability and value for money (upward accountability to the Board/Donors) and downward accountability to NAPE members who majorly comprise NAPE constituent communities.

5.4.2 M&E Tools to be applied and feed back

The following tools will be used to monitor report and give feedback on the Strategic Plan.

- a) Annual organizational work plans and budgets 2023-2027.
- b) Progress reports produced by Management and project staff.
- c) Commissioned Evaluation/monitoring exercise (in office and field) e.g., Annual Reviews.
- d) Correspondence and feedback from stakeholders.

- e) Community Based M&E Reports produced by NAPE during field meetings and interactions with constituent communities
- f) Annual Audited Financial and Organizational Reports.
- g) Annual general meetings and Board meetings reports
- h) Outcome harvesting assessment tools/ reports of annually harvested outcomes.
- i) Gender inclusiveness Assessment tool/ reports.
- j) Filled Sub granting Utilization form the subsequent discussion.
- k) Community Green radio feedback forms and call in's during talk shows.
- l) Brief Project activity performance Reports
- m) External meetings report Form and the subsequent discussion with the administrator M&E implementation responsibilities

5.4.3 M&E implementation responsibilities

The responsibility for implementing the M&E Framework will be shared by the Board, Management and Staff as follows:

a) **Board:** The NAPE Board shall be responsible for monitoring:

- i) Management performance
- ii) Compliance to NAPE Policies during implementation of the Strategic Plan
- iii) Budget and budget performance
- iv) Strategic direction of NAPE as guided by the Strategic Plan.

b) **Management:** The management Team comprising of the Executive Director, Programmes Coordinator, programme administrator and Head of Finance shall monitor:

- NAPE incomes, budget allocations and expenditure.
- Enforcement of NAPE Policies during Strategic Plan implementation.
- Assets and facilities management and use.
- Fundraising and resource mobilization

- Programme and projects performance.
- Internal and External relations.

c) Staff: Collectively and individually, NAPE Staff shall monitor:

- Adherence to conditions of service.
 - Projects and activity implementation.
 - Programmes/projects activities, outputs and outcomes and use of funds.
- Results of these monitoring efforts will be reported in monthly, quarterly, Semi-annual and Annual reports prepared by NAPE.
- The Duty to oversee operationalization of the M&E system will be coordinated by the Senior Programme Officer, Finance, and M&E.

5.4.4 Information management, sharing systems and procedures

Information and experiences on Strategic Plan performance will be disseminated to the Board internal meetings and through reports and publications. The Board will receive summaries of reports and publications whenever applicable. Wider audiences will be reached through posting relevant information on the NAPE website and through other outreach avenues such as media.

5.4.5 Reporting and accountability

On quarterly basis, the Programmes Coordinator shall prepare and submit to the Executive Director of NAPE progress reports on activities, achievements and targets. These will inform the annual End of year external auditing process of the NAPE advocacy program.

The Executive Director shall prepare and submit semi-annual progress report to the Board. The second semi-annual report will also comprise the annual status report for the concluding year.

The Summary M& E Questions, Indicators and Means of Verifications for the NAPE Environmental Advocacy Program are in the Table below. The table sets out critical questions that NAPE as an institution needs to consider while monitoring and evaluating the progress it is making in delivering on this strategic plan and organizational development goals. **(See table below).**

NB: The monitoring and evaluation framework provides for a mid-term review of the SP at the close of 2025 and at the end of the implementation period in December 2027.



Table 3: M & E frame work

Target	Monitoring Questions	Indicator	Means of Verification
Goal <i>Obj: #1: To promote good governance and better management of Uganda's natural and other resources for sustainable development.</i>	<i>To what extent has NAPE's advocacy work contributed to improved governance and better management of natural resources?</i>	• Incidences of abuse or violation of principles of good governance on sustainable development • No. of issues on EIAs concluded and utilized for informing good decisions on investments in natural resources management. • Levels/types of Monitoring Platforms where NAPE has actively participated.	• Press Reports • NAPE reports • NAPE Press Releases • EIA Documents • Approved projects/development programmes
<i>Output 1: Community members aware and ready to defend their human rights.</i>	What Levels of Community empowerment to defend their rights have NAPE created?	• Petitions or other formal complaints prepared and submitted by targeted Communities • Checklist of successfully defended rights by communities • Radio/TV records of amplified community voices defending their rights • Shows and Acts by affected communities.	• Community records • NAPE records • Press records
<i>Output 2: Increased compliance to policies on natural and other resources management.</i>	What are the trends in violation of targeted policies?	• Incidences of policy violations • Compliance measures and practices for targeted resources	• Press records • NAPE Records • Government/Investors records and reports
<i>Output 3: Improved participation of all stakeholders in natural resource management and other processes.</i>	What are the levels and quality of Stakeholders participation in natural resources management issues as a result of NAPE's intervention?	• Platforms/forums convened by Stakeholders with NAPE's facilitation • Information provided by NAPE to inform decisions and practices on natural resource management and other processes	• Platforms/Forums records • Feedback from Stakeholders acknowledging NAPE's facilitation • Records on information provided by NAPE • Media Records

Target	Monitoring Questions	Indicator	Means of Verification
Output 4: Improved climate change and livelihood options.	To what extent have livelihoods of targeted communities/households improved as result of NAPE's intervention.	- Changes in livelihoods options for targeted communities - Diversity and sustainability of livelihood options/initiatives promoted by NAPE	- Project reports - Field observation - Project evaluation reports - Beneficiary responses to NAPE
Output 5: Improved human environment safety though safe chemical handling and management	To what extent is the human and environment safe as result to safe handling of chemicals?	- Changes in industrial policies and practices regarding safety of humans and environment - Vigilance of consumers on issues of chemicals in consumer products - Government vigilance in enforcing proper use and management of chemicals both in industries and consumer markets.	- Media reports - Project reports - Field observation - Project evaluation reports - Beneficiary responses to NAPE
Objective 2: To promote sustainable development principles and practices for accountability in economic and public management.	To what extent is Uganda's development consistent with Sustainable development principles <i>To what extent are public officers and government agencies accountable to Ugandans?</i>	<i>Trends in incidences of abuse of authority and offices by public officers</i>	<i>Press Reports</i> <i>Auditor General Reports</i> <i>Court cases against offenders</i>
Output 1: Community empowered to demand accountability.	What capacities do communities possess as a result of NAPE's interventions?	- Capacities built - Capacity enhancement tools and strategies developed and applied by NAPE - Levels of performance by communities in accountability forums or processes	- Capacity building records - Field observation - Community performance in accountability forums



Target	Monitoring Questions	Indicator	Means of Verification
Output 2: Public and Accounting officers held accountable.	What is evidence that accountability by Public Officers is improving	- Reported incidences of poor accountability and or abuse of authority - Reported incidences of prosecuted officers due to abuse of office/authority	- Press Reports - Auditor General Office - Reports of IGG
Output 3: Financial institutions adhering their own policies and regulations.	To what extent are International Financial principles complying to own policies in approving and implementing projects they fund	- Reported complaints by affected people towards non-compliance to own policies - Quality of Environment and Social safeguards inbuilt into project designs	- Press Reports - Field observation - Projects appraisal/evaluation reports - Project formulation and appraisal reports - Environmental and Social Management Framework documents
Output 4: Capacity in the young generation on governance strengthened or enhanced.	What capacities do youth possess as a result of NAPE's interventions	- Capacity building records - Field observation - Community performance in accountability forums	- Capacity building reports - Press records - NAPE Records - Other civil society reports - Records of petitions, presentations, documentaries, newsletters, etc that show case the work of youths.
Output 5: Rights of minority community groups and endangered Wildlife observed.	To what extent are rights of minority groups and endangered wild life species such as the great apes observed in decisions regarding development projects and conservation?	- Number of issues related to minority groups and endangered animals brought into lime light and given attention by government and private sector stakeholders - Existence of reports and official documents such as cultural constitutions, petitions, etc that recognize the rights of minority groups	- Press Reports - Field observations - Projects appraisal/evaluation reports - Project formulation and appraisal reports - Environmental and Social Management Framework documents

Target	Monitoring Questions	Indicator	Means of Verification
			Attendance lists/invitation letters
Objective 3: To enhance NAPEs performance order to better deliver NAPE programmes.	To what extent is NAPE Programmes and operations implemented in a cost – effective manner	- Audit Reports - Progress and Annual reports - Project Evaluation reports - Institutional performance assessment reports	Funding to NAPE and its programme is sustained
Output 1: Well defined NAPE programme/projects structure	To what extent is NAPE's programmes and structures satisfactorily defined and understood by Staff and the Board	- Records - Staff responses	Willingness to change
Output 2: Well mainstreamed gender in NAPE projects	To what extent is NAPE Programmes and operations gender responsive To what extent has NAPE amplified voices of marginalized groups through networking, women building power campaigns, capacity building and promotion of indigenous rights? To what extent has NAPE responded to issues of abuse of labour laws that have seen most labours miss out on payment, women get exposed to chemicals, and children get exposed to labour injustices, among others?	- Gender Policy document - Project Evaluation Reports - NAPE work plans - NAPE /project reports - Budget allocations to gender activities and gender personnel - Staff training reports on Gender/cross cutting issues. - Number of local groups with gender policies and simplified gender mainstreaming tools - Number of implemented actions that amplify the voice and roles of Marginalized women. - Number of empowered women advancing their rights and entitlements through a network/woman led movement	- Media reports - NAPE project progress reports - Articles /Blogs - Video documentaries, Simplified guidelines etc



Target	Monitoring Questions	Indicator	Means of Verification
		- Number of Workers defending their rights - Number of companies held accountable on issues of labour law violations. - Number of actions taken against labour rights violators	
Output 3: Adequate resources and facilities commensurate with programme portfolios	To what extent is NAPE equipped with required resources and facilities To what extent has the community green radio of NAPE contributed to sustainability of NAPE as an institution?	- NAPE Annual and Project budgets and reports. - Assets and facilities inventory - Levels of Staff satisfaction	Funding to NAPE and its programme is sustained
Output 4: Competent and dedicated staff	The What Extent has NAPE staff performance improved? What is the staff stability /turn over?	- Staff appraisal reports - Evidence of staff skills enhancement - Quality of staff services and outputs	- Management Reports - Quality of project reports. - Size of funding attracted.
Output 5: M&E system functioning well	To what extent is NAPE a learning and sharing institution	- M&E Framework document - Budget - NAPE reports	NAPE reports and records of evaluated Organization and program work.

Target	Monitoring Questions	Indicator	Means of Verification
Output 6: NAPE visibility enhanced	To what extent is NAPE known and appreciated as an advocacy organization	• Promotion materials and processes • Feedback from beneficiaries and collaborating institutions • Networks or Coalitions being services • Strategic invitations for participation and or contributions • Won Awards • Letters of acknowledgment and appreciation of NAPE work.	• NGO law remains favorable to NAPE • Number of Won recognitions and assigned leadership roles for example winning assignments to host or coordinate both programmes and networks.



5.4.6 RISK ASSESSMENT AND MANAGEMENT

Risk is defined as the level of exposure to uncertainties (both opportunities and threats) that NAPE must understand and effectively manage as it achieves its objectives and creates value. Risk management is a process involving;

- Identifying and sourcing risk,
- Evaluating and prioritizing risk
- Managing and mitigating risk.

NAPE aspires to identify and manage risks because of the following needs:

- a) Striking the balance: to build and sustain operations and control environments that will meet best practice principles, demonstrate stewardship over funds entrusted to NAPE and comply with development partners requirements and expectations.
- b) Demonstrating leadership and motivation: to sustain cohesion within the NAPE considering the diversity of NAPE Programmes.
- c) Demonstrating value addition: the nature of business "Advocacy and Lobbying" is bedrock of achieving accountability and good governance thus requiring NAPE to work towards influencing policies of government, financial institutions and their implementation.
- d) Sustaining relevance: the tasks ahead of NAPE are enormous requiring substantial financial and technical resources to deliver NAPE Mission. This raises expectation and stakeholders from its membership that NAPE must strive to satisfy.

By identifying and managing risks, NAPE will be able to:

- a) Focus on her core programmes.
- b) Define how and where and when the programme is implemented.
- c) Identify and engage collaborators
- d) Strategize for containment of the risks (both avoidance and redress).
- e) Optimize the use of available resources
- f) Minimize operational risks to both staff and NAPE assets and information.

NAPE will assess and manage risks by implementing or undertaking:

- a) Program implementation monitoring and evaluation.
- b) Undertake Community Based M&E assessments.
- c) Institutional performance monitoring and assessments.
- d) Scenario planning and analysis.
- e) Risk analysis and Management plans
- f) Capacity building for staff, management, board, local collaborating partners on Risk identification and Management tips.
- g) Beefing up Office security and procurement of office security equipment
- h) Trainings on Security for Human Rights Defenders.

NB: Risk analysis and management is an ongoing activity by Management and board of NAPE. Management and board will endeavor to analyze organizational risks every start of the financial year, develop an annual risk management plan and evaluate progress to this plan every end of the financial year. Operationalization of annual risk management plans will be supported by a comprehensive risk management policy.

CHAPTER SIX:

FINANCING PLAN 2023-2027

6.1 Financial requirements

Implementation of the Strategic Plan requires adequate and timely financial resources. This will require continued collaboration with Government, Development partners, Partner communities and also a good level of innovation for the sake of broadening NAPE's funding base. Accordingly, funding in the next 5 years (2023-2027) is envisaged from 3 core sources i.e;

- a) Donor Agencies
- b) The Community Green radio
- c). Membership fees

Notes:

1. It is expected that Majority of the funds approximately 90% will be fundraised from donors. NAPE will strive to double its fundraising efforts to look for funds from both repeat and new donors across the globe to finance the organization's lobby and advocacy work. The core donors here include;

- Fund for Global Human Rights (FGHR).
- American Jewish World Service (AJWS)
- Open Society Initiative - Africa
- Wellsprings Advisors Philanthropic fund (WSP)
- 11th Hour -USA
- Global Forest Coalition (GFC)
- Rosa Luxemburg Foundation (RLF)
- Common Wealth Foundation
- The European Union (EU)
- Food and Agriculture Organization of the United nations (FAO)
- Sweden -Sverige
- Woman Kind Worldwide
- Belgian Development Agency

- United Nations Development Program (UNDP)
- National Environmental Management Authority (NEMA)
- UN Women
- Both Ends-Netherlands (BE)
- Women in Mining-South Africa (IANRA)
- Urgent Action Fund for Africa
- Gaaga and Mama Cash
- African Bio Diversity Network (ABN)
- Ford Foundation
- Nature fund
- European Union (EU)
- Development for International Cooperation (DFID)
- Future forests
- Together Women Rise
- International Institute for Environment and Development
- Charity Pot Foundation
- Womens International Peace Center
- Global Environmental Facility (GEF)
-

Notes

NAPE during the 5 year strategic period expects to boost the size of its membership from the current 3000 members (both individuals and groups) to at least 4,700 members.

6.2 Projected Five Year Budget (Uganda Shillings) (Indicative Figures)

NAPE to execute the above Actions embedded in the Strategic Plan will require Sizeable amounts of Resources as detailed in Table 4 (see next page).



Budget projections from 2023-2027 strategic Period

- The statement presented below shows the projected expenditures and anticipated income sources throughout the 5 years of the strategic plan upon which Annual Operational Budgets will be planned.
 - It's important to realize that this is an indicative of the planned Budget and income sources and will be revised on an annual basis putting into consideration the prevailing conditions at the time. Actual annual budget figures will largely be dependent on the success of NAPE fundrais-
- ing and therefore will vary from the figures projections presentend below.
- Any provided for execution, salary increment, asset purchase or capacity building will largely be dependent on the prevailing funding landscape and success in raising the needed funds.
 - Vigorous fundraising will be executed to reach out to other donors/funders even beyond those already stated/identified in this strategic plan.

Table 4: INSTITUTIONAL & PROGRAM COSTS

A-Institutional Performance, functioning and visibility locally, nationally and internationally.	2023		2024		2025		2026		2027	
	UGX	USD	UGX	USD	UGX	USD	UGX	USD	UGX	USD
Personnel costs:										
14 staff employed at 100% of full time for 12 months with an annual salary increase of 10% for the first 4 years. (NAPE Head Office).	600,000,000	166,666	660,000,000	183,333	726,000,000	201,666	798,600,000	221,833	798,600,000	221,833
7 staff employed full time at NAPE community Green radio Ltd	35,574,000	9,881	39,131,400	10,869						
10 staff employed on part-time basis at NAPE Community Green radio Ltd	23,377,200	6,493	25,714,920	7,143	28,286,412	7,857	47,348,994	13,152	52,083,893	14,467
Sub-Total	658,521,200	182,922	724,846,320	201,346	797,330,952	221,480	877,064,047	243,628	884,910,452	245,807
10% Contribution to NSSF by organization	65,895,120	18,304	72,484,632	20,134	79,733,095	22,148	87,706,404	24,362	88,491,045	24,580
Sub-Total	724,416,320	201,226	797,330,952	221,480	877,064,047	243,628	964,770,451	267,991	973,401,497	270,389

[illegible]

Community rights and entitlements to natural resources access are respected by government, private sector players and local leadership.	-	-	-	-	-	-	-	-	-	-	-
<i>Organizing quarterly community awareness and training meetings targeting ecosystem dependant communities on their rights and entitlements to natural resources access</i>	78,250,000	21,189	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188	-
<i>Producing and disseminating information for building Community capacity (empowerment) to defend and demand respect of their rights to natural resources access.</i>	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985	-
<i>Support and facilitate Platforms for amplifying affected community voices and advocating for community rights, promoting dialogue and conflict resolution on issues of access rights.</i>	58,400,000	15,814	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188	-
Sub total	197,150,000	53,385	173,030,000	46,854	190,333,000	51,539	209,366,300	56,693	230,302,930	62,362	-
Building a critical mass of informed communities able to plan and direct their own development, challenging issues of land grabbing and ecosystem degradation, holding public and accounting officers accountable and with at least 30 model sustainability villages.											

Deepen the implementation of the sustainability school philosophy in Uganda targeting community mobilization and organizing modalities, capacity on land rights, food rights, sustainable energy ,natural resource policies, lobby and advocacy skills, stakeholder engagement,among others	80,000,000	21,663	88,000,000	23,829	96,800,000	26,212	106,480,000	28,833	117,128,000	31,716
Operationalize a community environmental Radio programme in Uganda's biodiversity rich oiland oil affected communities including boosting the radio mast & live streaming to maximize its coverage.	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985
Trainings, networking and dialogues for Communities, CBOs, Cultural institutions on management of natural resources based on their traditional governance systems with a Focus on Sacred Natural sites(SNS)and territories	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188
Execute capacity building trainings,demonstration events and Media advocacy for target communities , local groups and local leadership on sustainable land use practices on topical issues such as food security, food and seed storage, wood energy saving, environmental conservation,among others.	95,000,000	25,724	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985
Supporting critical mass campaigns against human, land, food and environmental rights abusers including media advocacy.	100,000,000	27,078	100,000,000	27,078	100,000,000	27,078	80,000,000	21,663	80,000,000	21,663
Sub-Total	403,900,000	109,369	620,400,000	167,994	682,440,000	184,793	750,684,000	203,272	825,752,400	223,599



Ecosystem resources important for climate change modified and are secured and protected from abuse by both government and other players in the private and public sectors	-	-	-	-	-	-	-	-	-	-	-
Support Community led Restoration programs targeting key environmental resources facing mass degradation mainly wetlands, forests, Sacred natural sites and territories/community conserved areas such as Kihagya forest, Kintu forest.	91,000,000	24,641	100,100,000	27,105	110,110,000	29,816	121,121,000	32,797	133,233,100	36,077	-
Organise multistakeholders awareness meetings and other events on natural resources policies and regulations for easy enforcement of compliance.	80,500,000	21,798	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985	-
Lobbying/engagements for development and enforcement of policies and policy measures that ensure sustainable natural resources management (Policies on minerals, forests, Wetlands, Game parks, etc).	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188	-
Support Media programmes (Field exchanges, Conferences, briefs, etc) that popularize issues of non compliance, poor governance and human /nature rights abuse in sites of threatened ecosystems.	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985	-
c) Forming &strengthening partnerships for CSOs to promote Protection of forested landscapes and maintenance of internationally recognized Public Goods	56,300,000	15,245	39,930,000	10,812	43,923,000	11,894	48,315,300	13,083	53,146,830	14,391	-
Report & Support legal actions against violators on issues of non compliance and ecosystem degradation.	58,400,000	15,814	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188	-

Sub-Total	415,100,000	112,402	379,610,000	102,792	417,571,000	113,071	459,328,100	124,378	505,260,910	136,816
Advocacy information and information is readily available and accessed by both local, national and international stakeholders		-	-	-	-	-	-	-	-	-
Mobilize, Design ,translate, disseminate various information materials in form of calendars, lobby magazines , bulletins, newsletters, fact sheets, stickers, banners, leaflets, videos, Audios etc ,community led artistic impressions that popularise issues of environmental and human rights	50,000,000	13,539	60,000,000	16,247	60,000,000	16,247	50,000,000	13,539	50,000,000	13,539
Initiate and Support dialogues between Ecosystem managers and ecosystem dependent communities on issues raised in various information materials such as land grabbing issues, environmental and access rights abuse,etc.	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188
Sub-Total	118,400,000	32,061	226,270,000	61,270	248,897,000	67,397	273,786,700	74,137	301,165,370	81,550
Improved climate change & livelihood options:		-	-	-	-	-	-	-	-	-
Under Adaptation:		-	-	-	-	-	-	-	-	-
Promote locally available and affordable food security technologies as a response to the effects of climate change on livelihoods	72,600,000	19,659	79,860,000	21,625	87,846,000	23,787	96,630,600	26,166	106,293,660	28,782
Advocating for better farming practices and raise community awareness on Climate friendly Agriculture.	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188



Advocating for remove/eliminate barriers to land productivity such as land grabbing, displacement or restrictions to access land, pollution from agro-chemicals, etc.	102,850,000	27,850	113,135,000	30,635	124,448,500	33,698	136,893,350	37,068	150,582,685	40,775
Support climate friendly livelihood options/pilots at community and household levels in the areas of food, clean water and income generation such as apiary, fruit growing, rain water harvesting among others.	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188
Advocate for increased funding for climate change adaptation at local, national and international levels	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985
Under Mitigation:	-	-	-	-	-	-	-	-	-	-
Advocating for restricting/or introduction of inappropriate technologies (Biotechnology, GMOs, monoculture, etc.) that have a negative effect on natural ecosystems such as forests and wetlands	48,400,000	13,106	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188
Raise awareness and de-campaign impacts of REDD on forest communities	50,000,000	13,539	46,585,000	12,614	51,243,500	13,876	56,367,850	15,263	62,004,635	16,790
Campaign against pollution for profit-carbon trading	56,300,000	15,245	39,930,000	10,812	43,923,000	11,894	48,315,300	13,083	53,146,830	14,391
Raise awareness and support promotion of analog forestry	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188

Promote indigenous community conservation practices through Lobbying and building capacity for ecosystem dependent communities for conservation/protection of ecosystems (wetlands, forests and range lands, water bodies such as lakes and rivers in both the central and Albertine regions	96,800,000	26,212	106,480,000	28,833	117,128,000	31,716	128,840,800	34,888	141,724,880	38,377
Empowering communities to demand for better service delivery	96,800,000	26,212	106,480,000	28,833	117,128,000	31,716	128,840,800	34,888	141,724,880	38,377
Lobbying against destruction or degradation of livelihood supporting ecosystems (wetlands, forest and rangelands plus water bodies) and resultant effects on declining ecosystem services and goods	72,600,000	19,659	79,860,000	21,625	87,846,000	23,787	96,630,600	26,166	106,293,660	28,782
Under Clean energy promotion;	-	-	-	-	-	-	-	-	-	-
Identify and promote/advocate for pro poor clean energy(solar, small hydro and geothermal)	72,600,000	19,659		79,860,000	21,625	23,787	96,630,600	26,166	106,293,660	28,782
Campaign against polluting energy options such as fossil fuels	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985
Identify and resist harmful large dam projects along river Nile and other major rivers in Uganda	60,500,000	16,382	66,550,000	18,021	73,205,000	19,823	80,525,500	21,805	88,578,050	23,985
Sub-Total	1,055,650,000	285,852	1,064,800,000	288,329	1,171,280,000	317,162	1,288,408,000	348,878	1,417,248,800	383,766
Improved human and environmental safety through safe chemicals handling and management		-	-	-	-	-	-	-	-	-
Capacity building for Artisanry miners on dangers of Mercury usage in small scale gold	68,400,000	18,522	53,240,000	14,416	58,564,000	15,858	64,420,400	17,444	70,862,440	19,188



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Create awareness on government policies that infringe on principals of equality and inclusion such as the Public order management law, Anti-Pornography law, Anti-Homosexuality Law ,Domestic violence Act, etc	36,300,000	9,829	39,930,000	10,812	43,923,000	11,894	48,315,300	13,083	53,146,830	14,391
Documentation & Dissemination of gender advocacy that popularize barriers to women rights observance.	34,200,000	9,261	26,620,000	7,208	29,282,000	7,929	32,210,200	8,722	35,431,220	9,594
Support capacity building of the 50,000 women led movement in Uganda on local, National & International solidarity campaigns on issues of climate change, dangers of extractives , Gender based violence (GBV) and food sovereignty	56,300,000	15,245	39,930,000	10,812	43,923,000	11,894	48,315,300	13,083	53,146,830	14,391
Support participation in local, National, Regional & International solidarity actions campaigns for women and youths	24,200,000	6,553	26,620,000	7,208	29,282,000	7,929	32,210,200	8,722	35,431,220	9,594
Support direct interventions on gender & grassroots responsiveness at the community levels by prioritizing women led interventions on food rights, nature rights, energy saving among others	30,428,793	8,240	22,471,672	6,085	24,718,840	6,693	27,190,723	7,363	29,909,796	8,099
Sub-Total	376,628,793	101,985	315,291,672	85,375	346,820,840	93,913	381,502,923	103,304	419,653,216	113,635
Adequate resources and facilities to support the well functioning of the NAPE community Green radio Platform.		-	-	-	-	-	-	-	-	-
<i>Purchase of radio equipments</i>	40,000,000	10,831	30,000,000	8123		-		-		-

<i>Office equipments</i>	30,000,000	8,123	33,000,000	8,936	36,300,000	9,829	39,930,000	10,812	43,923,000	11,894
<i>Licensing cost</i>	12,100,000	3,276	13,310,000	3,604	14,641,000	3,965	16,105,100	4,361	17,715,610	4,797
<i>Office rent</i>	15,972,000	4,325	17,569,200	4,757	19,326,120	5,233	21,258,732	5,756	23,384,605	6,332
<i>Staff van/promotional van</i>	150,000,000	40,617		-	-	-	-	-	-	-
Sub-Total	248,072,000	67172	93,879,200	25420	70,267,120	19,027	77,293,832	20,930	85,023,215	23,023
Well functioning M&E system for the organization		-	-	-	-	-	-	-	-	-
Strengthen NAPE's M&E function and facilities (involving designing M&E tools, acquisition of M&E facilities (software's) and implementing SP M&E framework).	44,200,000	11,969	26,620,000	7,208	29,282,000	7,929	32,210,200	8,722	35,431,220	9,594
Strengthen capacity for M&E among staff both head office and field based.	31,780,000	8,605	23,958,000	6,487	26,353,800	7,136	28,989,180	7,850	31,888,098	8,635
Sub-Total	75,980,000	20,574	50,578,000	13,696	55,635,800	15,065	61,199,380	16,572	67,319,318	18,229
Mentoring & Capacity building of small advocacy groups.		-	-	-	-	-	-	-	-	-
<i>Mentoring + capacity building sessions</i>	30,000,000	8,333	40,000,000	11,111	40,000,000	11,111	45,000,000	12,500	45,000,000	12,500
<i>Sub granting</i>	5,808,000	1,573	6,388,800	1,730	7,027,680	1,903	7,730,448	2,093	8,503,493	2,303
<i>Sub granting</i>	5,808,000	1,573	6,388,800	1,730	7,027,680	1,903	7,730,448	2,093	8,503,493	2,303
<i>Sub granting</i>	5,808,000	1,573	6,388,800	1,730	7,027,680	1,903	7,730,448	2,093	8,503,493	2,303
Sub-Total	47,424,000	13,052	59,166,400	16,301	61,083,040	16,820	68,191,344	18,779	70,510,479	19,409
		-	-	-	-	-	-	-	-	-





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