

**CENTRE FOR ECOLOGICAL GOVERNANCE AND GENDER INITIATIVES (CEGGI)**  
**STRATEGIC PLAN 2017 - 2021**

**JUNE 2017**

## Approval page

The CEGGI Strategic Plan 2017-2021 has been reviewed and approved for implementation by the founding members.

Date.....

.....  
Chairman  
CEGGI Board

## **Acknowledgements**

Centre for Ecological Governance and Gender Initiatives (CEGGI) being a newly instituted organization, its Strategic Plan (2017 -2021) has been entirely prepared by the promoters of CEGGI and awaiting approval by its prospective Board of Directors (BOD). The preparation of the strategic plan was funded by CEGGI promoters.

The Strategic Planning process was done through meetings, discussions and consultations by the two promoters of CEGGI on the future direction and how they desire the organization to be driven.

The prospective CEGGI BOD wishes to acknowledge the contribution of the promoters towards the development of the Strategic Plan and they look forward to the successful implementation of the Plan.

## **1.0 SITUATION ANALYSIS**

### **1.1 National perspective of Uganda**

Uganda, forming part of East Africa, is a land locked country covering about 236,040 sq km of land. It is bordered by five countries; Kenya in the East, Tanzania and Rwanda in the South, the Democratic Republic of Congo in the West and South Sudan in the North.

The country enjoys equatorial climate with plenty of rain and sunshine moderated by the relatively high altitude. In most parts of the country, the mean annual temperatures range from 160 C to 300 C. Most of the areas in the country receives between 750 mm and 2,100 mm of rain annually. The country has loamy soils with varying proportions of sandy and clay. In addition, it has varying vegetation with tropical rain forest vegetation in the South and savannah woodlands and semiarid vegetation in the North (NPHC 2014).

### **1.2. Population**

The country's population increased from 24.2 million in 2002 to 34.9 million in 2014. Whereas, the percentage of people living in urban areas increased from 12.3 percent in 2002 to 18.6 percent in 2014, about 60 percent of this urban population still lacks basic amenities such as decent housing, sanitation, and a safe water supply. The population increase in urban areas exerts a lot of pressure on the increase Uganda's forest cover declined from 4.9 million hectares in 2003 to 3.6 million hectares in 2013, i.e. from 24 percent to 18 percent of national land cover (National Development Plan (NDPII) 2015-2020).

### **1.3 Culture**

Uganda has a diverse culture. It encompasses religion, tribe, traditions and beliefs, value systems and language among others. Uganda's population is made up of different ethnic groups with unique customs and norms. These play a major role in shaping the behaviour and ways of life of the people in the country. Lately, some of the traditional values have changed due to the integration of the people as a result of migration and/or intermarriages. Some cultural groupings are headed by traditional kings or chiefs who are not politically elected but have an indirect role in community governance and moral build up.

Language is one of the uniting factors in any society. In Uganda, while English is the official language, there are a number of other languages spoken. However, Swahili is being promoted in the spirit of regional integration within the East African Community (EAC). Uganda's constitution allows freedom of worship. There are various religious groupings in the country. (UPHC 2014)

### **1.4 Political and administrative context**

Uganda is governed through a multiparty system with a decentralisation policy. A great degree of power and responsibility has been delegated to the people's local governments by the 1995 constitution. Uganda is divided into 136 districts as of 2014. The Decentralization Policy adopted in 1991 forms the country's main structure for governance, and the arrangement was intended to transfer resources and responsibilities closer to the people. To some extent, it has empowered people to participate in decision making regarding their wellbeing including natural resources management.

### **1.5 The Economic context**

Uganda has developed a five-year National Development Plan (NDPII2015-2020), which is designed to propel Uganda towards a middle-income status by 2020, in line with the aspirations

of Uganda's Vision 2040. This Plan aims at strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth.

According to the National Development Plan II, Uganda's economy in this period is based on the forecasts of the NDP which will serve as the point of reference to inform government planning processes

The Plan prioritizes investment in five areas which the government feels will have the greatest multiplier effect on the economy. These areas include:

- (i) Agriculture;
- (ii) Tourism;
- (iii) Minerals, oil and gas;
- (iv) Infrastructure development; and
- (v) Human capital development.

Implementation of the Plan is expected to lead Uganda to an average growth rate of 6.3 per cent and per capita income of USD 1,039 by 2020 (NDPII 2015-2020).

## **1.6 Gender aspect**

In the recent past, there has been a positive political will towards women's empowerment. Their roles in communities and society as a whole have progressively changed. Women are now taking up political positions and are performing well in the various positions they hold. Women are also being consulted and involved in a number of decision-making in development processes. Despite this development among the affluent elite women, it is not the same among the women in the rural areas. Due to the deep-rooted patriarchal culture and society, the impact of women emancipation and empowerment has not been fully achieved in the rural areas.

## **1.7 Civil Society Organizations (CSOs)**

There are a number of CSOs, Faith Based Organizations, professional associations, Cultural Institutions and other interest/pressure groups. Whereas in the past they were engaged in service delivery, they are now increasingly getting into active community empowerment, policy dialogues with government and international institutions. CSOs now undertake advocacy, sensitization, mobilization and dialogue with communities, represent the interests of the communities and promote the responsible exploration and services to benefit all the stakeholders. They desire is that project operations start off with EIAs that are conducted, discussed and agreed upon by all stakeholders including CSO and communities.

## **1.8 Environment and Natural Resources**

Uganda is gifted with unique weather and climate that supports resilient ecosystems and biodiversity resulting in food production, tourism and the services sector. Forests, trees and other biomass grow in all parts of the country providing good soils and watersheds for agricultural production. Large tracts of inter-connected wetlands exist providing habitat for birds, insects and other benefits to tourists and incomes for local communities. Environmental management is critical to support sustainability of the benefits from nature to support the country's economic growth (NDPII).

Uganda's economy relies heavily on natural resources. They range from land, forests, fish, livestock, wetlands, wildlife, water, minerals. Uganda's climate is also conducive and provides sources of livelihoods and means to overcome poverty for the bigger population.

Due to the changing trend of events, all these resources are facing great pressure of high demand, depletion, degradation, conversion and destruction from deferent forces (citizens and private sector developers).

The Government of Uganda has put in place policies and enacted laws to control and guide in the management of the resources. Some of these laws include:

- a) Constitution of the Republic of Uganda, 1995.
- b) The National Environment Management Policy for Uganda, 1994.
- c) The National Environment Management Act, 1995.
- d) The Water Act, 1997.
- e) The National Policy for the Conservation and Management of Wetland Resources, 1995.
- f) The Uganda Wildlife Act, 2000.

### **1.8.1 Policy governance on natural resources**

The National Environment Management Policy for Uganda (1994) is the country's commitment to social and economic development that is environmentally sustainable intended to bring the benefits of a better life to all. The Policy's goal is sustainable social and economic development, which maintains and enhances environmental quality and resource productivity on a long-term basis to fulfill the needs of the present generations without compromising the needs of the future generation. Other policies that support natural resource management and environment protection include:

- a) National Wetlands Management Policy (1995)
- b) Wildlife Policy (1995)
- c) Draft National Soils Policy for Uganda (2000)
- d) Water Policy (1995)
- e) Fisheries policy (2000)
- f) National Tree and Planting Policy and Act (2000)
- g) National Health Policy (1999)
- h) Energy Policy for Uganda (2002)
- i) The national climate change policy (2013)
- j) Gender policy

### **1.8.2 Climate change**

Reports from the international bodies on Climate Change have found that the global climate has warmed since the 1950's mostly due to human activities which have led to increased concentration of greenhouse emission in the atmosphere. Uganda is not exceptional. The rising temperatures as well as more erratic and extreme weather events are likely to take a negative toll on Uganda. The impacts of climate change (droughts, floods, storms, heat waves and landslides) is likely to reduce the benefits resulting from the natural resource base, affected agricultural production, food security, forests, water supply, infrastructure, health systems, incomes, livelihoods and overall development of the country.

### **1.9.1 Energy development in Uganda**

Uganda is endowed with a diverse range of energy resources. These range from large and small hydros, geothermal, biogas, biomass based cogeneration, wind, solar and more recently petroleum being explored in the Albertine Graben. Apart from hydro, the rest of the energy sources have not been fully exploited, as energy shortage is frequently experienced countrywide affecting the economy. There is also heavy dependency on wood energy (used as wood and charcoal) which has led to deforestation.

### **1.9.2 Oil and Gas**

Since 2006, a total of 111 exploration and appraisal wells have been drilled in the country, out of which 99 encountered oil and/or gas in the subsurface. This represents a success rate of over 89 percent, which is among the highest globally. The twenty-one (21) petroleum discoveries in the Albertine Graben to date are; Turaco, Mputa, Waraga, Nzizi, Kajubirizi (Kingfisher), Kasamene, Ngege, Nsoga, Ngiri, Jobi, Rii, Ngassa, Taitai, Karuka, Wairindi, Ngara, Mpyo, Jobi-East, Gunya, Rii and Lyece. With the exception of Turaco, Taitai and Karuka which were considered to be non-commercial, the oil companies are taking forward appraisal of all the other eighteen (18) fields.

The total oil in place is estimated at 6.5 billion barrels of oil and 100 billion cubic feet of gas in less than 20 percent of the Albertine Graben with recoverable of 1.5 billion barrels. A total of 127 wells have been drilled of which 115 have encountered Hydrocarbons. A total of 21 oil and gas discoveries have been made in the Albertine Graben. Crude blend is between 230 to 330 API with very low sulphur of 0.16wtpercent. The appraisal for 9 of the discoveries has been completed and an application for production license submitted. Over 80 percent of the Albertine Graben is not yet licensed (NDPII).

## **2.0 CENTRE FOR ECOLOGICAL GOVERNANCE AND GENDER INITIATIVES (CEGGI)**

### **2.1 Establishment**

Centre for Ecological Governance and Gender Initiatives (CEGGI) is an environmental organization that has just been formed in 2017 and wishes to be registered as a Non-Governmental Organization (NGO) in order to focus its work on environmental concerns on sustainable use and management of natural resources through networking, dialogue, capacity building, development and training; advocacy and promotion of gender inclusiveness.

### **MISSION**

A national environmental organization that lobbies and advocates for the sustainable management of natural resources for people's benefit through, advocacy capacity development and gender inclusiveness.

### **VISION**

Improved people's livelihoods through advocacy and gender inclusiveness in the management and conservation of nature.

## **STRATEGIC DIRECTION**

The goal of this strategic plan is to attain an ecologically balanced environment that supports all forms of beings/life and promotion of gender inclusiveness. This shall be realized through creating awareness and strengthening the capacity of host communities on the importance of nature conservation and enhance the management and use of the ecosystem.

## **OBJECTIVES**

1. To enhance good governance in the conservation and sustainable use, governance, and protection of nature through advocating for ecological balance and appropriate environmental management practices,
2. To contribute towards mitigation and adaptation of climate change through sound management of the ecosystem, agriculture (smart agriculture) to promote food sovereignty and combat hunger
3. To promote gender parity and enhance capacity of women for effective gender responsive policy influence and inclusiveness in the use and management of natural resources and promote human rights in development processes.

## **MANDATE:**

CEGGI's mandate is to embed ecological and gender values in all levels of decision- making, actions and practices from personal to national point of view in the management of environment. These shall be addressed through:

- i) Lobbying and advocating for best practices in natural resources governance
- ii) Supporting activities that promote best practices in the areas of Natural resources governance and conservation
- iii) Productive engagement and networking with other partners of like mind
- iv) Promoting community education and capacity building to know their rights and promote gender participation and inclusion in decision making aspects
- v) Build the capacity of CEGGI to achieve its objectives

## **CORE VALUES:**

### **a) Ecological and gender values**

Staff who are passionate and professionally promote and participate in ecological and gender values in management of the ecosystem.

### **b) Integrity**

CEGGI staff and members shall conduct themselves in sound morals that respect nature and both sexes in a manner that is without reproach.

### **c) Teamwork**

Teamwork is crucial to accomplishment of assignments and success of the organization and CEGGI puts emphasis in working as team by its staff and respect of each member's contribution.



#### **d) Networking**

No one has it all and therefore CEGGI's networking with other development partners and stakeholders will give each party a great opportunity to learn and get familiar with key information on subjects of concern and how to address them in the best and sustainable manner.

### **3.0 AREAS OF FOCUS:**

#### **1. Sustainable natural resource use and management**

Forests, wetlands, extractives, energy and land use – driving towards ecologically sound management of the environment so as to have a balance between plants, animals, people and their environment as the rights of both nature and human beings are respected - ecological balance.

#### **2. Food sovereignty**

- Promoting food **sovereignty** through agro-ecology farming and promoting of indigenous foods and tree planting
- Supporting women's efforts as custodians of food and seeds in the contributions to the sustainability of community food as a key to food sovereignty
- Mitigation and adaptation to climate change through planting of indigenous foods and trees that are resilient to the weather in respective landscapes through cultural and indigenous knowledge and values.

#### **3. Gender and HIV**

##### **i) Gender:**

- Mainstreaming gender through capacity building, inclusion and participation of both men and women in policy formulation and decision-making processes as key to achieving the desired goals in the development processes.
- Building a women's movement to defend their rights against the impacts of development processes

##### **ii) HIV:**

- Most people are either infected or affected by the stigma. To positively involve them in any development process, the issue of HIV/AIDS has to be put into consideration through minimal psychosocial counseling by qualified personnel – This is a way of psychologically alleviating the impacts on people infected and affected by HIV and thus preparing them to be fully involved in community development processes - a human rights need.

#### **4. Water Governance**

Ensure access to safe and clean water, sanitation, and hygiene for all through negotiated and rights based approach.

### **4.0 THE STRUCTURE, MANAGEMENT AND GOVERNANCE PROCESSES OF CEGGI**

#### **4.1 Organization Structure**

##### **4.1.1 The Board of Directors (BOD)**

CEGGI which is being started by two promoters proposes to be a membership organization and its members shall be drawn from individuals and organizations. The promoters shall choose a 7-

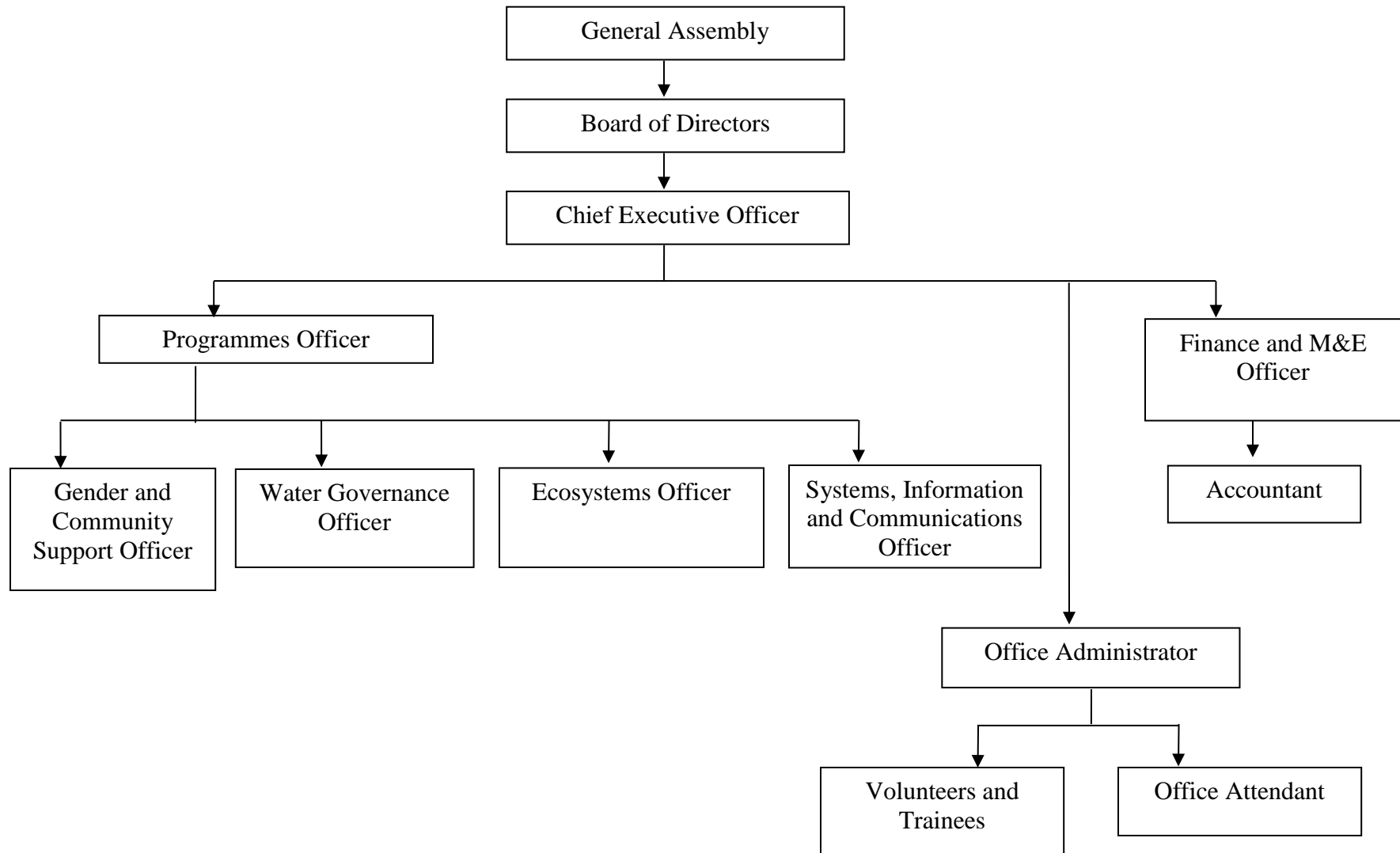
member Board of Directors (BOD) from the individual members and from organizations who will guide the secretariat in implementing its programmes. The BOD and the secretariat shall be guided by CEGGI's constitution and the policies that shall be developed and approved by the BOD. All programmes, budgets and workplans shall be approved by the BOD at their annual meetings before implementation. The full BOD shall meet twice a year to approve programmes, staffing and annual reports. Board committees shall seat prior to the full BOD to prepare for the BOD meetings and to approve internal decisions on procurements and disposals. The members Annual General Meeting shall be held once every year.

#### **4.1.2 The Secretariat**

The Secretariat shall run the day to day businesses of the organization headed by a full time Chief Executive Officer (Executive Director) who will also be the Chief Accounting Officer. A number of staff shall be under the CEO and the number of staff shall be determined by funding, the capacity of work and programmes run at the secretariat. The CEO shall be assisted by a Programme Officer who will be in charge of programme activities, Administration Officer who will oversee the human resource and a Finance and M&E Officer to handle and advise the CEO on the organization grants and expenditures.

In the beginning the CEGGI organization structure will be represented as per the organogram below.

## CEGGI Organization Structure - 2017



## 5.0 CEGGI's Proposed Programme activities (2017-21)

The following are the proposed programmes of CEGGI and their corresponding outcomes (See table 1 below).

**Table 1: Proposed Programmes and outcomes**

<b>Programmes</b>	<b>Outcomes</b>
<b>Sustainable natural resource use and management</b>	<ul style="list-style-type: none"> <li>• Strengthened Civil Society advocacy networks on natural resource rights</li> <li>• Stakeholder participation in a gender balanced sustainable management and decision-making processes on natural resources promoted.</li> <li>• Equitable community access to and control of resources promoted.</li> <li>• Strengthened communities able to dialogue with their leaders on the accountability in natural resource use and management.</li> <li>• Laws and regulations on natural resources management popularized and adhered to by all stakeholders to ensure the protection of nature</li> <li>• Stakeholders' awareness of their roles and responsibilities in natural resources management created to ensure a balanced ecosystem is attained</li> <li>• Local community members trained in alternative livelihood skills to reduce pressure on water bodies, forests, land and the whole ecosystem</li> <li>• Community involvement in conservation of natural forests through tree planting to reduce pressure on the existing forests.</li> </ul>
<b>Water and sanitation Governance</b>	<ul style="list-style-type: none"> <li>• Recognition of the right to water within the national water and sanitation policy framework.</li> <li>• Increased community awareness and access to safe water and improved sanitation</li> <li>• Information on water and sanitation and hygiene by end users accessed</li> <li>• Water user's multi-stakeholders' dialogues promoted</li> <li>• Participatory planning and involvement in budgetary processes in the water sector realized</li> <li>• A conserved environment through improved water governance and management</li> </ul>
<b>Food sovereignty</b>	<ul style="list-style-type: none"> <li>• Improved food sovereignty through agro-ecology farming and promoting of indigenous foods and tree planting</li> <li>• Enhanced women's efforts as custodians of food and seeds in their contributions to the sustainability of community food as a key to food sovereignty</li> <li>• Planting of indigenous foods and trees that are resilient to the weather are promoted in respective landscapes through cultural and</li> </ul>

Programmes	Outcomes
	<p>indigenous knowledge and values to mitigate the impacts of climate change</p> <ul style="list-style-type: none"> <li>• Campaigns promoted against monoculture plantations and impacts impact on community land use and food sovereignty.</li> <li>• Improved campaigns against non-indigenous foods and their implications on community food sovereignty to combat hunger.</li> <li>• Communities empowered to demand for better service delivery by leaders and concerned authorities to achieve food sovereignty.</li> </ul>
<b>Gender and HIV</b>	<ul style="list-style-type: none"> <li>• Full involvement of women including those affected by HIV in community development processes - a human rights need.</li> <li>• Strong women's movement supported by comrades build to defend peoples' rights against the impacts of development processes and their associated vices such as HIV/AIDS</li> <li>• Continued HIV/AIDS awareness created through networking with partner CSOs involved in these areas.</li> </ul>
<b>Climate Change mitigation</b>	<ul style="list-style-type: none"> <li>• Strengthened climate change adaptation and mitigation measures</li> <li>• Reduced destruction, degradation and pollution of the ecosystems (nature as a whole) in Uganda through engagements with government and the private sector on the use and management of forest, lakes, rivers, wetland and land</li> <li>• Reviewed climate change policy and capacity build on the policy gaps</li> <li>• Impacts of climate change and its underlying causes popularized.</li> <li>• Community initiatives supported for rainwater harvesting, food production and storage, and local energy saving technologies</li> <li>• Community ecological governance (indigenous knowledge) promoted and restored to preserve the ecosystems community and food system.</li> <li>• Campaigns against degradation of forests, wetlands and other protected areas popularized</li> <li>• Environmentally friendly initiatives promoted</li> <li>• Participation in international meetings on climate change as a means to popularize issues of climate change in Uganda</li> </ul>
<b>Extractive and infrastructure development</b>	<ul style="list-style-type: none"> <li>• Good governance and human rights promoted in the extraction of mineral resources in Uganda promoted/improved.</li> <li>• Host communities able to hold their leaders accountable on issues that affect them in the governance of mineral resource</li> <li>• Voices of women and youth in communities affected by extractives amplified to demand for their rights for inclusion in decision making in the development processes</li> <li>• Networking with other CSO of like mind to raise funds to engage in activities that promote good governance of Uganda's mineral resources</li> </ul>

Programmes	Outcomes
<b>Promotion of gender parity in sustainable natural resource management</b>	<ul style="list-style-type: none"> <li>• Develop a gender policy that would gear CEGGI work towards gender inclusiveness</li> <li>• Gender mainstreamed in natural resource management through capacity building, inclusion and participation of both men and women in policy formulation and decision-making processes.</li> <li>• All CEGGI's programmes on ecological governance engendered.</li> <li>• Decision making in Natural Resource Management engendered.</li> <li>• A gender sensitive environment for the protection of bio-diversity.</li> <li>• Rural women's voices on natural resource management and its impacts on their livelihoods amplified</li> <li>• Rural women able to hold their leaders accountable for the impact of their actions on people's livelihood.</li> <li>• Community based organizations trained on gender mainstreaming in their work on natural resources governance.</li> </ul>

## 6.0 OBJECTIVES

Objective	Activity	Sub-activities	Expected outcome	Period (years)				
				2018	2019	2020	2021	2022
To enhance good governance in the conservation and sustainable use and management of nature through advocating for ecological balance and appropriate environmental practices,	<ul style="list-style-type: none"> <li>Improve protection of the environment against oil and gas activities and mitigate the likely effects of Green House Gases (GHG) emissions</li> <li>Network with partner CSOs and Cultural Institutions to undertake advocacy and dialogue with and sensitization communities on issues to conserve and protect their ecosystems (forests, water, wetlands) and proper utilization of the energy sources.</li> <li>To enhance CEGGIs performance to better delivers its programmes.</li> <li>Well-defined CEGGI programme/projects structure</li> </ul>	Mobilize and sensitize local communities to achieve self-driven approaches for community ownership and sustainability of water and energy	<ul style="list-style-type: none"> <li>Increased compliance to policies on natural resources management.</li> <li>A balanced ecosystem with all nature enjoying its right to live and to be</li> <li>Improved participation of all stakeholders in natural resource management and other processes.</li> <li>Community members aware and ready to defend their rights to a balanced environment and rich ecosystem</li> <li>Improved livelihood options.</li> <li>Community empowered to be accountable and claim for</li> </ul>	√	√	√	√	√

	<ul style="list-style-type: none"> <li>▪ Fundraising for CEGGI to be in position to implement its programmes</li> <li>▪ Adequate resources and facilities commensurate with programme portfolios</li> </ul>		<p>accountability from all stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Rights of minority community groups and endangered Wildlife observed</li> </ul>					
To contribute towards mitigation and adaptation of climate change through sound management of the ecosystem, agriculture (smart agriculture) to promote food sovereignty and combat hunger	<ul style="list-style-type: none"> <li>▪ Train communities on climate smart agriculture (i.e agro-ecological farming) and promote the restoration of indigenous seeds</li> <li>▪ Sensitize communities on the benefit of tree planting in their gardens to prevent soil erosion and protect land from direct suns heat</li> <li>▪ Raising awareness on drivers and impacts of climate change</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identifying and mobilize community leaders, elders for trainings and meetings.</li> <li>▪ Communities identify indigenous seeds and trees resilient to their landscape for planting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Food security and sovereignty achieved</li> <li>▪ Indigenous seeds restored</li> <li>▪ Soil fertility achieved for good crop yields</li> <li>▪ The ecosystem in the landscape restored and conserved.</li> </ul>					
To promote gender parity and enhance capacity of women for effective gender responsive policy influence and inclusiveness in the use and management of	<ul style="list-style-type: none"> <li>▪ Develop gender policy and strategy</li> <li>▪ Mainstream gender in all CEGGI programmes</li> <li>▪ Popularize SDGs among communities and partners through</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hold project meetings at CEGGI offices to discuss project implementation</li> <li>▪ Communicating with communities on the</li> </ul>	<ul style="list-style-type: none"> <li>▪ A working gender policy to guide CEGGI on gender mainstreaming and inclusiveness.</li> <li>▪ Enhanced capacity of CEGGI gender programmes</li> </ul>	√	√	√	√	√



natural resources and promote human rights in development processes	<p>trainings, meetings and Radio talk shows</p> <ul style="list-style-type: none"> <li>▪ Publishing articles to popularise SDGs among CSOs and CCRA communities with specific focus on gender equality and equity, poverty and hunger eradication in line with rights to tenure</li> <li>▪ Strengthen communities and more especially women and youth to embrace the knowledge base on gender inclusiveness and on SDGs</li> <li>▪ Conducting Radio talk shows on challenges related to women land tenure rights, and its implications on food sovereignty</li> </ul>	<p>dates for the training on SDGs</p> <ul style="list-style-type: none"> <li>▪ Continuous informing, understanding and appreciating the different gender roles of all stakeholders (women, men, youth, the disabled and the vulnerable groups in the communities).</li> <li>▪ Continuous informing, understanding and appreciating the different gender roles of all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Gender tools developed in line with the national policy to monitor gender implementation.</li> <li>▪ Gender sensitive programmes implemented</li> <li>▪ Gender analysis done, gender roles identified, gender equality, equity, balance and indicators realized</li> <li>▪ Trained and strengthened communities and CBOs with improved awareness on SDGs</li> <li>▪ The gender dimensions of the SDGs are addressed equitably with inclusion of women, men and girls of all ages and diversities</li> <li>▪ Gender made easy for community consumption</li> </ul>					
---	---	--	--	--	--	--	--	--

## Workplan and budget 2017-2021

Target	Planned Intervention actions	UGX 2017 (000)	UGX 2018 (000)	UGX 2019 (000)	UGX 2020 (000)	UGX Total (000)
Objective 1: To promote good governance and better management of Uganda's natural and other resources for sustainable development						
Output 1: Community members aware and ready to defend their rights to access and sustainable use of the ecosystem and the rights of nature.	Raising awareness of community members on their rights and entitlements to sustainable development.	30,000	20,000	20,000	20,000	90,000
	Producing and disseminating information for building Community capacity (empowerment) to defend and demand respect of their rights to access the ecosystem and the rights of nature.	20,000	20,000	20,000	10,000	70,000
	Support and facilitate platforms for amplifying voices of affected community voices and advocating for community rights, promoting dialogue and conflict resolution.	30,000	20,000	20,000	20,000	90,000
	Support community sample demonstrations for good practices in water governance, sanitation and hygiene.	20,000	20,000	20,000	10,000	70,000
	Support community sample demonstrations energy, land use planning, climate change, food security that trigger communities to demand for their human and other fundamental rights.	20,000	20,000	20,000	10,000	70,000
<b>Sub total</b>		<b>120,000</b>	<b>100,000</b>	<b>100,000</b>	<b>70,000</b>	<b>390,000</b>
Output 2: stakeholders' increased compliance to policies on natural and other resources management	Lobbying for compliance to and enforcement of policies and measures that ensure sustainable natural resource use and management	30,000	20,000	20,000	30,000	100,000
	Promoting multi-stakeholders' awareness on natural resources policies and regulations for easy enforcement and compliance.	20,000	20,000	20,000	10,000	70,000
	Advocate for enforcement of existing "good" policies and policy measures for management of natural resources through engagements with responsible regulatory authorities (NFA, NEMA, UWA, NFA. Etc.).	20,000	20,000	10,000	10,000	60,000
	Support programmes (community exchange visits, engagements and meetings.) that promote issues of compliance, and good governance and human /nature rights and the vices.	30,000	30,000	20,000	20,000	100,000
<b>Sub total</b>		<b>100,000</b>	<b>90,000</b>	<b>70,000</b>	<b>70,000</b>	<b>330,000</b>
Output 3: Improved participation of all stakeholders	Empowering Community and CSO stakeholders to actively participate in management of natural resources (through experience sharing, networking and dialogues.	20,000	30,000	30,000	30,000	110,000

including women in decisions and other processes on natural resource management	Initiate and Support dialogues between ecosystem dependent communities and their leaders on sustainable management, access and use of the ecosystem	20,000	20,000	20,000	20,000	<b>80,000</b>
<b>Sub total</b>		<b>40,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>180,000</b>
Output: Communities' Food sovereignty addressed	Raise communities' awareness and train on better farming practices (agro-ecology and other climate smart agriculture farming methods) to improve on the land use and increase food production, promote the growing of community indigenous seeds that are resilient to the weather to address climate change impacts	20,000	20,000	15,000	15,000	<b>70,000</b>
	Promote and advocate for sustainable climate livelihood options for communities at household levels on food production, access to clean water (rain water harvesting). Promote community income generation activities as apiary, fruit growing, tree planting and analog forestry as mitigative measures to climate change impacts	30,000	30,000	20,000	20,000	<b>100,000</b>
	Promote indigenous community conservation practices by raising their awareness against destructive practices and building their capacity to conservation and protection their ecosystems (wetlands, forests, water bodies	20,000	30,000	30,000	30,000	<b>110,000</b>
<b>Sub total</b>		<b>70,000</b>	<b>80,000</b>	<b>65,000</b>	<b>65,000</b>	<b>280,000</b>
Output 5: Rights of communities and their ecosystem (endangered plants and wildlife) observed	Defining and publicizing the right of communities and their ecosystem (endangered animals and plants) in respect to environment and natural resources conservation and management.	30,000	30,000	10,000	10,000	<b>80,000</b>
	Advocating for rights of communities and especially women to access and use natural resources in a sustainable manner.	20,000	20,000	20,000	20,000	<b>80,000</b>
<b>Sub total</b>		<b>50,000</b>	<b>50,000</b>	<b>30,000</b>	<b>30,000</b>	<b>160,000</b>
<b>Obj#3: To enhance NAPE's performance in order to better deliver NAPE programmes.</b>						
Output 1: Well defined projects implementation structure	Develop project implementation and coordination structures and tracking tools (systems implementation and audit) framework	20,000	20,000	10,000	10,000	60,000
<b>Sub total</b>		<b>20,000</b>	<b>20,000</b>	<b>10,000</b>	<b>10,000</b>	<b>60,000</b>

Output 2: Well mainstreamed gender in CEGGI projects	Develop a comprehensive and inclusive CEGGI Gender responsive policy and strategies, build and strengthen internal capacity for implementing and monitoring compliance to the policy.	30,000	20,000	20,000	30,000	100,000
	Develop and operationalize gender mainstreaming monitoring tools and increase the availability of gender disaggregated data and information from research, women continue to face constraints related to access to, control over and ownership of businesses and productive resources such as land and credit	10,000	10,000	20,000	20,000	60,000
	Network with CEGGI community based partner groups to promote gender and popularize the SDGs that are gender responsive	10,000	20,000	20,000	20,000	70,000
	Support staff twinning and exchange visits with partner organizations and train on cross cutting /gender issues.	20,000	20,000	20,000	30,000	90,000
	Support platforms that amplify voices of Women and advance women roles in sustainable conservation and community and national development processes	20,000	10,000	20,000	20,000	70,000
<b>Sub total</b>		<b>90,000</b>	<b>80,000</b>	<b>100,000</b>	<b>120,000</b>	<b>390,000</b>
Output 3: Adequate CEGGI resources and facilities	Start and continue fundraising for the organization to secure a physical address/office, office furniture, computers, office phone, and staff wages and statutory taxes, payment of utility bills, and other relevant assets for office use.	50,000	50,000	50,000	50,000	200,000
	Develop organization policies that are in accord with the national and international laws (Finance and Procurement policy, Human Resource policy, Fraud Prevention policy, Staff Code of Conduct, etc.) and build staff capacity to adhere the regulations. Continuous review of policy to ensure they are up-to-date with the current national and internal trends	40,000	10,000	10,000	10,000	70,000
	Fundraise for the procurement and maintenance of at least 2 strong field vehicles and 2 motor cycles to ease transport in hard to reach areas while supporting community empowerment and capacity building	200,000	50,000	50,000	50,000	450,000
<b>Sub total</b>		<b>290,000</b>	<b>110,000</b>	<b>110,000</b>	<b>110,000</b>	<b>720,000</b>
Output 5: Competent and dedicated staff	Carryout out staff weekly trainings and capacity building	30,000	30,000	20,000	20,000	100,000
	Carry out annual staff performance appraisals.	3,000	3,000	3,000	3,000	12,000
	Pay timely staff wagers that are commensurate to their workload, and ensure that staff take their paid annual and maternity leaves, Provide staff motivation packages such as Health insurance	300,000	300,000	300,000	300,000	1,200,000

	Develop and operationalize policies that minimize staff risks while at work (workman's compensation, insurance covers and Cash-in-Transit insurance covers).	30,000	30,000	30,000	30,000	<b>120,000</b>
<b>Sub total</b>		<b>363,000</b>	<b>363,000</b>	<b>353,000</b>	<b>353,000</b>	<b>1,432,000</b>
Output 5: Functioning M&E system.	Develop M&E manual/framework (including tools) to guide CEGGI management to monitor the implementation of the strategic plan. Build the capacity of CEGGI staff on M&E guidelines to be in position to track project implementation, progress and timely reporting	40,000	40,000	20,000	20,000	<b>120,000</b>
	Strengthen capacity for M&E among staff both head office and field based.	20,000	20,000	20,000	20,000	<b>80,000</b>
<b>Sub total</b>		<b>60,000</b>	<b>60,000</b>	<b>40,000</b>	<b>40,000</b>	<b>200,000</b>
Output 8: Enhanced CEGGI visibility	Develop a communication strategy for CEGGI to in the direction of information and ensure that all relevant information is captured, well documented, disseminated and stored for future reference.	20,000	20,000	20,000	10,000	<b>70,000</b>
	Develop and build an informative and interactive website to host all CEGGI information that is meant for public consumption.	30,000	30,000	20,000	20,000	<b>100,000</b>
	Engage in networks and coalitions that add value to its Mission, including hosting strategic Coalitions and networks.					
	Design and disseminate promotional materials (Brochures, Leaflets, Newsletters, Magazines, T-shirts, fact sheets, Caps, fliers, posters, banners, Calendars)	30,000	30,000	20,000	20,000	<b>100,000</b>
	Participate in national and international meetings on policy, environmental and human rights debates with a view of influencing policy directions. Popularizing CEGGI work at international meetings to part of the decision making on best practices regarding sustainable development process. (UNFCCC, CBD, World Water Forum)	30,000	30,000	30,000	30,000	<b>120,000</b>
	Use of M&E findings to strengthen and inform implementation and coordination of projects by tracking time and analyzing quarterly and annual work plans	20,000	20,000	20,000	20,000	<b>80,000</b>
<b>Sub total</b>		<b>130,000</b>	<b>130,000</b>	<b>110,000</b>	<b>100,000</b>	<b>470,000</b>
<b>GRAND TOTAL</b>						

## 7.0 MONITORING AND EVALUATION OF THE STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

### 7.1 The purpose of monitoring and evaluating the Strategic Plan implementation

Monitoring and evaluation exercise aims at regular finding of the dimension and progress of the strategic plan implementation by analyzing all the developments so as to identify successes that could be further strengthened, challenges that would require solutions and gaps that would require consolidating. It would help identify areas that require funding and thus calling for planning, budgeting and fundraising resources to address the gaps and breaches.

### 7.2 The M&E framework would be developed to:

- (i) Promote accountability and transparency in the implementation of the strategic plan by providing and sharing the lessons learnt with stakeholders, partners and networks.
- (ii) Provide feedback to inform on the best way to achieve the intended goals,
- (iii) Provide timely and corrective reporting at all levels
- (iv) Strengthen M&E capacities
- (v) Streamline M&E roles and responsibilities and enhance efficiency and effectiveness to reduce duplication of efforts and wastage of resources
- (vi) Monitor gender mainstreaming, inclusion and participation in the implementation process
- (vii) Ensure a functioning M&E process.

## M&E IMPLEMENTATION AND COORDINATION FRAMEWORK

