



Environmental Management for Livelihood Improvement

Environmental Management for Livelihood Improvement Bwaise Facility

Strategic Plan FY 2008-2013

**“Empowering communities to formulate and implement
development plans and programmes which promote sustainable
development”**

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From the Executive Director

This plan provides the strategic direction that guides the Facility in delivering its mission. We address the core principles by which we work; major issues currently important to natural resources management and to the strategic goals upon which the facility will focus for fiscal years (FY) 2008 through 2013. Our programs and budget are aligned with the goals and objectives in this strategic plan and as well as with our focus areas.

As you read this document, we invite you to look for ways in which you can help us with conservation and management of the environment. This is not a solitary journey—we seek your assistance. Together, we can help the Nation remain connected to its natural resource heritage.

Bakiika Robert

Executive Director

Partnerships

The breadth and scope of environment management efforts in the division exceed the capability of a single organization. The Environmental Management for Livelihood Improvement Bwaise Facility recognizes the challenge and actively seeks to engage others in cooperative management. By working with partners, the Facility expands its capability to participate in conservation through stewardship, research, and intergovernmental coordination.

An especially important group of partners consists of those who perform essential work for the Facility. The Facility provides numerous part-time employment, training, education, and volunteer opportunities. Few people work to “make a difference” in sustaining the Nation’s environment. Without them, the Facility can not accomplish its work in “caring for the environment and serving people.”

Management Processes

Planning

Managing the Nation’s environment requires the complex integration of several levels of planning and cooperation with local planning efforts. These levels are defined below.

- *Strategic planning* takes place at the highest level and identifies strategic priorities for the facility that are implemented over a period of time through annual agency budgets. The strategic priorities are based on national assessments of natural resources and are responsive to social and political trends.
- *Unit planning* provides an inventory of resources and their present conditions on a particular management unit. This inventory, coupled with the desired future condition for the resources, is the basis for annual work planning and budgeting.
- *Annual work planning* identifies the projects that all units propose for funding within a fiscal year. This level of planning involves the final application of strategic direction into a unit’s annual budget to move its resources toward its desired future condition.

Monitoring

It is essential that the Facility track environment conditions and Human activities over time to effectively manage the Nation's environment. These measures or indicators used for monitoring will vary depending on the level of planning to which they apply.

The Facility also conducts performance monitoring to track whether funds are used for their intended purpose and assess results or outcomes of work activity.

Goals and Objectives for Fiscal Years 2008–2013

Goal 1. Engage the division in urban Forestry Programs

Outcome: Broader access to the long-term environmental, social, economic, and other types of benefits provided by urban forestry.

The Facility works to promote understanding and beneficial management of the urban forestry. We support conservation education, community “greening” efforts, and programs that provide youth with opportunities to volunteer in tree planting and urban forest inventory activities in their neighborhoods and visit national forests and grasslands. We work closely with a variety of partners at the national and regional levels to improve our understanding of what urban residents think of and want from their local parks, nearby woodlands, and national forests to build productive relationships with urban neighbors. Through partnerships among the public institutions, and international and local organizations, we build connections between rural and urban communities.

During this strategic planning period, the following objectives will be our major focus for accomplishing this goal.

Objective .1

Promote conservation education to increase environmental literacy through partnerships with groups that benefit and educate urban populations.

Objective .2

Improve the management of urban and community forestry programs to provide a wide range of public benefits.

Means and Strategies for Accomplishing Goal 1

- Continue urban forest inventory and analysis to monitor the health and benefits of ecological and social services of urban forestry programs and more effectively manage these complex landscapes.
- Develop and disseminate strategies and options such as “green infrastructure” to effectively manage resources to maintain environmental quality and services in urban and urbanizing landscapes.
- Help communities increase professional urban forestry staffing, ordinances, management plans, and local advisory and advocacy groups for managing forest resources in parishes and villages.
- Develop and disseminate tools to ensure that urban trees are strategically planned and managed to maximize ecosystem services and benefits.
- Engage partners and educators in the development, distribution, and use of high-quality conservation education materials and interpretive programs.
- Develop methods to measure environmental literacy and techniques to engage urban residents in the management of urban forestry programs.
- Improve access to urban forestry resources and information.
- Develop partnerships with nontraditional partners to engage urban and underserved audiences.

Goal 2. Conserve Open Space

Outcome: Maintain the environmental, social, and economic benefits of natural resources by reducing and mitigating their conversion to other uses.

Open space provides many environmental, social, and economic benefits to rural and urban communities. Undeveloped natural resources such as wetlands help protect water quality, conserve native wildlife, and, places to recreate, and scenic beauty. These “green spaces” elevate home values and generate jobs and economic vitality. Current population growth trends show a steady loss of these vital open spaces to developed uses.

The Facility, in partnership with public institutions such as Universities, annually helps communities develop sustainable urban and community forestry programs. Communities use urban forest management plans to help mitigate the impacts of existing and new developments on open space. Urban forest management plans, derived from urban tree and forest resource inventories, include protection and management recommendations that become key components of community development and open-space planning.

During this strategic planning period, the following objectives will be our major focus for accomplishing this goal.

Objective .1

Protect natural resources from conversion to other uses.

Objective .2

Help private landowners and communities maintain and manage their land as sustainably.

Means and Strategies for Accomplishing Goal 2

- Monitor land use change and develop tools to predict and evaluate the interaction between public lands and other ownerships across the rural-urban continuum.

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- Develop and disseminate management strategies to mitigate habitat loss and fragmentation impacts on plant and animal communities at the landscape level.
 - Promote strategic conservation and environmentally sensitive development planning in and adjacent to communities to preserve and restore forested landscapes and urban tree cover.
 - Identify those lands that are most at risk for conversion and those that are most important for providing public benefits and take the following actions:
 - Provide technical assistance to landowners to accomplish the following goals:
 - Develop forest stewardship plans to identify sustainable management goals and practices for landowners' land.
 - Promote community planning for sustainable tourism and recreation that provide economic incentives to maintain open space lands.
 - Provide educational, technical, and financial assistance to urban communities and urban/suburban landowners to restore environmental services through urban forestry, agroforestry, and “green infrastructure” approaches.
 - Coordinate national forest plan revisions with local land-use plans to minimize the impacts of new and existing developments on natural resources and management activities.

Goal 3. Ensure equitable access to quality basic education

Outcome: Increase Access to Secondary Education and Improvement of Science Education and support to Technical & Vocational Education & Training.

The Facility, in partnership with institutions such as vocational institutions and schools, annually helps communities to reduce on the illiteracy levels. Through improving the literacy levels in communities, environmental management programs will be implemented smoothly.

During this strategic planning period, the following objectives will be our major focus for accomplishing this goal.

Objective .1

Improve access and quality secondary education, with particular attention to un-served communities.

Objective .2

Develop a more relevant and effective training system for technical/vocational skills.

Means and Strategies for Accomplishing Goal 3

- Provide educational, technical, and financial assistance to underserved communities.
- Promote strategic campaigns on girl child education through prizing parents and guardians who have put their children in schools and providing assistantships in form of bursaries.
- Coordinate region education campaigns with local authorities such as district education officers and division education inspectors to urge and use strategic means to reduce illiteracy levels.

Goal 4. Enhance HIV/AIDS awareness efforts among youths

Outcome: Provide facts and guidance that protect youths against HIV/AIDS and other STIs uses.

The Facility, in partnership with Ministry of Education and Sports on-going activities supported by UNESCO, USAID and the Global Fund Support to HIV/AIDS sensitisation and awareness-building activities among the youths will be done through complementing that focus on guidance and counseling.

Objective .1

Support to HIV/AIDS sensitisation and awareness-building activities among youths through training peer trainers to reach out to fellow peers (youths)

Means and Strategies for Accomplishing Goal 4

- Providing counseling to youth on matters concerning HIV/AIDS through peer trainees' seminars and meeting.
- Supporting HIV/AIDS sensitisation and awareness-building activities in the secondary schools.
- Promoting educational opportunities conducive to understanding and the integration of HIV/AIDS and development issues.
- Coordinating community outreach programmes focusing on the “ABC” campaign.

External factors that impact the accomplishment of the goals and objectives

Factors beyond the control of the facility that could affect progress towards accomplishing these long-term goals and objectives include the following:

- Extreme weather fluctuations, and environmental changes beyond the natural range of the area variability that affect ecological productivity and resilience.
- Legal or regulatory constraints or changes that affect management activities, available options, or program resources.
- Demographic shifts or changes in stakeholder perceptions that result in unanticipated shifts in expectations.
- Internal crises that alter domestic program accomplishment or public needs.
- Independent actions by external groups or individuals, including land owners that affect the facility objectives.

Financial Performance

The Facility continues to improve financial management, demonstrating our ability to effectively and efficiently safeguard and manage public funds and property. The Facility is focused on redesigning and streamlining many financial management policies, processes, and procedures. We are gaining further efficiencies by locating financial support services in a single service center. Centralizing these processes helps to standardize transaction processes and required reports.

To demonstrate our performance in improving financial management, we will do the following:

- Maintain an “unqualified” audit opinion from the advisory committee by 2010 and beyond.
- Comply with the bank regulations to eliminate all material weaknesses in financial processes.
- Consolidate our financial and performance monitoring systems into a single Performance Accountability System (PAS).

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- Improve financial reporting processes and provide transparency and accountability for administrative costs.

Budget and Performance Integration

The Facility integrates planning and budgeting with performance monitoring throughout the budget formulation and execution process. Planning and budget staffs work with executives and program staffs to identify funding priorities within the Facility's strategic goals. Through the PAS we track our progress in achieving desired outcomes at all stages, from project planning to final reporting.

Research and development investment criteria

The Facility provides a strong scientific foundation for resource management decisions by drawing from natural resource and adaptive management expertise, a network of strong and productive partnerships, and a regional system of inventory and monitoring plots.

Program Evaluations

The local Government Act of 1997 requires organisations to develop strategic plans containing a description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations. The Facility engages in the program evaluations described below. Most of the evaluations are applied to all aspects of the Facility programs, but not necessarily within the same year. Schedules are established each year so that, in a 3-to-5-year span, all programs are reviewed. The review schedule for any given year is shared in the budget program direction issued at the beginning of the fiscal year.

Evaluations Used To Revise Goals and Objectives

When determining the suitability of proposed goals, objectives, and performance measures for the FY 2008–13 strategic plan update, we considered the developed information and recommendations.

Schedule of Future Program Evaluations

The Facility regularly conducts program evaluations at various levels of the organization from the executive level to individual project or site reviews. The following schedule identifies significant evaluations projected over the next 5 years.

Future Program Evaluation Schedule

Evaluations/Analyses	General Scope	Methodology	Time table
Environmental management System	Regional unit level evaluation	External review	Every 5 years or 10% each year
R&D Project Review	Research work unit level	Internal review of work units	Every 5 years
Integrated reviews of Programs with partners	Review of programs under agreements or memoranda	Program and partner field reviews	Periodically
Accounting and Budgeting Fund management	Program reviews of the service centers	Site reviews	Periodically
Environment assessments	Evaluate status of the environment	Independent technical documents of emerging issues and analyses of the environment.	Every 5 years
