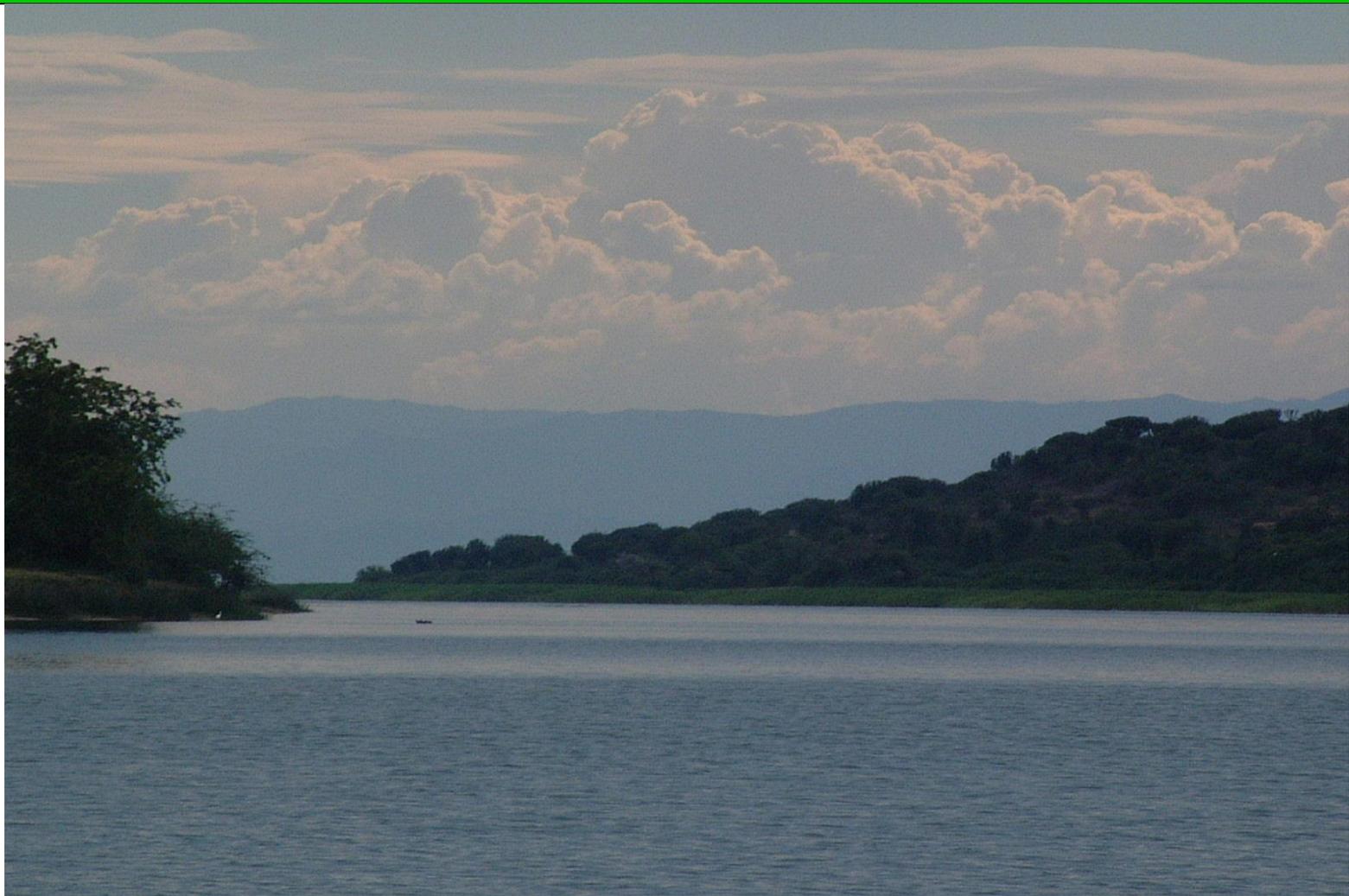




Uganda Association for Impact Assessment

# Capacity Needs Assessment



**Interim Report  
November 2010**

# Foreword

[Insert foreword by Chairman]



Compiled for the Uganda Association for Impact Assessment by the Wildlife Conservation Society with funding provided by USAID.

# Background

A capacity needs assessment workshop was hosted by the Wildlife Conservation Society (WCS) at the Hotel Africana, Kampala, on the 3<sup>rd</sup> November 2010, targeting the UAIA Executive Committee and members of the thematic Working Groups within the Association. Nineteen members participated with two facilitators from WCS. The workshop was funded by USAID.

The objective of the workshop was:

Taking the strategic plan as the starting point, seek to understand the organizations ability to meet its mission and strategic objectives by identifying:

- Current state of competencies and skills;
- Required state in order to meet the objectives;
- Critical gaps;
- Key priorities for addressing those gaps.
- Resources required for addressing those gaps.

The desired output of the workshop was the fulfillment of strategic action E: Drafting of a multiyear plan for capacity building for members (and others)

## Methodology

The capacity needs assessment was specifically addressed towards the fulfillment of the strategic plan; aligning the objectives and strategic actions into thematic areas based on the UAIA mission. These thematic areas were then addressed by asking three questions:



- i. What is the current state of competencies and skills?
- ii. What is the required state in order to meet the objectives?
- iii. What are the critical gaps that would otherwise prevent the UAIA from fulfilling its strategic plan?

The participants reviewed the organisational structure of UAIA and its official mandate and relationship with NEMA. The organisation was examined to understand how the structure and its current systems affect

the implementation of the strategic plan, so that participants could bear this in mind as they examined the thematic areas.

The fulfillment of the strategic plan is dependent on the ability of the working groups to make headway in achieving the objectives through implementation of the strategic actions assigned to each. The participants

considered the challenges or issues each group is facing (some were common to all groups), and assigned the capacity gaps as identified from the mornings activities to the working group they most closely correlated to. This activity made clear that the tasks facing some working groups are extremely



challenging, complex and cross-cutting, affecting the potential outcome of many of the objectives, whilst other groups were more defined and straightforward within a single thematic area. The capacity gaps were prioritised by participants, with some working groups tackling more than one high priority issue, whilst the needs of other groups were felt to be less immediate or crucial.

One last question was required to be answered in order to complete the capacity needs assessment:

- What resources are needed to address the capacity gaps?

This would be tackled by the capacity needs working group following write-up into a framework for Strategic action E: *Drafting of a multiyear plan for capacity building for members (and others)*, at which time it would be clearer what the main priority areas were in order to start to assign the resource needs according to a realistic timeframe.

# Strategic Plan 2010-2015

## Thematic Areas

The UAIA Mission:

***'To advocate for Environmentally Sustainable Practises; develop and share public opinions on EIA matters; participate in International fora/ and implement methods and standards of knowledge and skills for persons seeking to become members of the Association'***

The mission incorporates four thematic areas, each of which relates to a number of the objectives as identified in the Strategic Plan 2010-2015 and is supported by strategic actions:

### ***Thematic Area One***

#### **Mission statement:**

"To **advocate** for Environmentally Sustainable Practices";

#### **Associated objectives:**

- i. **Advocate** for the use and application of impact assessment as a planning and decision making tool for environmentally sustainable development;
- iii. Assist and **advise** the government, local authorities, private or public bodies about impact assessment matters for the best interests and benefit of all;

#### **Required Strategic Actions:**

- A. Enacting and passing a Bill giving UAIA statutory powers
- F. Adaptation of constitution guaranteeing continuity in execution of UIA's policy and representation conditions of the association

### ***Thematic Area Two***

#### **Mission Statement:**

"**develop** and **share** public opinions on EIA matters";

#### **Associated objectives:**

- ii. **Provide and promote a forum** for the development of informed public opinion on impact assessment matters for the improvement of the environment as a whole;
- vi. These objectives shall be achieved through:
  - a. **Sharing information** and **promoting networks; coordinating** with other relevant agencies; **conducting** professional meetings
  - d. **Producing** timely publications

**Required Strategic Actions:**

- E. Strengthening internal and external communication – elaboration of a plan for 2010-2015
- G. Staffing and office space

***Thematic Area Three***

**Mission Statement:**

**“Participate** in international fora”;

**Associated objectives:**

There was no stated objective for this aspect of the mission statement, but it can be taken to incorporate aspects of objective vi) stating how the objectives will be achieved:

- e. Being an affiliate of the IAIA and EAAIA
- f. **Participating** in international fora including those under IAUA, EAAIA and other programmes related to environment management

**Required Strategic Actions:**

- C. Development of a standardised professional fees system
- K. Widening criteria for membership and code of conduct of members
- H. Determining desirable cooperation mechanisms with other institutions
- I. Elaborating all possibilities for fundraising and designing a short term plan of action

***Thematic Area Four***

**Mission statement**

**“Implement methods and standards** of knowledge and skills”.

**Associated Objectives:**

- iv. Promote **training** in impact assessment and improve assessment procedures and practices for comprehensive and integrated impact assessment;
- v. **Determine** and **uphold standards** of the knowledge and skills for persons seeking to become members of the association with a view of engaging them professionally in impact assessment;
  - a. Doing all such other lawful things as are necessary or expedient for general development of the Association

**Required Strategic Actions**

- B. Development of quality control criteria for Environmental Impact Assessment
- D. Drafting of a multi year plan for capacity building for members (and others)

## Capacity Needs Assessment: Results Framework

Current State	Required State	Comment/Requirements	Required action area *
<b>MISSION Thematic Area One: To advocate for Environmentally Sustainable Practices</b>			
Advocacy started through publications such as the strategic plan	Advocating for best practice, e.g. Green Supply Chain management practices	UAIA does not have independent research/publishing potential, or resources for advocacy due to lack of funding	• <b>UAIA PUBLICATIONS</b>
	Publicising importance of EIA process		
	Lobbying for Green Incentives such as a "Green Fund"	This is subject to defining minimum standards of good practice	• <b>LOBBYING</b>
Mitigation measures and recommendations contained in EIA Reports	Acquisition and adoption of production/emission permits in the country	Government has not enacted a permit or quota system	
	Encourage adoption of cleaner products and technologies in factories	Practitioners find it difficult to engage with the developer to advocate for better practices. Need empowerment and authority through UAIA	• <b>COMPANY LEVEL ADVOCACY</b>
	Encourage adoption and implementation of Environmental Management Systems		
<b>OBJECTIVE: Advocate for the use and application of impact assessment as a planning and decision making tool for environmentally sustainable development;</b>			
Some developments have taken off without the EIA process completed	UAIA to institute EIA as a requirement for their permits and licences	EIA not well understood by the desired audience, needs additional interpretation of EIA's role to the public and govt.	• <b>UAIA PUBLICATIONS</b> • <b>PUBLIC INFORMATION FORA</b>
	All government departments, agencies and authorities to understand the role of EIA and insist on it's competent completion	Work with Agencies to strengthen the use of EIA Need for training in competence and organisation for tasks in EIA.	• <b>LOBBYING</b>
Environmental forum was held in 2009	Regular, brief fora for developers and stakeholders in aspects of EIA	Inadequate finances and lack of infrastructure for the secretariat. Need to use electronic fora in short term	• <b>PUBLIC INFORMATION FORA</b> • <b>ELECTRONIC MEDIA</b>

Silent participation e.g. through International Environment Day	Ensure that UAIA publicises the efforts of its members and engage all stakeholders	Need capacity in press and public relations and how to gain publicity need resources for advertising	• <b>PUBLICITY AND PR</b>
Existing Institutions Framework	Engaging with trade association such as UIA, UMA, KALITA and Chamber of Commerce to spread understanding of the merits of EIA as a business and risk management tool.	No existing system for networking and engaging with other institutions/associations and feeding back to other members. Any existing efforts are for individual benefit only.	• <b>NETWORKING</b>
<b>OBJECTIVE: Assist and advise the government, local authorities, private or public bodies about impact assessment matters for the best interests and benefit of all;</b>			
There is no proper channel in place for government/local authorities to be assisted or advised in environmental matters; modes of engagement with the civil service are not strong enough	General public is aware of EIA and understands its role	Publicity and interaction and massive sensitisation needs funding	• <b>PUBLICITY AND PR</b>
	Civil service and politicians understand and engage in the EIA process with the Association	Strengthen collaboration with govt. bodies through organisation of forums, talk shows and seminars to make the association known	• <b>COMMUNICATION STRATEGY</b> • <b>LOBBYING</b>
One-way system whereby the practitioners provide documents and nothing comes back from the government.	Structure for two-way communication and feedback to the association and practitioners helping knowledge and understanding to grow	Address corruption/knowledge gaps within political, civil service and developer levels.	• <b>NETWORKING</b> • <b>ADVOCACY</b>
		Initiate system for feedback on review comments, monitoring and evaluation reports.	• <b>SYSTEMS AND STRUCTURES FOR IMPROVED EIA PRACTISE</b>
Documents and records – information limited	Good flow of information including publicizing and distribution of public documents and relevant information	Reinstitute the NEMA information network talks/forum	• <b>SYSTEMS AND STRUCTURES FOR IMPROVED EIA PRACTISE</b>
	Central information network, library or website where all environmental documents are available (NEMA or Association)	work with NEMA to ensure NEMA library functions or agree to host this at the Association (funding needed)	
Lack of capacity in Lead Agencies	Association able to engage other partners and lead Agencies apart from NEMA who are aware of EIA process	Requires relationships to be built with other government departments and agencies. Invite govt agencies to take part in training opportunities and	• <b>TRAINING</b> • <b>EXPAND MEMBERSHIP</b> • <b>ADVOCACY</b>

		environmental professionals to join association.	
Govt does not proactively seek advice from UAIA	UAIA mandate, responsibilities and function clearly understood by govt.	Need for Statutory powers for the Association	<ul style="list-style-type: none"> <li>• <b>LEGAL PROCESS</b></li> </ul>
		Work to achieve political support for the Association and its mission	<ul style="list-style-type: none"> <li>• <b>ADVOCACY (PARLIAMENT)</b></li> </ul>
Developers are unaware of the EIA task in hand	Developers clearly understand their obligations and support the aim of environmental sustainability thus attempting to control and mitigate their environmental impact	Seek for capacity building opportunities for major developers and publish accessible information aimed at informing developers.	<ul style="list-style-type: none"> <li>• <b>UAIA PUBLICATIONS</b></li> <li>• <b>COMPANY LEVEL ADVOCACY</b></li> <li>• <b>PUBLIC INFORMATION FORA</b></li> </ul>
Interpretation of govt. policies are poor	Government departments clearly understand their obligations and role in implementing policies and regulations	Review environmental regulations and implications. Ensure compliance with best practice and adequacy to protect environment. Through NEMA seek to have straightforward guidelines for govt officers to understand the policies and requirements for compliance	<ul style="list-style-type: none"> <li>• <b>ADVOCACY</b></li> <li>• <b>LEGAL PROCESS</b></li> </ul>
<i>Enacting and passing a Bill giving UAIA statutory powers</i>			
Draft Bill has been prepared	Bill enacted clearly stating the UAIA role and responsibilities with clear means of implementation and enforcement	Solicit feedback from members to ensure wide support for bill	<ul style="list-style-type: none"> <li>• <b>ADVOCACY</b></li> <li>• <b>LEGAL PROCESS</b></li> </ul>
NEMA are providing an enabling environment for enactment of the Bill		Engage with Ministry of Justice and politicians	
UAIA constitution does not refer to statutory powers	Amended UAIA constitution	Constitution to be amended	<ul style="list-style-type: none"> <li>• <b>LEGAL PROCESS</b></li> <li>• <b>INTERNAL SYSTEMS</b></li> </ul>
<i>Adaptation of constitution guaranteeing continuity in execution of UIA's policy and representation conditions of the association</i>			
Lack of motivation for leaders with one year term, no time to be effective. Need for continuity proposed to members (members voted 1 year at AGM), but needs to be voted on again	Executive committee terms long enough to ensure continuity and allow enactment of decisions	Table on AGM agenda Ensure members given adequate justification for proposal	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> <li>• <b>PR</b></li> </ul>
<b>MISSION: Thematic area 2: Develop and share public opinions on EIA matters;</b>			
Public only notified through EIA process. No	Effectively consult stakeholders on	Need internal capacity to periodically	<ul style="list-style-type: none"> <li>• <b>TRAINING</b></li> </ul>

mechanisms to share ideas.	issues of interest (by UAIA for general issues, by practitioners on project specific issues)	organise activities and to share public opinion on EIA matters. Need training to ensure practitioners are aware of best practise with regard to consultation	<ul style="list-style-type: none"> <li>• <b>PUBLICATIONS</b></li> <li>• <b>PUBLIC INFORMATION FORA</b></li> <li>• <b>ADVOCACY (NEMA)</b></li> </ul>
	NEMA to hold public meetings and hearings wherever this is clearly in the public interest		
	SEA used as a planning tool to deal with public concerns at a strategic level		
No forum has been developed, but a concept paper for environment management forums has been developed for submission	Have a developed forum for practitioners and wider stakeholders	Establish strategic partnerships for financing environment management forums Establish other mechanisms that generate ideas (e.g. peer review) Sell UAIA more widely by developing fuller range of membership benefits	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS AND STRUCTURES</b></li> </ul>
	Attract membership from environmental managers more widely than practitioners.		
<b>OBJECTIVE: Provide and promote a forum for the development of informed public opinion on impact assessment matters for the improvement of the environment as a whole;</b>			
1 Environmental forum on climate change adaptation held in 2009	An active forum for development of informed public opinion.	Funding and personnel capacity does not allow for the venue, publicity, organisation or presenters. Need to use electronic fora and media to spread ideas as well as live meetings (newletters, website, use of facebook, and email lists)	<ul style="list-style-type: none"> <li>• <b>PUBLIC INFORMATION FORA (LIVE AND ELECTRONIC)</b></li> </ul>
UAIA website up and running	Regular updates on UAIA website	Administrator to have charge of updating website, may need to consider whether current hosting is adequate. Need to task members to develop the updates for posting (EG monthly/bimonthly electronic newsletter)	<ul style="list-style-type: none"> <li>• <b>NEWSLETTER</b></li> <li>• <b>ELECTRONIC MEDIA</b></li> </ul>
	More linked publications, e.g. Best practice in Environmental management	All members can be advised to alert the UAIA administration/exec committee when issues of interest,	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> <li>• <b>ELECTRONIC MEDIA</b></li> </ul>

		and publications arise.	
	Facebook for the Association to interact	Administration to implement	• <b>ELECTRONIC MEDIA</b>
	Invite mass media to AGM's and end of year Dinners		• <b>PR AND PUBLICITY</b>
<i>Sharing information and promoting networks; coordinating with other relevant agencies; conducting professional meetings</i>			
<i>Producing timely publications</i>			
UAIA end of year dinner	Hold AGM's, end of year Dinners, and develop other fora and invite mass media	Need to have a range of meeting types, informal, some members only, others wider interest. Strategically consider who to invite.	• <b>PR AND PUBLICITY</b>
Informal coordination between working groups and other agencies	Sustained engagement with members and agencies	Internal communication mechanisms needed as well as govt networking. UAIA to lobby to attend more govt. debates by raising institutional profile.	• <b>INTERNAL SYSTEMS</b> • <b>NETWORKING</b>
Professional meetings with NEMA and WCS	List of agencies and organisations active in environmental management maintained and their activities monitored for potential opportunities	Develop list of organisations and agencies. Contact and develop point person. Encourage reciprocal membership as individual members or affiliates. Ensure UAIA regularly considered to attend conferences and meetings.	• <b>MEMBERSHIP CATEGORIES</b> • <b>NETWORKING</b>
No publications	Regular (monthly/bimonthly/quarterly) electronic newsletter issued Members encouraged to carry out research and produce publications on various areas of interest	Exec committee and working group chairs to write brief paragraph regularly for newsletter. Members to be encouraged to write up issues of interest (conferences, emerging issues)	• <b>PUBLICATIONS</b>
Information sharing limited to individual group of friends among membership	Information easy to access and well distributed.	Mailing list enables mail to be sent to all members (and on website). Discourage cronyism. ensure fair mechanisms for establishing which members will benefit from opportunities.	• <b>TRANSPARENCY OF SYSTEMS AND STRUCTURES</b>
External relationships mainly limited to NEMA	Wide network within govt. enables easy access to relevant information (two way)	Develop links to other govt agencies and departments. Ask members to advocate on behalf of UAIA when they approach govt. during consultation.	• <b>NETWORKING</b>

Produced strategic plan and calendars	Range of information available on UAIA and its members and their activities	Develop electronic/print fora that enables members to advertise activities and organisations	• <b>COMMUNICATION STRATEGY</b>
<i>Strengthening internal and external communication – elaboration of a plan for 2010-2015</i>			
Inadequate publicity	Regular UAIA publications and posting of activities	Engage reporters and press to update on activities and attend UAIA fora. Send out newsletters and other publications. Use advertising	• <b>PR AND PUBLICITY</b>
Communications Working Group are formulating action on internal and external communications and draft strategy in place	Internal and external communications strategy in place and implemented	Develop and implement activities, plan on internal and external communication	• <b>COMMUNICATION STRATEGY</b>
• <i>Staffing and office space</i>			
AGM, through the Strategic plan 2010-2015 considered the issue of staffing and office space. No resolutions	Fully functional administration for UAIA able to implement activities on behalf of members, to ensure efficient management of the Association affairs (including financial)	Develop comprehensive internal structure (short and long term) that will allow the implementation of the strategic plan.	• <b>INTERNAL STRUCTURE</b>
1 administrative staff member without a contract (voluntary)	UAIA staff in place, including: <ul style="list-style-type: none"> <li>• Management team:</li> <li>• executive director</li> <li>• accounts assistant</li> <li>• technical officer</li> </ul>	Develop strategy for appointing and retaining staff in line with internal structure– look at various options, including secondments, use of Volunteers and students or interns. Use networking with international organisations to ask for temporary postings	• <b>INTERNAL STRUCTURE</b> • <b>NETWORKING</b>
Borrowed office space (voluntary)	Adequate office space with facilities for staff	Locate acceptable office space and secure funding for rental, or ask 'potential benefactor' to provide office space in the short term. Long term requirement for capital for investment needs financial plan and budget.	• <b>NETWORKING</b> • <b>FINANCIAL FORECASTING</b>
<b>MISSION: Thematic Area Three: To participate in international fora</b>			
Very low participation	Optimal and active participation and engagement at all International Fora	Encourage members to attend international fora. Post opportunities on monthly newsletter. Seek sources	• <b>INFORMATION SHARING</b> • <b>PR AND PUBLICITY</b>

		of potential funding from partners and business and use opportunity to raise UAIA profile	• <b>NETWORKING</b>
UAIA participated in IAIA 2009 in Accra, Ghana	Affiliated to the IAIA and EAAIA	Ascertain costs of membership and implement if funding available	• <b>ACTION IMMEDIATELY</b>
No international networking (except individuals)	Engaged in international networking to optimise opportunities for local members	Encourage international membership of UAIA. Ensure members attending international fora accept role as ambassadors of UAIA and that they report back to association through monthly newsletter.	• <b>NETWORKING</b>
<i>Development of a standardised professional fees system</i>			
System being drafted (no current system). Commercially driven	Implement proposed action by working group for transparent and equitable fee structures or systems	Need to ensure that a fair system is developed, yet which does not stifle innovation and excellence. Consider linking fee scales to membership bands, dependant on level of experience, expertise and training	• <b>INTERNAL SYSTEMS</b>
Individuals charge as they wish and tendency of underquoting and doing poor work.	Standard (conventional) fees structure/system.	Pricing of EIA based on the type and complexity of work to be included, which will determine the expertise required. This should be determined by the TOR's. Need to liaise with NEMA regarding problems inherent in current system of appointing EIA practitioner prior to setting TOR's	• <b>INTERNAL SYSTEMS</b> • <b>AEDVOCACY (NEMA)</b>
	Financial management training available for members		
	Standards for assessments for different levels of projects (best practise, acceptable methodologies)		
<i>Widening criteria for membership and code of conduct of members</i>			
Membership criteria and code in place as a starting point but may be inadequate	Standardised criteria and code of conduct in place and strictly and equitably enforced.	Code of conduct backed up with ability and options for executive committee to take action against breaches to code. Need to stipulate provisions and penalties, including additional training, demotion of membership category and ultimately suspension or removal. Membership criteria must be properly checked on entry.	• <b>INTERNAL SYSTEMS AND STRUCTURE</b>

Criteria and code do not elaborate on different types of membership.	Specific criteria concerning membership types and detailing benefits.	Structures to enable a variety of membership types, including levels of individual membership (student, graduate, full) linked to levels of professional development, individual and corporate membership (enhances ability to receive funding), and overseas categories (enhances networking opportunities)	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS AND STRUCTURES</b></li> </ul>
	Membership expanded to include all environmental management profession		
<i>Determining desirable cooperation mechanisms with other institutions</i>			
No cooperation mechanisms.	Have guidelines and/or mechanisms in place	Membership and affiliations, other forms of cooperation needed.	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS</b></li> </ul>
Currently passive (invitation to UAIA activities without engagement)	Active engagement and MOU with other Institutions	Actively contact organisations with similar aims or synergies with UAIA; need to be clear about what UAIA can offer	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> </ul>
	Need to strengthen publicity procedures	Range of information about UAIA to be developed – leaflets, brochures, bumper stickers, etc to raise public profile. Links with media needed	<ul style="list-style-type: none"> <li>• <b>PR AND PUBLICITY</b></li> <li>• <b>UAIA PUBLICATIONS</b></li> </ul>
<i>Elaborating all possibilities for fundraising and designing a short term plan of action</i>			
Developed fundraising action plan in place and there are funds raised through different strategies, though sources not stable	Fundraising plan to be in place and operational	Plan needs to consider the different activities required to achieve the strategic plan and their phasing. Realistic priorities to be set and agreed with members, using the capacity needs assessment, not a 'wish list'	<ul style="list-style-type: none"> <li>• <b>CAPACITY NEEDS ASSESSMENT</b></li> <li>• <b>FUNDRAISING ACTION PLAN</b></li> </ul>
Working group is established for fundraising	Active/proactive fundraising by specific members. Stable and secure sources of funding established.	Members to be offered training in fundraising, proposal writing. Awareness to be raised of the various potential sources of funding – donors, commercial, private gifting and in kind (eg agreement on time to be donated by members). All members to be active in sourcing funds.	<ul style="list-style-type: none"> <li>• <b>FUNDRAISING STRATEGY</b></li> <li>• <b>TRAINING AND AWARENESS</b></li> </ul>
No financial systems or structures or	Financial manager and accounting	Funding unlikely to be forthcoming if	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS</b></li> </ul>

financial competency in place	systems in place.	any doubt remains over the administrative and executive ability to manage the funds competently and efficiently (with transparency). Systems must be in place prior to fundraising efforts beginning (ie first activity on plan).	<b>AND STRUCTURES</b>
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**MISSION: Thematic Area Four: To Implement methods and standards of knowledge and skills**

There is a criteria in the constitution/strategic plan for various forms of membership categories	To have a training centre for people seeking to become members	Admit student members and have part of criteria for continuing membership and advancement to be based on proof of professional development. Work with partners to offer regular professional development opportunities and have transparent method of selecting participants to ensure all members given equal opportunity.	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS AND STRUCTURES</b></li> <li>• <b>TRAINING</b></li> </ul>
There is a draft bill in progress that will streamline membership	Proof of knowledge and skills as a prerequisite for membership	Internal structures to ensure that these can be adequately checked.	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS AND STRUCTURES</b></li> </ul>
Existence of methods and knowledge	Wider and skilled membership, including corporate bodies Established library (physical/electronic)	Need to have a learning institution which brings in knowledge of modern and improved systems and tools for environmental assessment and management. This learning should come from the members sharing knowledge and systems are needed to allow this to happen (eg library on website accessible to members only).	<ul style="list-style-type: none"> <li>• <b>INTERNAL STRUCTURES</b></li> <li>• <b>NETWORKING</b></li> <li>• <b>LIBRARY</b></li> </ul>

**OBJECTIVE: Promote training in impact assessment and improve assessment procedures and practices for comprehensive and integrated impact assessment;**

Limited capacity for assessment and practices and integration	UAIA members knowledgeable about current practises and participate on international/regional level.	Low level of knowledge and participation in 'cutting edge' development of EA practises. Low exposure to current practise. Need to	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> <li>• <b>TRAINING</b></li> </ul>
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		increase linkages with international firms and with other environmental professionals/managers	
EIA training is being done at Individual members level where fresh graduates learn EIA skills by working as interns and field assistants during EIA studies	To have a range of partners. Technical team and Institutions that offer training to new members or people needing retraining	Include student members and assist them to have exposure. Provide additional training opportunities to graduate members and opportunities to network with experienced professionals. Use senior members to share experience	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> <li>• <b>INTERNAL STRUCTURE</b></li> </ul>
Some trainings are being conducted with WCS	At least two trainings per year to enhance skills for conducting EIA's	Form long term relationship with institutions able to deliver training. In the short term ,approach institutions to 'share expertise' (secondments, voluntary positions) and deliver in-house low cost training.	<ul style="list-style-type: none"> <li>• <b>TRAINING</b></li> <li>• <b>NETWORKING</b></li> </ul>
<b>OBJECTIVE: Determine and uphold standards of the knowledge and skills for persons seeking to become members of the association with a view of engaging them professionally in impact assessment;</b>			
Currently the CEP at NEMA determines and upholds standards	Allow UAIA to become part of CEP	Engage in dialogue with NEMA in order to streamline and improve EIA procedures in Uganda and ensure that UAIA can play a quality assurance role	<ul style="list-style-type: none"> <li>• <b>GOVT. LEVEL ADVOCACY</b></li> <li>• <b>LEGAL PROCESS</b></li> </ul>
Minimum requirements (competence levels) required before one becomes a member	Clear membership criteria needed for different categories, ensuring that full membership acts as an assurance of capability in EIA techniques	Publish membership details, including levels of experience and verify competency in various EA techniques. Consider additional UAIA certification in techniques and methods (ISO, EMS, audit, risk assessment, environmental accounting and economics).	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS</b></li> </ul>
No requirements for further professional development (PD)	Members required to show proof of continued PD (essential to progress between membership levels)	Continued PD opportunities rare – UAIA to network and publish opportunities (international/local) in relevant subjects. In-house PD offered wherever possible (use members and low cost venues, ask local business for sponsorship).	<ul style="list-style-type: none"> <li>• <b>NETWORKING</b></li> <li>• <b>INTERNAL SYSTEMS</b></li> <li>• <b>TRAINING</b></li> </ul>

<i>Development of quality control criteria for Environmental Impact Assessment</i>			
NEMA approves the TOR's and Quality of Reports. Inadequate resources for thorough job and substandard EIA's may be passed	Quality Impact Assessments assured	Capacity within NEMA and Lead Agencies lower than within UAIA. Ensure UAIA has role in Quality Control (may need non-practising members to avoid conflict of interest accusations)	<ul style="list-style-type: none"> <li>• <b>ADVOCACY (NEMA)</b></li> <li>• <b>LEGAL PROCESS</b></li> </ul>
	Established team for Quality Control at UAIA		
The current Environmental Practitioners regulations spell out some guidelines on the EIA process	Standards/methods that are in line with International Best practice	Review EIA regulations in order to ensure they comply with international Best practice where this is applicable to Uganda. Advise where local variation desirable.	<ul style="list-style-type: none"> <li>• <b>LEGAL PROCESS</b></li> </ul>
Several guidelines have been developed by NEMA			
<i>Drafting of a multi year plan for capacity building for members (and others).</i>			
No plan as yet although working group exists	Capacity building available through short term professional courses	Working group to determine variety of training requirements as identified herein, both for continued PD for members and to ensure core skills for UAIA staff and members active in UAIA activities (including fundraising, proposal writing, financial management, PR, etc)	<ul style="list-style-type: none"> <li>• <b>INTERNAL SYSTEMS</b></li> <li>• <b>TRAINING</b></li> </ul>
	Staff and members active in UAIA work receive training in required additional skill areas		

## **UAIA Working Groups: Analysis of Requirement**

Statements are made of the tasks assigned to the 6 working groups and a summary of the main challenges that they feel they face from the group members. The capacity gaps identified in the Results Framework are then allocated to specific working groups by consensus of participants according to the scope of works for each group. Priorities were assigned to each of these aspects and are given in brackets after the statement.

It is notable that some objectives and strategic actions are clearly within the remit of one group, whilst others are overlapping between more than one group and in some cases the capacity gap is impacting on the achievement of goals for other working groups. These are highlighted in each case.

Challenges common to all groups and needing to be addressed by the executive committee are:

- lack of participation of members in working groups - should be seen as condition of membership;
- difficulties over timing of meetings;
- needs better communication of working group goals and achievements;
- need to establish individual roles and responsibilities for group members.

## ***Legal Working Group (WG1)***

### **Task areas:**

- Propose bill to give UAIA statutory powers
- Update the code of conduct

### **Challenges:**

- Need to access information from similar associations outside Uganda
- Need to establish professional conduct, including: self-regulation,
- Involvement of UAIA in EIA review (but care needed to avoid conflict of interest)
- Exposure to other countries methods
- Appropriate disciplinary action measures required (members to submit pieces of work for review?).

### **Capacity gaps:**

- i. Competition between members and low professionalism. Lacks a legal framework concerning standardisation (5)
- ii. Revision of recruitment criteria needed, with powers given to Association to revoke decisions on membership (11)
- iii. Lack of minimum standard fees for EIA practice for developers
- iv. CEP holds more decision making powers than UAIA (6)

## ***Quality requirements Working Group (WG2)***

### **Task areas:**

- Define types of EIA's and establish criteria for each
- Compose handbook containing context for EIA

### **Challenges:**

- Need clearly defined framework

### **Capacity gaps:**

- i. UAIA doesn't participate in ensuring QC (2)
- ii. The criteria does not define which academic background to consider (which degree?), there is no/limited institutions offering EIA training at certificate or diploma level and UAIA does not have funds or other capacity to initiate training for new members.
- iii. Needs criteria for membership to state minimum participation in working groups (to be enforced) (9)
- iv. Limited funding and poor information flow and lack of criteria for choosing those who should participate. (1)
- v. Short term trainings needed and criticising the report's (appraisal) within the association (2)
- vi. Limits within the range of professionalism (3)
- vii. No EIA guidelines for certain fields
- viii. Weaknesses and strengths of reports should be shared by entire membership (2)

## ***Standardisation Working Group (WG4)***

### **Task areas:**

- Establish Fees Schedule for EIA's

### **Challenges:**

- Expertise needed
- Guidelines to establish order of EIA, may need separation of fees at different stages: scoping – TOR's – EIA study

### **Capacity gaps:**

- i. Financial management for association and handling of official records (finance and other)
- ii. No guidelines and skills to engage other institutions (3)
- iii. Specific type of membership not comprehensive, targeting mainly practitioners to be
- iv. Needs penalties for members who knowingly undercharge (less than needed to do professional job)
- v. Quality of output of practitioners, individualism and lack of guidelines on fees structure (6)
- vi. Unstable economy, i.e. ever-changing inflation rate, needs to quote in dollars
- vii. Low enforcement of the regulation on code of conduct (1)

## ***Capacity Building Working Group (WG5)***

### **Task areas:**

- Draft a multiyear plan for capacity building
- Define capacity building programme for one year and determine attendance training fees.

### **Challenges:**

- Fair system for allocation of training opportunities needed.

### **Capacity gaps:**

- i. No funds to facilitate training, no curriculum and no training centre, people do not know where to get training. No motivation for those in a position to train others and some skills are lacking especially in new fields where technical people are few (6)
- ii. Efficiency of methods and knowledge implementation lacking
- iii. A body is needed to identify areas for capacity building training(1)
- iv. Modes of engagement with the civil service are not strong enough (4)
- v. The will and commitment from members is lacking (3)
- vi. No plan for capacity building(4)
- vii. Lack of funds for capacity building and no management strategy
- viii. Lack of skills and funds to fill gaps.
- ix. EIA is too compliance driven and needs a compliance assistance aspect.
- x. Commitment and time from members to volunteer to UAIA
- xi. Need for training in competence and organisation for tasks in EIA (7)

## ***Publicity/communication Working Group (WG6)***

### **Task areas:**

- Establish website
- Develop communication plan and budget.
- Internal/external networking

### **Challenges:**

- Market research required
- Communication methods needed
- Editorial/report writing skills
- Orientation/training for members
- How to reach out to other institutions
- Establish 'brand'
- identity for UAIA (new logo needed)

### **Capacity gaps:**

- i Address corruption at political and developers level, needs massive sensitisation of the people, increased funding and political support needed
- ii Developers unaware of EIA task at hand
- iii Interpretation of government policies are poor, need to strengthen collaboration with government bodies through organisation of forums, talk shows and seminars to make the association known (1).
- iv Low network linkages, including International Association of Impact Assessors, need to mobilise existing members (2)
- v Knowledge integration and linkages
- vi Finances are lacking (especially for developers and central govt. officials) (5)
- vii Lack of skills in publicity matters
- viii Lack of communication strategy and plan and have not shared communication strategy (4)
- ix Lack of capacity in communication skills (written)
- x Chat room facility needed on website (3)
- xi Need for office space with a publications team and reviewers, a PR officer and memberships administration in addition to the EC, this needs to have land procurement (4)
- xii EIA not well understood by the desired audience, needs additional interpretation of EIA's to the public (8)
- xiii Importance of working groups and ownership of issues by members
- xiv Communication not considered as a crucial action point in our action plan (2)
- xv Need to understand 'political' environment of government in order to increase ability to influence (8)
- xvi No communication officer
- xvii Benefits of being a member not well stated, especially for non-practitioners
- xviii No inventory for practitioners and categories of institutions we hope to co-operate with for developing specific guidelines (e.g. IAIA, WCS)
- xix Limited financing and low fundraising, therefore poor publicity and limited knowledge.
- xx Those who participate don't report back to pass on skills to other members of the association

## ***Fund Raising Working Group (WG6)***

### **Task areas:**

- Development of bankable proposals
- Proposal writing
- Networking with potential donors

### **Challenges:**

- Development of bankable proposals needs training and knowledge of successful proposal writing
- Networking with potential donors – how to achieve this
- Training in sales techniques lacking
- UAIA to be more visible and needs official address.

### **Capacity gaps:**

- i Inadequate finances and lack of infrastructure for the secretariat (1)
- ii Little recognition of the environment by other institutions - lack of well established secretariat (6)
- iii UAIA needs to advocate through NEMA for an academic institution to train people in EIA
- iv Code of conduct should include penalties for poor quality work.
- v Lack of management structure to implement and improve the code (5)
- vi Lack of funds and lack of incentives (2)
- vii Individualism, no management structures and no incentives
- viii No official location of body (offices) may make fundraisers sceptical about donating funds. (9)
- ix Funding for publications lacking. Needs development of a platform for members to submit articles (3)
- x Lack funding for trainings and expertise to train the practitioners (1)
- xi Lack financial resources to sustain external communications (1)

## ***Executive Committee***

### **Task areas**

- Leadership role for the UAIA.
- Mandated to take care of actions concerning membership (approval of criteria) and develop a monitoring plan and co-ordinate the reports of the working group. They also will be responsible for amendments to the constitution and employment and facilities development.

### **Initial challenges/needs**

No finances other than membership fees, do not allow for securing permanent facilities or personnel, therefore all officers and working group members act as volunteers.

### **Organisational Structure –**

#### **Challenges:**

- Committee of Environmental Practitioners contains 2 UAIA representatives, elected at the AGM – how do these people report back?
- Executive committee have 1 year term of office, elected at AGM (how are candidates nominated and vetted to avoid self-interest candidates?)
- No institutional memory due to short term nature of tenure (all elected posts for one year). No system for handover to in-coming officers. No leadership training.
- Need to establish roles and responsibilities to guide the working groups and UAIA officers

### **Capacity gaps**

- i Extend EC term of office for continuity to about 2-3 years (8)
- ii Carry out leadership and governance training sessions
- iii Establish handover procedures and institutional memory through transparent and accessible record keeping.
- iv Lack of commitment by individuals to implement the strategic plan, therefore little attention to implementing the plan (1).

### **Future Focus**

#### **Initial challenges/needs**

- need to shift from product (EIA) to service mentality
- Projections of environmental market are needed, including response to oil and gas development and climate change in order to participate fully
- Development market should be exploited
- Project management role for practitioners.
- Develop EIA/EMP/EMS and audit professionals and markets.