



Asset Management Action Plan (AMAP) for Arua City Natural Resources

2022 - 2027

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INTRODUCTION

As the custodian of Local Government assets for Arua City it is important that we conduct our asset management activities in the most efficient and effective manner. We have analyzed our current asset management practices and determined that there are target areas where improvement is desirable. In order to realize these improvements, we must do further analysis to identify shortfalls against current asset management best practices.

This output of this process is a series of prioritized actions together with context and sound reasoning for taking these actions. This is known as an Asset Management Action Plan (AMAP).

Purpose of a Simplified Asset Management Action Plan (AMAP)

An operational AMAP is a means of comparing our present asset management knowledge, practice and documentation against good asset management practices and identifying gaps when an asset management policy or framework has not yet been established. The AMAP prioritizes these actions and sets timely goals and clear ownership and responsibility for delivery (Figure 1).

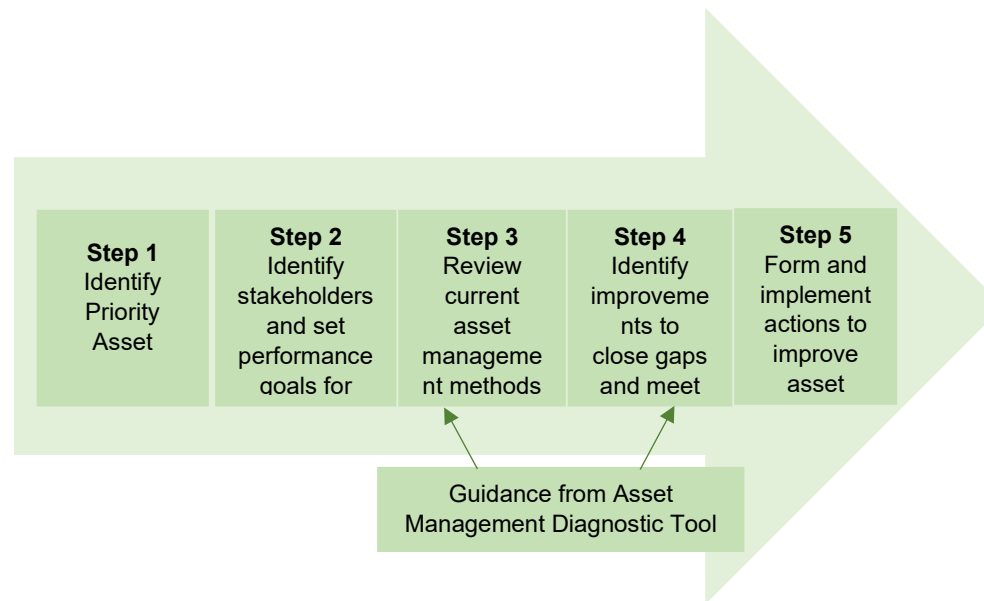


Figure 1: The foundations of a simplified AMAP

A simplified AMAP (figure 1) can relate to one or more assets and is based on a number of pillars:

- (i) the Local Government asset management framework, i.e., the overall vision for the management of Local Government assets, including objectives, targets and links to the broader city vision and capital investment plan, if it exists;
- (ii) an assessment of stakeholders involved in managing the asset(s) as well as a review of their specific functions and setting a performance goal for one or more priority asset in line with the Local Government asset management framework and national policies and regulations on asset management that govern the management of the selected asset;
- (iii) a review of the types of methods and technologies or tools used in managing the asset (asset inventory database, asset management software, valuation techniques, life-cycle management, strategic portfolio reviews, integration of asset management needs in annual budgets, reporting and auditing of the asset);
- (iv) a performance assessment of these asset management practices against the stated objectives and a clear identification of gaps and areas for improvement; and
- (v) the formulation of concrete actions by all relevant stakeholders that address the identified gaps and link proposed actions to improve the management of the asset to the current and medium-term Local Government budget.

This AMAP works through these pillars (steps) and intentionally concentrates on the improvement of one of our assets: Wetlands

Wetlands

Wetlands in Arua City hold an enormous amount of fresh water and provide buffering capacity against pollution and siltation. Wetlands also provide essential life support through stabilization of the hydrological cycle and microclimates, protection of river banks, nutrient and toxin retention and sewage treatment. In addition, they have high biodiversity values and provide ecological services such as habitat for wildlife (including migratory birds), and fish breeding grounds. Despite the importance of wetlands, they continue to be

degraded for livelihood support at alarming rates, mainly attributed to their direct consumptive use value. The effort of the Environment sub-sector to improve the environmental conditions contributes to productivity and poverty eradication. Several driving forces have contributed to wetland degradation in Arua city although it is endowed with several natural resources. These include: high population pressure and the high dependence on the environment and natural resources for livelihood; unsustainable harvesting and utilization of the natural resources; high poverty levels; low levels of environmental awareness at community levels; poor farming practices. Therefore, the sustainable management and use of wetlands is paramount for the sustainable development of the city. It is our intention to develop AMAPs for this asset.

Assumptions and Constraints

Assumptions

This AMAP has been developed with a number of assumptions. It is important that it is understood how they relate to the action plan and should any of the major assumptions change, the plan should be re-visited, and if necessary, revised to ensure that it is still relevant and achievable.

Assumptions:

- We assume that our Arua City Council will receive grants from central government for wetland management.
- Wetland Asset Management Plan once developed will help solicit funds for its implementation
- We assume that staffing level will increase in order to have adequate staff for implementing asset management plan.

These assumptions when realized will propel Arua City to implement the Wetland AMAP to the last activity for it is because of funding that the city is lacking many of the Data related to wetland management which would have served in Decision making and thereby directing resources towards wetland management

Constraints

In addition, the development of this AMAP was limited by some internal and external constraints. These are set out below along with a brief explanation of how they relate to the AMAP. If any of these constraints are removed in the future then the AMAP will be reviewed to see if the change impacts goals, timing or outputs. If required, the AMAP may be revised to reflect the removal of the constraint.

Constraints are things that limit your ability to undertake certain actions. They can be internal or external. For example:

Internal constraints:

- We are limited in our ability facilitate many of the activities in the AMAP and must implement our AMAP within our existing resources. this will definitely affect the implementation of the AMAP

External constraints:

- Many of the local external stakeholders expect to be facilitated by the City in capacity building and awareness programs of the sustainable city natural resources management programs. Thus, many of the programs for community to manage their own resources sustainable will be affected due to lack of facilitation.

There is need for mindset change in order to have resources directed to address this noble cause, and have community participate willingly in the city programs

SECTION 1 - DETERMINING OUR PRIORITY ASSET

Several assets were assessed to determine which would be the focus of this AMAP.

The asset selected for the development of this AMAP was determined to be one of the Local Government's priority assets. The reasoning behind this selection is based on the importance of the asset to the Local Government and stakeholders and the impact on those stakeholders should the asset fail and fall out of service. The reasons for choosing the stated priority asset are shown in the table 1 below. *[Select one asset from your Diagnostic Tool assessment or chose a different priority asset or refer to the writing guide for processes and tools to help you determine priority assets.]*

Table 1: Determining the Priority Asset

Asset	Vital function(s) supported	Impact of loss of service	Impact	Condition	Value	Total	Priority
Forests	Energy source, Carbon sink, economic wellbeing	Economic loss, loss of energy	4	3	5	12	2
Wetlands	Erosion control, Flood control, filtration, water shade protection, water recharging, biodiversity conservation, micro climate stabilization stabilization of the hydrological cycle and microclimates, protection of river banks, nutrient and toxin retention	Loss of life, community unrest, reduced productivity, impacts of climate change, Disease morbidity increased	5	5	5	15	1
Public Open Spaces	Social wellbeing, stabilizing microclimate	Loss of social wellbeing,	3	4	4	11	3

Wild life	Economic wellbeing, biodiversity conservation	Reduced biodiversity, economic loss	3	4	2	9	4
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Based on this assessment, our priority asset for this AMAP is: **wetland**

SECTION 2 – STAKEHOLDERS AND PERFORMANCE GOALS

Section 2a - Stakeholders

Tables 2a and 2b below lists and categorizes key Stakeholders as they relate to the priority asset we have identified. Their interest and influence are important and form a significant part of how we will shape our asset management practices. The stakeholder information will be used to help identify service needs, gaps and actions later in the AMAP.

Priority Asset Title: WETLAND PROTECTION AND CONSERVATION

Table 2a: Internal Stakeholders

Stakeholders and Role	Influence (H or L) / Interest (H or L)		Information needed by stakeholder to manage the priority asset	Do you have the information ? YES or NO?
Internal Stakeholders				
Resident City Commissioners	H	H	Asset inventory data, Asset Condition, level of service, Extent of degradation of assets, Cost of restoration	No
Environment officers	H	H	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No
Town Clerk	H	L	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No
Political Leaders	H	L	Asset value, Extent of degradation cost of restoration	No
City Engineer	H	H	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No
Production Officers	L	H	Asset value, cost of restoration	No

Stakeholders and Role	Influence (H or L) / Interest (H or L)		Information needed by stakeholder to manage the priority asset	Do you have the information ? YES or NO?
Should be involved:				
Physical Planners	H	H	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No
Community Development Officers	L	H	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No
Education Officers	H	L	Asset inventory data, Asset Condition, Extent of degradation of assets, Cost of restoration	No

Table 2b: External Stakeholders

Stakeholders and Role	Influence (H or L) Interest (H or L)		Information needed by stakeholder to manage the priority asset	Do you have the information? YES or NO?
External Stakeholders				
Community (Women, Men, Youth)	L	H	Quality of the end-product and functionality (service life)	No
Development partners	L	H	Work plans in case of additional funding on strategic development	No
NGOs	L	H	Work plans in case of additional funding on strategic development	No
Ministry/Department /Agencies	H	H	Documentation, reports	No
City Development Forum	H	H	Documentation and reports	No

Educational Institutions (Primary, Secondary and Tertiary)	H	H	Work Plans, Documentation and reports	No
Faith Based Organizations	H	H	Work Plans, Documentation and reports	No

Section 2b – Setting Performance Goals

The performance goals for the Wetland have been determined with reference to service levels that were informed by applicable regulations/legislation and technical or stakeholder requirements. Each of the Goals has a clear performance measure that can be used to track progress and determine the level of success more accurately. Table 2b below states the goals and performance measures for the priority asset.

Table 2c: Performance Goals

Priority Asset	Performance Goal	Level of Service and Attribute	Performance Measure
WETLANDS AND RIVERS	Protection and conservation of wetlands in order to increase quality of wetland ecosystem services thru:	Water retention capacity flood control increased	Gazette wetlands
	1-development of wetland inventory	Complete and reliable information for Decision making	Wetland inventory
	2-Collecting complete wetland data	Available baseline data for decision making and monitoring	Complete wetland data system
	3-Protection of existing wetlands	Increased water filtration and sustaining biodiversity	Mark no-encroachment zones using pillars
	4-Restoration degraded wetlands	Flood control, Minimal waste (solid and liquid) in wetlands	Develop and implement wetland management plans

Priority Asset	Performance Goal	Level of Service and Attribute	Performance Measure
	5-Increase community participation in wetland management	Community participation in wetland management	Community educated on sustainable wetland use Climate Action hackathons
	6-Development of community wetland protection Action Plans	Community participation and buy in	Community wetland action plans developed and implemented

Section 2c – Active Stakeholders for Priority Assets

We have reviewed the stakeholders we listed in Tables 1a and 1b and highlight those who ***actively*** manage our priority assets(s). These active stakeholders provide information that is needed to make decisions about our priority assets. They are listed in Table 3 below.

SECTION 3 – CURRENT ASSET MANAGEMENT METHODS

Having clearly established the key internal and external stakeholders and the performance goals for the priority assets, we must now consider what processes, methodologies and tools the stakeholders use in the management of the priority assets. This will help us identify where current processes fall short of the requirements set out in our performance goals.

Table 3 below, identifies the current methods and tools used by the key stakeholders listed in tables 1a and 1b. These methods and tools were reviewed to see if they met the needs of the Local Government in trying to achieve the performance goals that were set for wetland ecosystem

Table 3: Asset Management Methods

Active Stakeholders	What methods & tools do your stakeholders currently use to manage the priority asset?
Resident City Commissioners	Asset condition reporting, Documentation
Town Clerk	Reporting, documentation
Environment officers	Methods used include: Compliance enforcements and Inspections, Asset condition assessment. Tools: Computer
Production Officers	Asset record information
Community Development Officers	Community Dialogues and outreaches on environment conservation
Community Based Organizations	Community sensitization on environment conservation Tree planting initiatives

SECTION 4 – GAP ANALYSIS

In previous sections we:

- outlined our Local Government Asset Management Framework;
- identified our priority asset;
- identified key internal and external stakeholders;
- set goals for the future of the priority asset performance; and
- listed current tools and methods used by stakeholders in the management of the priority asset.

As a result of this review, we have identified the following gaps, stakeholders affected, and actions required to remove the gaps.

Table 4: Gap Analysis

Asset Title	Performance Goal	Identified Gap Title	Gap description	Stakeholders affected (those impacted)	Stakeholders actively managing	Actions required
Protection and conservation of wetlands in order to increase quality of wetland ecosystem services by 2026	Develop wetland inventory	Data inventory	Lack of wetland inventory	City Council Political Leadership Environment department All community members using the resource	RCC/TC Environment officer	Develop an inventory for Arua City wetlands

Asset Title	Performance Goal	Identified Gap Title	Gap description	Stakeholders affected (those impacted)	Stakeholders actively managing	Actions required
	Collect wetland data	data on wetland	Lack of complete data on wetlands	City Council Political Leadership Environment department All community members using the resource	RCC/TC Environment officer	Collect adequate data for wetland management
	Increase knowledge on wetland management	Knowledge	Lack of knowledge on importance of wetland and management of wetlands	All community	RCC/TC Environment officer	Create awareness and education on wetland management
	Acquire wetland management tools	Tools and equipment	Department lack tools and equipment for data collection and storage	Department of Environment and Natural Resources	RCC/TC Environment officer	Acquire tools and equipment for wetland management
	Solicit for funds	Funds	Lack of funding for wetland management activities	Department of Environment and Natural Resources The Community	RCC/TC	Lobby for funds for wetland management

Asset Title	Performance Goal	Identified Gap Title	Gap description	Stakeholders affected (those impacted)	Stakeholders actively managing	Actions required
	Develop wetland management plans	Wetland Management plans	No local wetland management plans	The community Department of Environment and Natural Resources	Environment officer	Develop wetland management plans for the conservation and protection
	Recruit staffs	staffing	Inadequate staff	Natural Resources office	TC	Recruit more staffs

SECTION 5 - ACTION PLAN (ADDRESSING THE GAPS)

From the list of Gaps identified in Section 4 (table 4) we have further described our actions and identified the resources required, including funding, to implement them for our identified priority asset *wetland*. These actions and resources are presented in table 5a.

Table 5a: Actions and Resources Required

Actions Required	Owner	Resources Required			Funding/ Source
		People	Training/Mentoring	Tools	
Develop an inventory for Arua City wetlands	Arua City	TC/Environment officers	Training on Inventory development	Registrar, computers	Donors
Collect adequate data for wetland management	Arua City	TC/Environment officers,	Training on Data collection	GIS, Computers	Ministry of Water and Environment (MWE)/NGOs/Donors
Education and awareness creation on sustainable wetland management	Arua City and Community	Environment officers, Production officers	Training on wetland management	Stationery, projector,	MWE/NGOs/Donors
Acquire tools and equipment for wetland management	Arua City	Environment officers	Capacity building on use of tools and equipment for wetland management	Data management systems, GIS,	MWE/NGOs/Donors
Lobby for funds for wetland management	Arua City	Environment officer	Lobbying for funds	Internet, Stationery	MWE/NGOs/Donors

Organize and facilitate Climate Action challenge to generate innovate ideas for sustainable wetland management	Arua City	Youth, Women, Environment Officers	Logistics for Hackathon Mentorship	Meals and Refreshments Stationery Tools and Equipment	Arua City, MWE, NGOs, Donors
Develop wetland management plans for the conservation and protection	Arua City and the community	All Community and Environment officers	Training on wetland management plan development and implementation	Stationery/computers	MWE/NGOs/Donors
Recruit more staffs	Arua City	TC/Environment	Capacity building of staffs	Training tools	MWE/NGOs/Donors
Transport for facilitating field activities	Environment department	Environment officer	Procurement of Vehicles and motorcycles	Pick up Vehicle and motorcycles'	MWE/NGOs/Donors

From the list of Gaps identified in Section 4 (table 4) and detailed in table 5 and 6, we have prioritized the actions using the following methodology: which actions leads to the achievement of the other or facilitates the implementation of the other.

Our resulting AMAP priorities are presented in Table 5b. More detailed descriptions of each action and specific stakeholder responsibilities and timelines as well as main resource requirements can be found in Annex A.

Table 5b: Our AMAP Priorities

Priority Action	Related Actions	Summary of Resources Needed	Target Date for completion	Funding/ Source
Organize Climate Action challenge to generate innovative ideas for sustainable wetland management	Solicit funding from NGOs/Donors	Meals and Refreshments Stationery Tools and Equipment	March 2027	Arua City, Donors
Lobby for funds for wetland management	Solicit funding from NGOs/Donors	Internet, Stationery	March 2027	MWE/NGOs/ Donors
Acquire tools and equipment for wetland management	Purchase tools	Funding	April 2027	MWE/NGOs/ Donors
Recruit more staffs	Advertising for the positions required	Undertake with current resources	June 2023	Arua City
Acquisition of Transport for facilitating field activities	Lobby for funds	Funding	June 2025	MWE/NGOs/ Donors
Develop an inventory for Arua City wetlands	Inspections	Funding	April 2023	Arua City
Collect adequate data for wetland management	Recruitment of data collectors training them facilitating data collection Data analysis	Funding Data collection tools	May 2023	Arua City, MWE/NGOs/
Education and awareness creation on sustainable wetland management	Mobilizing community Organizing community meetings Reporting	Funding	June 2023	Arua City, CSOs, Donors,

	Facilitating community meetings			Educational institutions
Develop wetland management plans for the conservation and protection	Organizing meeting Field visits for assessing wetlands	Tools Funding	June 2024	Arua City, MWE/NGOs/ Donors
Implement Wetland Management Action plans	Activities of protection and restoration including demarcation	Tools Funding	July 2027	Arua City, MWE/NGOs/ Donors

FOLLOW UP AND REVIEW

This AMAP is a living document. Responsibility for review and update lies with the asset management focal point and the following stakeholders:

1. City Natural Resource officer
2. Principal Environment officer (focal point person)
3. Division Senior Environment officers

The AMAP will be reviewed every six (6) months or upon the change of any significant assumption or constraint; significant stakeholder changes or legislative/regulatory change. Reviews may result in re-draft and distribution to all affected stakeholders.

This AMAP and subsequent updates or progress reports will be communicated to all stakeholders listed below:

1. Mayor Arua City
2. Resident City Commissioner
3. City Town Clerk
4. City Natural Resource officer
5. Principal Environment officer (focal point person)
6. Division Senior Environment officers