THE REPUBLIC OF UGANDA

UNITED NATIONS DEVELOPMENT PROGRAMME

Uganda

PROGRAMME DOCUMENT

Project Title: **Nature, Climate, Energy, and Resilience Programme**

Project Number: 00131695

Implementing Partner: UNDP

Responsible Partners: Ministry of Water and Environment (MWE), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda National Meteorological Authority (UNMA), Office of the Prime Minister (OPM), National Planning Authority (NPA), Ministry of Energy and Mineral Development (MEMD), Ministry of Local Government (MoLG), Ministry of Lands, Housing and Urban Development (MLHUD), Ministry of Gender, Labour and Social Development (MGLSD), National Forestry Authority (NFA), Uganda Wildlife Authority (UWA), National Environment Management Authority (NEMA), Parliamentary Committees, Ministry of Finance, Planning and Economic Development (MFPED), Nile Basin Institute (NBI).

Start Date: 1st January 2021 **End Date:** 31st December 2025 **PAC Meeting date:** 19/11/2021

Brief Description

Uganda is highly endowed with human and natural resources. There is high dependence on these natural resources for national economic development, and for the livelihood of the population. As such, Uganda's aspiration to transform itself from a largely peasant to a modern and prosperous country by 2040 is very much dependent on the stock and quality of available environment and natural resource capital. In this context, Uganda plans to pursue an inclusive, resilient, and environmentally sustainable growth that is low carbon, enhances energy, and resource efficiency and prevents the loss of biodiversity and ecosystem services. Incidentally, governance challenges and poor environmental stewardship is causing widespread natural resource and ecosystem degradation as underscored in the Third National Development Plan (NDPIII) of Uganda. This will require concerted efforts to restore, protect, rehabilitate critical ecosystems, and institute sustainable management of natural resources fairly and equitably for national development. Besides the degradation of ecosystems, Uganda is also highly vulnerable to climate change impacts and disaster risks, thus, building resilience is an urgent prerogative for sustainable development. Energy poverty is another major challenge to Uganda's development ambition. More than 70 percent of the population still lack access to electricity for both social and productive use. The cost of inaction is estimated to be more than twenty times the cost of adaptation, and unless natural resources are well managed and utilized and climate change impacts and disaster risks are addressed and access to modern energy improved, the country's development targets will be in jeopardy.

Globally the world is moving towards an inclusive, resilience and sustainable growth in the face of resource constraints and the need to reduce environmental and climate risks by adopting a series of global agendas. For example, the 2030 Agenda on Sustainable Development adopted in 2015 emphasizes affordable and clean energy, decent work and economic growth, industrial innovation and infrastructure, reduced inequalities, sustainable cities, responsible consumption and production, climate action, life below water and life on land, etc. Likewise, the Africa Union Green recovery action plan (2021-2027) prioritizes promotion of renewable energy and energy efficiency, biodiversity and sustainable land management, climate resilient agriculture, green and resilient cities and increasing the flow of climate finance. The UN General Assembly has proclaimed 2014-2021 as the UN Decade of Sustainable Energy

for All to underscore the importance of energy issues for sustainable development as well as 2021–2030 as the Decade of Ecosystem Restoration to highlights the importance of the restoration of ecosystems as a major nature-based solution towards meeting a wide range of global development goals and national priorities.

The UN Decade on Ecosystem Restoration that represents a rallying call for the protection and restoration of ecosystems all around the world, for the benefit of people, economy, and planet. Under this global rally, Uganda's Government has prepared an action plan for sustainable management of the environment and natural resources in Uganda that is tailored to concretely contribute to halt the degradation of ecosystems and restore them to achieve global goals and contribute to national development. In line with this, Uganda has pledged to restore 2.5 million hectares of degraded forests by 2030 in line with the Bonn challenge.

Likewise, the UN Decade on Sustainable Energy for All represents a rallying call for improving access to modern energy for across the world for the benefit of people, economy, and planet. Similarly, to address climate change, countries adopted the Paris Agreement in 2015 to limit global temperature rise to well below 2 degrees Celsius in the coming years. Collectively, the agenda such as Ecosystems Restorations, Sustainable Energy for All, the Paris Agreement, the 2030 Agenda for Sustainable Development and the Sendai Framework for Disaster Risk Reduction - provide the foundation for sustainable, low-carbon and resilient development under a changing climate. Pursuing these global agendas in an integrated and coherent way offers the strongest approach to enable Uganda to achieve its Sustainable Development Goals efficiently and quickly.

There are, however, several challenges constraining Uganda's efforts to achieve sustainable management of natural resources, provide sustainable energy to all, and build climate resilient development. These constraints include: (i) gaps in data and evidence to inform sustainable natural resource management, sustainable energy and climate change action; (ii) weak environmental and energy governance and environmental stewardships; (iii) weak technical, institutional and financial capacity as means of implementation to translate Uganda's National Determined Contribution (NDC) and the long-term strategy (LTS) for climate change into concrete sectoral and local climate change plans, actions and interventions, and for implementing them; (iv) high dependence on biomass energy for cooking, that is partially driven by inadequacy in affordable alternative clean energy sources; (v) weak vertical and horizontal coordination (including inter agency coordination) of natural resource management in ensuing equity, fairness and transparency, climate change and disaster risk reduction (DRR); (vi) gaps in capacity for incorporating gender, equity, and using participatory approaches in the design and implementation of natural resource management, climate change and DRR interventions; and (vii) inadequate financial resources and institutional capacity to implement nature-based solutions (NBS), and sustainable energy optimally for development, and build resilience to disaster risks.

To address the above challenges, the new UNDP Uganda Country Programme Cycle covering the period of 2021-2025, will support government efforts by providing technical, and financial assistance to strengthen national capacity to restore, protect, and sustainably manage natural resources and ecosystems, increase access to affordable clean and renewable energy, and to enable vulnerable people and communities to adapt to, and mitigate climate change and disaster risks. The Nature, Climate, Energy, and Resilience programme, by working with other related UNDP programmes, will provide an integrated and coherent policy and programme support to deliver desirable outcomes including: (i) relevant MDAs, local governments and communities have strengthened technical, institutional and financial capacity for the implementation of nature-based solutions (NBS); (ii) underserved communities and institutions have increased and equitable access to, and use of affordable clean and renewable energy services; (iii) MDAs, local governments and communities have enhanced ability to implement concrete climate adaptation actions; and, (iv) MDAs and local governments have strengthened technical and institutional capacity to prepare for, respond to, and manage disaster risk; and (v) the central and local governments are able to make better use of designated areas for nature conservation, through this programme, will also support South-South learning, sharing cross country experiences, and triangular cooperation, and knowledge development and dissemination of best practices to inform policy and practice.

Contributing Outcome (UNDAF (UNSDCF)/CPD, RPD or GPD):

UNSDCF (or equivalent) outcome involving UNDP:

Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)

Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)

Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected, and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)

Contributing CPD outputs.

CPD Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems (IRRF 1.4.1/2.5.1/3.4.1)-GEN

CPD Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks (IRRF 1.3.1/2.1.1/3.3.1/2.3.1)-GEN2

CPD Output 2.2.3. Increased and equitable access to and use of modern, renewable, and affordable energy sources and services (IRRF 1.5.1/2.1.1/2.5.1)-GEN2

CPD Output 3:2.2. Strengthened capacities of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender-responsive, accountable, and sustainable manner (IRRF 1.1.2/1.2.1/1.3.1/1.6.1/2.6.1)-GEN3

Indicative Output(s) with gender marker[2]:

OUTPUT 1: Forests, wetlands, and critical ecosystems are restored and conserved for nature-based solutions.
OUTPUT 2. Climate resilience is enhanced, and low carbon development strategies adopted.
OUTPUT 3: Increased and equitable access to, and use of clean, renewable, and affordable energy.
OUTPUT 4: Strengthened capacity for disaster risks resilience.
OUTPUT 5: Climate for Development Facility (C4D) established.

Total resources required:		**US $ 60,000,000**
	UNDP TRAC:	**US $ 4,000,000**
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		**US $ 56,000,000**

Agreed by (signatures)[1]:

Government	UNDP Uganda	Key Partner
Ministry of Finance, Planning, and Economic Development		Ministry of Water and Environment
..... **Hon. Matia Kasaija** **Minister of Finance, Planning and Economic Development**	..... **Ms. Elsie G. Attafuah** **Resident Representative**	..... **Mr. Alfred Okot Okidi** **Permanent Secretary**
Date:	Date:	Date:

[1] Note: Adjust signatures as needed

[2] The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principal objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

ACRONYMS/ABBREVIATIONS

AAI	Africa Adaptation Initiative
ADA	Austrian Development Agency
AFD	Agence française de développement (French Development Agency)
AfDB	African Development Bank
AREI	Africa Renewable Energy Initiative
AWP	Annual Work Plan
BIOFIN	Biodiversity Financing
C4D	Climate for Development Facility
CO	Country Office
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Corona Virus Disease
CPD	Country Programme Document
CRRF	Comprehensive Refugee Response Framework
CSA	Climate Smart Agriculture
CSOs	Civil Society Organisations
DECOC	District Emergency Coordination and Operations Centres
DIM	Direct Implementation
DISC	Digitalisation, Innovation and Smart Cities
DPC	Direct Project Costs
DRR	Deputy Resident Representative
DRR	Disaster Risk Reduction
EAC	East African Community
ECOTRUST	Environmental Conservation Trust of Uganda
EU	European Union
FAO	Food and Agricultural Organisation
FCDO	Foreign Commonwealth and Development Office
GCF	Green Climate Fund
GDP	Gross Domestic Product
GEF	Global Environment Facility
GHS	Green House Gas
GoU	Government of Uganda
HACT	Harmonized Approach to Cash Transfers
Hon	Honourable
IDDRSI	IGAD Drought Disaster Resilience Sustainability Initiative
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IP	Implementing Partner
ILO	International Labour Organisation
ISG	Inclusive Sustainable Growth Programme
IUCN	International Union for Conservation of Nature
JICA	Japan International Cooperation Agency

JLIRP	Jobs and Livelihoods Integrated Response Plan
LDN	Land Degradation Neutrality
LPG	Liquified Petroleum Gas
LTS	Long-term strategy
MAIIF	Ministry of Agriculture Animal Industry and Fisheries
MDAs	Ministries Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance Planning and Economic Development
MIC	Middle Income status Country
MLHUD	Ministry of Lands Housing and Urban Development
MoES	Ministry of Education and Sports
MoFPED	Ministry of Finance, Planning and Economic Development
MoGLSD	Ministry of Gender, Labour and Social Development
MoLG	Ministry of Local Government
MRV	Monitoring Reporting and Verification tool
MSMEs	Micro Small and Medium Enterprises
MW	Megawatts
MWE	Ministry of Water and Environment
NBI	Nile Basin Institute
NBS	Nature Based Solutions
NCER	Nature Climate Energy and Resilience
NDC	National Determined Contribution
NDP III	National Development Plan III
NECOC	National Emergency Coordination and Operations Centre
NEMA	National Environment Management Authority
NEPAD	New Partnership for Africa's Development
NFA	National Forestry Authority
NIM	National Implementation Modality
NPA	National Planning Authority
OPM	Office of the Prime Minister
PAC	Project Appraisal Committee
PPP	Public, Private, Partnership
PSC	Project Steering Committee
PTC	Project Technical Committee
RP	Responsible Partner
SBAA	Standard Basic Assistance Agreement
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SIDA	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprises
SSC/TrC	South-South and Triangular Cooperation
TRAC	Target for Resource Assignment from the Core
UBOS	Uganda Bureau of Statistics

UBS	Uganda Bureau of Standards
UGGDS	Uganda Green Growth Development Strategy
UN	United Nations
UNCBD	UN Convention on Biological Diversity
UNCCD	UN Convention to Combat Desertification
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Fund for Population Activities
UNHCR	United Nations High Commissioner for Refugees
UNIDO	United Nations Industrial Development Organisation
UNMA	Uganda National Meteorological Authority
UNV	United Nations Volunteers
UNSDCF	United Nations Sustainable Development Cooperation Framework
US	United States
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority
VNR	Voluntary National Review
WWF	Worldwide Fund

Table of contents

I. Development Challenge (1/4 page – 2 pages recommended) 8
I. Strategy (1/2 page - 3 pages recommended) 13
II. Results and Partnerships (1.5 - 5 pages recommended) 23
III. Project Management (1/2 pages - 2 pages recommended) 34
IV. Results Framework 35
TARGETS (by frequency of data collection) 36
DATA COLLECTION METHODS & RISKS 36
FINAL 36
V. Monitoring And Evaluation 41
VI. Multi-Year Work Plan 44
VII. Governance and Management Arrangements 47
VIII. Legal Context 50
IX. Risk Management 50
X. ANNEXES 53
SESP Attachment 1. Social and Environmental Risk Screening Checklist 65
TERMS OF REFERENCE FOR PROJECT BOARD 72
Project Board (also called Project Steering Committee) 73
Executive 75
Senior Beneficiary 75
Senior Supplier 75
Project Manager 76
Project Assurance 77
Project Support 78

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

Uganda aspires to transform itself from a largely peasant to a modern and prosperous country by 2040 by building a people centered, independent, integrated, resilient, and self-sustaining economy. This will be achieved through strengthening the fundamentals to harness developmental opportunities in the natural resources sector particularly agriculture, water resources, eco-tourism, minerals, Oil & Gas, among others. The national vision is being operationalised through cycles of five-year national development plans. Uganda is currently implementing its Third National Development Plan (NDP III) covering the period 2020/21-2024/25. The analysis of the NDP III identified three Accelerators - Environment, Governance, and Industry - as the priority investment areas. The Plan also comes at a crucial time in Uganda's history and indeed the world at large, that is confronted with the COVID–19 pandemic and requires a response and recovery plan.

The national vision also embodies the attainment of an upper middle-income status country (MIC) by 2040, and the commitment to achieve the 2030 Agenda for Sustainable Development, and the Paris Agreement on Climate Change. The vision further lays out the foundation for NDP III that recognizes that '*Natural resource and climate change management are critical to the reduction of disaster losses, achievement of increased household incomes and improvement of quality of life of the population***.'** On the flip side, it also recognises that '*there is poor management of natural resources including land, water, and environment coupled with the worsening effects of climate change'***.** It is evident that the world is facing two converging environmental crises – a changing climate, and nature loss, that are inextricably linked and reinforcing. There is no clear path to deliver climate mitigation without investing in nature.[2] The outbreak of the global Covid-19 pandemic has further laid bare the fragility and vulnerability of Uganda's social and economic systems and how these have reinforced pre-existing challenges. This has highlighted the need to prepare for future shocks and to build resilience into economies and societies. It is a timely reminder that Uganda must 'build forward better', not only in recovery from COVID-19 but also to meet the other global challenge of climate change, environmental degradation, and loss in biodiversity. To 'build forward better', Uganda must help to mitigate climate change but without compromising its development priorities. To do this, an urgent shift is required towards a low-carbon, high-growth pathway that strengthens resilient livelihoods, secures infrastructural development and sustainable prosperity. This will strengthen the business case for investing in climate-proofing the development pathway of choice in Uganda.

The critical national development challenges that Uganda is facing are linked to nature, climate change, energy, and resilience. For instance, Uganda is a land-based economy with majority of people depending on the land for their livelihoods. The share of GDP from agriculture was 25.8 % in 2016[3], and over 71% of highly vulnerable households are employed in the sector[4]. Uganda's agricultural potential is among the highest in Africa, with large acreage of fertile land, low temperature variability, fertile soils, and two rainy seasons over much of the country - leading to multiple cropping system. Despite this, it is a paradox that hunger remains pervasive, with 89% of the population food insecure and 12% chronically food insecure according to FAO[5], more than 20% of the population is undernourished, the majority of whom are women and children. Recent attempts to increase agricultural production and food security have failed to reduce the proportion of the food insecure population or to ensure environmental sustainability. In this context, a shift towards more intensive, yet sustainable forms of agriculture can make a

[2] World Economic Forum & McKinsey & Company – Consultation: Nature and net zero, January 2021.
[3] The Economist 2019. Pocket World in Figures.
[4] UNDP (2019) Estimating vulnerability to poverty and the dynamics of resilience to shocks: Laying the foundation to leave no one behind in Uganda. Background paper for poverty status report 2019.
[5] Uganda at a glance. http://www.fao.org/uganda/fao-in-uganda/uganda-at-a-glance/en/

substantial positive contribution to food security — not only through its ability to contribute to sustainable intensification of production, but also through an emphasis on improving people's ability to acquire food.

Ugandans are currently consuming and depleting the country's natural resources at a faster rate than their natural regeneration with one of the highest rates of deforestation in the world. The most affected natural resources and ecosystems in Uganda are forests, wetlands, and rangelands. Uganda's forest cover has reduced from 24 per cent in the 1990s to a mere to 12.4 per cent currently (more than two per cent annual loss of forest cover, which is among the highest forest cover loss worldwide).[6] Similarly, wetland cover has reduced from 15.6 per cent in 1994 to 8.9 per cent recently[7]. This has serious development implications as wetlands provide a large array of ecosystem services including flood control, farming, fishing, and livestock grazing, and are primary supplies for water for many rural households. Wetlands also play a crucial role in maintaining water quality by filtering pollutants and regulating water flow.

Uganda is among the ten most biodiverse countries globally[8]. The country has worked to preserve its biodiversity and its unique ecosystems by instituting conservation zones for areas of high conservation importance, including 10 national parks, 12 wildlife reserves, 506 central forest reserves and many local forest reserves. However, Uganda's biodiversity is faced with many threats, many of which are directly tied to human activity, such as deforestation and growing population pressures. There is continuous conversion of forest into agricultural and grazing land and over-harvesting for firewood, charcoal, timber, and non-wood forest products. However, improvements can be made to reduce and eventually reverse the rate of environmental degradation. Such improvements may include agriculture intensification, incentivising the use of clean and renewable energy to reduce dependence on charcoal and fuel wood, improved land use planning, provision of biodiversity information through increased sensitization of communities regarding the dangers of poor land-use and harmful agriculture and/or deforestation practices.

The cost of unsustainable utilisation of natural resources and environmental degradation is very high. For example, it is estimated that biodiversity loss, degradation of soil resources, and wetland encroachment costs the Ugandan economy US$197.8 million, US$87.9 million, and US$ 782,000 every year respectively.[9] The results of a study commissioned by the Ministry of Water and Environment (MWE) show that increased investment in water resource management, wetland protection and sustainable land management could increase per capita GDP by 9 per centper cent by 2040[10], and a shift from use of fuel-wood would not only reduce deforestation but could also save US$ 8 billion in government health care spending over 25 years due to reduced respiratory diseases. Therefore, there is a strong business case for increased effort and investments by both the government, partners and communities to conserve, replenish and sustainably utilize the country's natural wealth and build healthy ecosystems.

Uganda's natural resource base is also being degraded. In the last two decades, approximately 41% of Uganda's total area has experienced degradation, with soil erosion being the most common form of degradation[11]. Such land degradation is reducing the productivity of land-based

[6] Ministry of Water and Environment, 2019. Water and Environment Sector Performance Report 2019

[7] Ministry of Water and Environment, 2019. Water and Environment Sector Performance Report 2019

[8] Biosafety Unit, 'Convention on Biological Diversity', Convention on Biological Diveristy (Secretariat of the Convention on Biological Diversity), accessed 12 September 2022, https://www.cbd.int/countries/profile/?country=ug.

[9] Moyini, Y., Muramira, E., Emerton, L., & Shechambo, F. (2002). The costs of environmental degradation and loss to Uganda's economy with particular reference to poverty eradication. Policy Brief, (3).

[10] Ministry of Water and Environment, 2016. The contribution of water resources development and environment management to Uganda's economy. Final Report.

[11] CIAT; BFS/USAID. (2017). Climate-Smart Agriculture in Uganda (CSA Country Profiles for Africa Series. International Center for Tropical Agriculture (CIAT); Bureau for Food Security, United States Agency for International Development (BFS/ USAID)). Retrieved from https://cgspace.cgiar.org/rest/bitstreams/146699/retrieve

sectors to support economic development in both rural and urban areas. Unfortunately, the continuous degradation of ecosystems and their services is exacerbating peoples' risks from the hazards and impacts of climate change, reducing access to safe, sufficient natural resources needed for livelihoods and economic growth, and undermining long-term development gains.

It is therefore important to emphasise how nature-based solutions, and environmental safeguarding can be a core component of, and a strategy for development, and providing cost-effective, novel, and durable solutions to crises-hit areas, and for building immediate and long-term and sustainable resilience. The integral role of forests and other ecosystems as assets and drivers for development for all now and in the future. Investments in protecting natural capital will be crucial going forward.

Energy poverty is another major challenge to Uganda's development ambition. The majority of the population still does not have access to modern energy for both social and productive uses. For example, only 28.9% of the population nationally[12], and 16.9% of rural people have access to electricity largely due to inadequate power transmission infrastructure. As of December 2020, Uganda's installed capacity of hydroelectricity was 1268.9 megawatts (MW) with a demand of only 737MW leaving a surplus of 532MW before the commissioning of 600MW of power from Karuma (ERA, 2021). Investments in energy transmission and distribution is therefore not only essential in facilitating access to clean energy but will also help to lower energy prices.

Access to cleaner and affordable energy options is essential to overcome poverty, promote economic growth and employment opportunities, support the provision of social services, and, in general, promote sustainable human development. In Uganda, the lack of modern and affordable forms of energy affects agricultural and economic productivity, opportunities for income generation, and more generally the ability to improve living conditions. Low agricultural and economic productivity as well as diminished livelihood opportunities in turn result in malnourishment and low earnings. This contributes to the poor remaining poor. In this sense the problem of poverty remains closely intertwined with a lack of cleaner and affordable energy services.

Several small and medium-sized enterprises have poor access to electricity. In Africa more broadly, the available electricity costs three times as much as it would in the US or Europe and is disrupted by frequent outages. Cumulatively, this costs African economies 1%–4% of GDP annually[13]. On household income, Usage of unclean, kerosene-based energy costs more than US$10 billion annually – a cost largely borne by poor people living on less than US$2.50 a day[14]. Poor energy access also affects other infrastructure and essential services, as highlighted by the Covid-19 pandemic. One in four health facilities in Africa as a whole, has no access to electricity, and 60% of refrigerators used to store vaccines do not have access to a reliable power supply, resulting in spoilage and waste. In the education sector, electricity access in primary schools remains low at an average of 35% – in some rural areas, 80% primary schools have no electricity. In this context, the eradication of energy poverty not only provides several socioeconomic and climate co-benefits, but also helps countries to build a resilience of societies and economies in the face of frequent health or climate emergencies.

[12] https://www.iea.org/reports/sdg7-data-and-projections/access-to-electricity
[13] IRENA (2020) Scaling up renewable energy deployment in Africa
[14] Africa Progress Report 2015 - Power, People, Planet: Seizing Africa's energy and climate opportunities

It is important to recognise the place and space for oil and gas in Uganda's future energy mix, and the contribution that this will have in achieving its national energy goal, and the implications in achieving the national ambition in the NDC, and the long-term strategy in the transition to low carbon development. Liquified petroleum gas (LPG) will play an important role as a bridging the fuel gap and in making the transition from wood fuel and charcoal to the use of renewable and clean energy. Uganda is currently described by the World Bank as the hottest inland exploration frontier in the world and the country to watch in the oil and gas space, due to the commercial discovery of an estimated 6.5 billion barrels of oil, 1.4 billion of which are recoverable. This has great implications in the future energy mix, and greenhouse gas emission of Uganda.

Uganda is also experiencing severe climate change risks and disasters. The country experiences extreme weather events which lead to mudslides, landslides, and flooding, particularly for the country's mountainous regions such as Mbale in the Mt Elgon region. Extreme events leading to disasters such as floods, droughts, and landslides have increased over the last 30 years. Flooding has become more frequent, largely due to more intense rainfall. Over the past two decades, an average of 200,000 Ugandans are affected each year by disasters.[15] In the past four years, over 10 different hazards occurred in over 70 districts of the country recording 191 deaths and 55 missing, 468 injuries, and affecting 911,607 people. In the same period, these hazards, destroyed 19,712 and damaged 16,954 houses, and were a cause for relocation and evacuation of 21943 and 18451 respectively. It also damaged 100,605.3 ha of crops. In 2010/2011, drought affected about 35 districts of the country and its impact was equivalent to 7.5% of 2010 GDP. In 2016/17 drought reduced GDP to about 2.3% and led to an increase in poverty from 19.7 to 21.4%.

The country is ranked 14th among the most vulnerable countries in the world, and 49th least ready to adapt to climate change. Uganda's vulnerability is exacerbated by its high level of poverty and its high dependence on 'climate sensitive' sectors: agriculture, water, fisheries, tourism, and forestry. In the last century, there have been significant changes in temperature and rainfall patterns. For instance, mean annual temperature has increased by 0.8 to 1.5°C between 1900 and 2010.[16] The number of rain and cool days have reduced, meanwhile, the number of rain and hot days have increased. Future climate change projections point to the fact that mean annual temperature is likely to continue to increase until 2100, with temperature increase of between 2 - 5°C by 2100,[17].

Model ensemble projections for Uganda suggest temperature increases of 0.82°C, 1.42°C, and 2.06°C for the 10th, 50th, and 90th percentiles and increases in the frequency of floods and droughts by 2050 (under RCP4.5).[18] Temperatures have increased at a rate of 0.52°C per decade over the past 30 years.[19] Droughts in Uganda have increased in duration, with the 2010/11 drought causing a loss of US$ 1.2 billion, 7.5% of Uganda's GDP[20], and widespread cattle mortality in both 2017 and 2019. Increases in temperature and associated evapotranspiration are expected to worsen these impacts in the future.

Floods affect large parts of the country, often accompanied by outbreaks of water and vector-borne diseases. According to the IPCC,[21] there is a high likelihood of flood impact on food systems, infrastructure and the spread of water borne diseases, with projected damages from

[15] World Bank (2020) Climate Risk Profile: Uganda.

[16] DEWPoint. (2012). Support to the strategic programme review for climate change in Uganda: Understanding the implications and appraising the response: Update to 2008 LTS Scoping Study [Steynor, A., Jack, C. and Smith, C.]. DFID Resource Centre for Environment, Water and Sanitation

[17] Nsubuga, F. W., & Rautenbach, H. (2018). Climate change and variability: A review of what is known and ought to be known for Uganda. *International Journal of Climate Change Strategies and Management*.

[18] USAID, "Climate Change Information Fact Sheet UGANDA."

[19] Ministry of Foreign Affairs, "Climate Change Profile Uganda."

[20] Office of the Prime Minister (OPM), "The 2010–2011 Integrated Rainfall Variability Impacts, Needs Assessment and Drought Risk Management Strategy."

[21] Change, *Climate Change 2014–Impacts, Adaptation and Vulnerability*.

increased flooding in Kampala between US$3.7 and 17.6 million by 2025 and between US$33.2 and 101.7 million by 2050.[22]

Extreme rain events are projected to increase 2.4 times over Lake Victoria and “super-storms" are expected to occur annually instead of one every 15 years[23], which will likely increase the deaths and losses among fishermen[24] due to the strong outflow winds and high waves which overturn their small boats. Landslides and flash floods have increased in Uganda, especially in the western (Ruwenzori), eastern (Mt Elgon) and southwestern (Kabale) regions.[25]

Over 22 million Ugandans are exposed to very high and high levels of risk to flood and drought alone[26]. The DesInventar data shows a clear increase in the number of reported instances over the past decade[27]. Available literature both point to an increased loss of lives and livelihoods and the economy in the coming years.

The human development implications of climate change impacts on livelihood and the national economy are quite serious. For instance, shifting rainfall patterns and increasing extreme rain events are causing disruption in cropping seasons and flooding. Droughts are more frequent and severe and will lead to negative impacts on livelihoods and the economy through reduction in crop yield, increase in food import, and reduction in agricultural export commodities. The productivity of agricultural landscapes and ecosystems will further reduce in terms of suitability for production, which have direct knock-on effects on food insecurity, reduce household incomes and increase poverty. All in all, Uganda’s development prospects can only be achieved if the impacts of climate change are mitigated, and resilience built through adaptation. The cost of inaction is very high, estimated to be between US$ 3.1 and 5.9 billion per year by 2025, which is more than twenty times higher than the cost of adaptation.[28]

Under the Paris Agreement, the Government of Uganda has embarked on revising its nationally determined contribution (NDC) and development of a long-term strategy for low carbon development. This sets the national framework (policies, plans and programmes) for reducing vulnerability of communities and building resilience, and for decarbonizing national economic development.

The Government of Uganda has taken significant steps to advance its Disaster Risk Management (DRM) and climate resilience. For instance, with support from UNDP, the country’s Disaster Management Policy was adopted in 2011 This policy outlines DRM priorities, which include strengthening institutions and financing for climate change adaptation; developing multi-sectoral adaptation plans; implementing programs to reduce the socio-economic impact of climate change and natural disasters; and increasing community-level resilience to climate change. The government has also strengthened its institutional capacities in managing natural resources, and alert systems in responding to disaster risks, including at the levels of the ministries (e.g., MWE, UNMA, DECOC etc.), as well as nationally at the Office of the Prime Minister (i.e., NECOC). Similarly, with the support of UNDP, the Government of Uganda

[22] Anil Markandya, Courtenay Cabot-Venton, and Olivier Beucher, “Economic Assessment of the Impacts of Climate Change in Uganda.”

[23] Thiery et al., “Hazardous Thunderstorm Intensification over Lake Victoria.”

[24] International Federation of the Red Cross and Red Crescent Societies (IFRC), “World Disasters Report Focus on Culture and Risk.”

[25] Osuret et al., “Coping Strategies for Landslide and Flood Disasters.”

[26] 6.25 million to drought, 13.5 million to hailstorms, 7.6 million to lightning, 3.5 million to landslides and 16 million to floods. See the section on exposure in the feasibility report based on the analysis of most recent census data and vulnerability maps from the Government of Uganda.

[27] See section 2.3 on analysis of impacts of past hazards in the feasibility report.

[28] Ministry of Water and Environment, 2015. Economic assessment of the impacts of climate change in Uganda. Final Report.

developed the Uganda Green Growth Development Strategy (UGGDS) in 2017/18, and a plan to operationalize green growth principles.

Despite such improvement, Uganda still does not have sufficient capacity for natural resource management, climate change and disaster risk governance. The main capacity constraints are highlighted below:

- Inadequate technical and institutional capacity for programming, for instance, turning the NDC and long-term strategy (LTS) for climate change into concrete sectoral and local plans, actions, and interventions for implementation. Similarly, there is insufficient capacity to translate national strategies, policies, and plans on environment, natural resource management, climate change, and DRR into on-ground actions and priorities for implementation at the local level, and by the communities.
- There is weak vertical and horizontal coordination (including inter-agency coordination) on environment and natural resources management to allow for the use of integrated approaches for nature-based solutions, building healthy ecosystems, productive landscapes, and for resilient development. This also includes the low capacity to implement multi-scale governance of trans-boundary systems, and internationally designated sites such biodiversity hotspots under the UNESCO Man and Biosphere programme.
- There is weak capacity for the implementation and/or enforcement of existing environment laws and regulations.
- Weak technical capacity for generating evidence-based information, designing, and implementing technologically appropriate, economically feasible, and socially acceptable actions that contribute to climate change adaptation, increase resilience, and deliver development and mitigation benefits.
- Inability to scale up innovative solutions, designing incentive schemes to promote alternative technologies to enhance access to clean, renewable, and affordable energy in underserved areas and communities, that have direct implications in reducing dependence on biomass energy, and reducing the forest degradation.
- Inadequate efforts, platforms, and resources for incorporating gender, equity and social inclusion in the design, and implementation of environment, natural resource management, climate change and DRR plans, programmes, and interventions.
- Limited involvement of civil society, vulnerable communities, the academia, and private sector in the governance of natural resources and the co-production of climate information services, early warnings, and transformational adaptation solutions.

These capacity challenges will be addressed in the NCER programme through empowering strategic partners and promoting joint programming and ownership of projects by these partners. More specifically, the programme will strengthen the capacity of Uganda's central and local governments, civil society, communities, and private sector to co-design and deploy Nature Based Solutions (NbS), and climate smart technologies to enhance inclusive green, and resilient development, and for livelihood transformation. The programme will address the above barriers by internalising capacity building in all its programmatic deployment, providing technical support, and mobilizing dedicated financial resources for capacity development.

I. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

Programme alignment

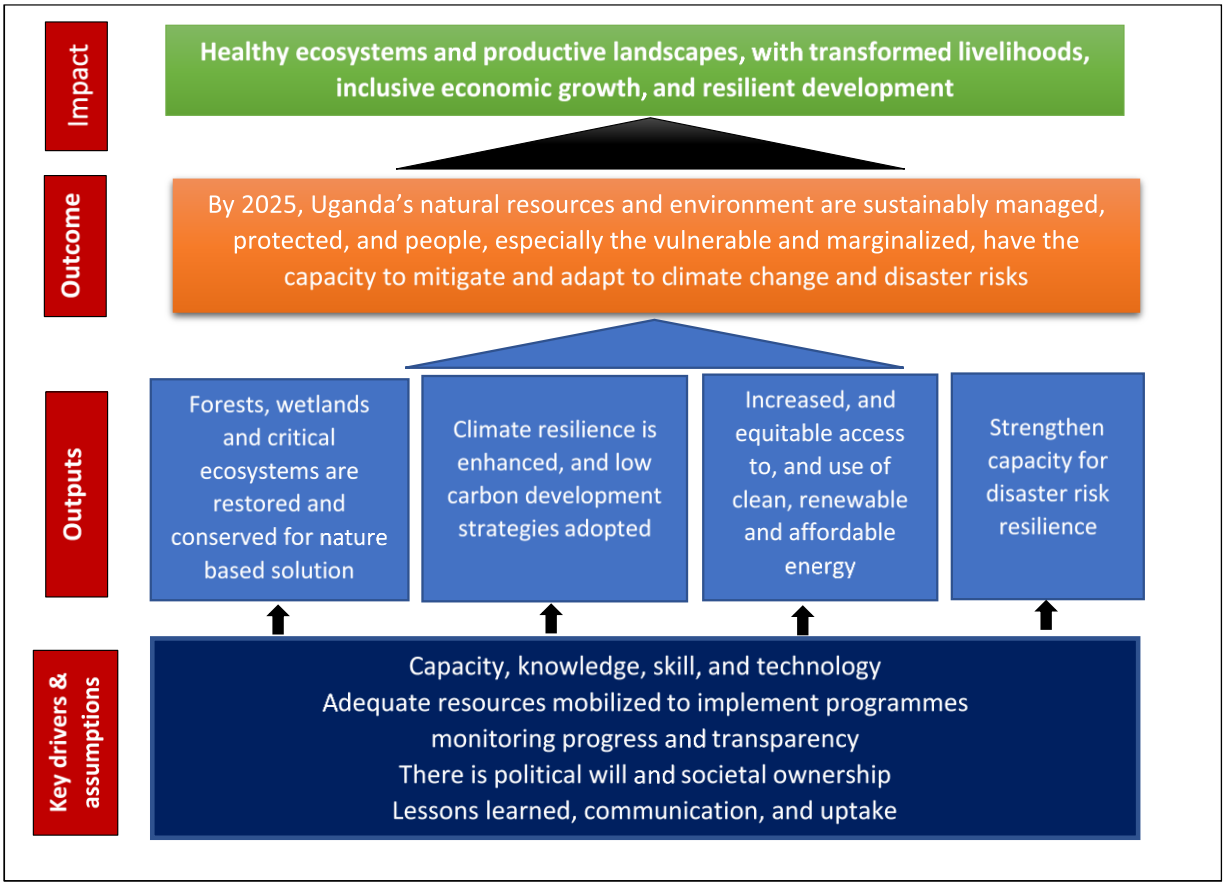
This programme is designed to operationalise the UNDP Country Programme Document 2021-2025 portfolio on *sustainable management of natural resources and resilient development*, and tailored to generate the momentum, and catalytic change required for the implementation of

NDP III, the global goal for sustainable development, and the Africa Union Agenda 2063 of the 'Future we want' in pursuit of Uganda's vision 2040. It is also anchored on the Uganda's **UNSDCF** to further provide an integrated and consolidated United Nations support to national development.

Theory of Change

The programme's theory of change is framed on the premise that Uganda is a land-based economy driven by natural resources, and household livelihoods is anchored on the land and natural resources. Thus, safeguarding the role of land as the cornerstone for development is a precursor in laying a strong foundation for economic transformation. Vision 2040 is pitched on the sustainability of natural capital in reducing vulnerability and enhancing resilience of society, economies, and other development systems. Therefore, the ultimate impact this programme aims to achieve is for Uganda to have healthy ecosystems and productive landscapes, with transformed livelihoods, inclusive economic growth, and resilient development. This will require that by 2025, Uganda's natural resources and environment are sustainably managed, protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks. The change pathways constitute the fact that **IF** natural resources are properly managed, and landscape restoration is enhanced to secure and safeguard land-based production systems and their natural capital, **IF** access to affordable, clean, reliable and sustainable energy is increased, **IF** there is adoption of low carbon, climate resilient development, and **IF** institutional capacity is strengthened for disaster risks management, **Then**, these will result in the restoration of livelihoods, enhanced climate resilience of people, production systems and the economy, increased forest mitigation potential through REDD+ and other carbon market mechanisms, and expanded opportunities for SMEs, value chain development for income generation and job creation for the youthful majority thereby curbing poverty, vulnerability, social tensions, and promoting sustainable development and peaceful coexistence. This is **BECAUSE** society will be economically empowered, socially integrated following the restoration of their resource bases in ecosystems, self-esteem, and resourcefulness of the youth, in using their environment sustainably for production and growing the local and national economies. Ultimately, this serves in re-anchoring socioeconomic development to sustainable land management. For instance, it has been demonstrated that GDP will grow by about 10% more by 2040 just by implementing low carbon measures in agriculture, energy, and urban infrastructure sectors, and that will also reduce GHG emissions by 28% from business as usual.

It is therefore envisaged in the proposed theory of change that by implementing some critical programme activities relating to i) Land restoration, biodiversity conservation and land management;ii) nature base solutions (green infrastructure, cities, eco-tourism); iii) Climate Smart Agriculture, food systems, and value chains; iv) NDC implementation and long-term strategy (LTS) for carbon neutrality; v) enabling vulnerable communities to adapt to climate change vi) enhancing access to energy in underserved areas – off-grid, solar power and adopting energy efficiency and renewable energy innovation; vi) providing risk information systems, monitoring and early warning, and ensuring risk governance through strengthening institutions, policies, legal and regulatory framework, would result in the achievement of the following outputs; a) Forests, wetlands, and critical ecosystems are restored, conserved and accounted for as natural capital for nature-based solutions; b) Climate resilience is enhanced, and low carbon development strategies adopted; c) Increased and equitable access to, and use of clean, renewable, and affordable energy, and d) Strengthened capacity for disaster risks resilience. The key drivers and assumptions for these to be achieved include the fact that there is a political will and commitment, societal buy-in and ownership of the process, there are lesson learned, communication and uptake are optimal, capacity, knowledge, skills, and technology are available, and there is regular monitoring of progress and transparency in reporting and verification.



Programme Strategy and Assumptions

The Uganda Vision 2040 calls for development of appropriate adaptation and mitigation strategies on Climate Change to ensure that Uganda is sufficiently cushioned from any adverse impact brought by climate change. Further, the Vision identifies sustainable land use and management as one of the fundamental initiatives to be strengthened to harness the country's abundant opportunities. In realising this Vision, the Uganda NDP III highlights that "*Natural resource and climate change management are critical to the reduction of disaster losses, achievement of increased household incomes and improvement of quality of life of the population*" through "sustainable exploitation of the key growth opportunities in agriculture, minerals, petroleum and tourism". In this context, there is an urgent need to reduce environmental degradation that also amplifies the adverse effects of climate change, as well as improve the sustainable utilization of natural resources for economic growth and livelihood security, and to build resilience. The sustained economic transformation of Uganda thus, requires adaptable systems in managing and increasing the value of its natural resources, and avoiding trade-offs between natural capital and economic development. Priorities are focused on increased adaptation for key sectors of agriculture, water, and energy, and specifically to increase sustainable agricultural and livestock production, improve forestry management, improve infrastructure, and continue to strengthen its disaster risk management activities. Improvements should be made concerning water capture and storage as well as the introduction and adoption of drought-prone and flood-prone crop varieties to increase short to medium-term resilience. The adoption of sustainable rangeland and pasture management can also improve ecosystems. Improvements should be made to the weather monitoring network

and associated weather information systems, including the publication and distribution of agriculture-spec

Conservation of ecosystems, improving energy access and addressing climate risks can help the country to achieve not only environmentally sustainable development, but also socioeconomic development in terms of addressing issues such as poverty, hunger, jobs, livelihoods, health, etc. For example, biodiversity, a core component of natural capital, supports activities as wide-ranging as pharmaceutical innovation, ecotourism, and crop pollination. There is evidence that human activities are eroding the value generated by natural capital. At the same time there are emerging opportunities for future economic growth with 88% of energy, and 61% of tourism income coming from forests. This underscores the business case in investing in the conservation and restoration of Uganda's natural resources and critical ecosystems in safeguarding the provision of ecosystem good and services (water, food, energy, fibre, medicine, soil conservation, climate regulation, carbon storage etc) that are critical determinants of productivity, resilience to natural hazards and climate change, livelihood improvement, and human well-being. There is also, a growing impact and risk from invasive alien species, both plans and animals.

Moreover, healthy ecosystems can enhance people's resilience, counteract climate change, and promote socioeconomic transformation.

The UN Decade of Ecosystem Restoration positions the restoration of ecosystems as a major nature-based solution towards meeting a wide range of global development goals and national priorities, including UNESCO Biodiversity strategy and Man and Biosphere (MAB) strategy and Lima Action Plan (2016-2025). This is also critical in achieving the Land Degradation Neutrality (LDN) targets, and the Post-2020 Global Biodiversity Framework as defined by Parties to the Convention on UN Convention to Combat Desertification (UNCCD), and the UN Convention on Biological Diversity (UNCBD) respectively. All these are highly evident in the UN Global Food Systems Summit, where nature-positive contribution is considered as one of the key tenets to achieve sustainable food systems.

Similarly, Ugandan communities continue to dependence on biomass energy for cooking (charcoal and firewood). Displacing biomass, charcoal and fuelwood for cooking will not only help to tackle forestry ecosystems, but also reduce the high exposure of women and children to indoor pollution and respiratory health problems. The COVID-19 pandemic has also clearly illustrated the need for building greater energy resilience in our societies and economies. In this context, the eradication of energy poverty not only provides a number of socioeconomic and climate co-benefits, but also helps countries to build resilience of societies and economies in the face of frequent health or climate emergencies. There is high potential for clean energy generation, however, the country's legal framework and institutional capacities need to be improved. Strengthened institutions and individual capacity needs to be built in renewable energy technology and management and policies should be designed to promote private investment in renewable energies such as increased hydropower capacity and solar. Policies to promote private public partnerships in energy transmission systems and promotion of energy integration will help to deepen energy access, stimulate energy use, and help to lower prices that are partly influenced by high amount of energy generated but to distributed to consumers (deemed energy). In addition, creating an enabling environment for investment and promoting attractive project pipelines will require well-functioning institutions, as well as public policy and regulatory reforms to help build credibility with investors and effectively scale up private investment.

Mindful of integrated challenges and its intersection with the ISG programme, the NCER programme will engage primarily in knowledge development in shaping the role of oil and gas in Uganda's development, and greening oil and gas processes, to ensure safeguarding the roles

of nature-based solutions and biodiversity conservation for national development, and livelihood of communities, especially for the cross-border oil pipeline infrastructure.

Supporting innovative off-grid clean energy access for cooking and lighting to benefit public institutions, small businesses, women and youth entrepreneurs, and to enhance service delivery in the education and health sectors will be crucial in this new UNDP programme cycle. Emphasis will be put on supporting innovative and inclusive financing mechanisms such as financial aggregation and the use of digital technology for small low-carbon energy technologies; de-risking private-sector investment in decentralized energy and waste-management solutions; and piloting technologies and business models.

As an enabler for development, there is a vicious cycle of poor in energy access, and unsustainable use of natural resources that have knock-on effects on national efforts for addressing climate change, and achievement of inclusive and resilient development. The Nature, Climate, Energy and Resilience (NCER) programme plans to disrupt this cycle by enhancing the centrality of nature-based solutions (NBS) in national policies and investments, to promote climate smart techniques to foster healthy ecosystems, build resilient economies and communities and foster livelihood transformation. Failure to act on rehabilitation is costing our global economy as much as US$20 trillion a year in lost ecosystem goods and services.

The primary beneficiaries of the NCER programme are the poor men, women, youth, and marginalised groups that constitute the most vulnerable rural and urban communities of Uganda, and mostly depend on healthy and resilient ecosystems to deliver quality ecosystem good and services, highly productive landscapes, access to affordable clean energy, green investments and jobs, resilience to climate and disaster risk, and transformed livelihoods.

The programmes are designed to be directly or nationally executed. This will be contextual and tailored to accommodate the different preferences of the partners, and the sources of resource mobilisation. There will also be implementation in transboundary and across border contexts. Similarly, there are regionally coordinated programmes under the African Union Commission, NEPAD, AfDB, UNECA and other regional institutions including UNDP Regional Bureau for Africa. The use of national execution modalities is characterised by opportunities and risks. It embodies the opportunity of strengthening national institutions, and development of human capacity for self-programming and integration into national development. The surrounding risks, however, include the low capacity especially in the short and medium-term, for implementation. The commitments by the national executing agency, and the bureaucratic nature of government processes such as procurement, accountability etc. can create severe delays in transactions and implementation. This will be mitigated using UNDP Programme and Operational Policies and procedures, and Internal Control Frameworks. In some circumstances, if necessary, national execution could be replaced by direction execution modalities for part, or all the programme implementation to secure programme delivery.

Political pronouncements, especially during campaign rallies, have, on some occasions, caused direct risk to projects and their implementation for instance, encouraging occupation of protected areas. The programme will continue to ensure that there is the political will, and community buy-in during programme implementation. Effective use of evidence-based information will be made. For instance, conducting cost-benefit analyses to demonstrate the benefits of safeguarding wetlands, as opposed to converting them to paddy rice production; raising awareness, and providing alternative livelihoods to local communities will be able to dissuade such practices.

The flow of adequate financial resources poses major risk for programme implementation. The programme plans to expand resource mobilisation by diversifying the sources of flows to include from vertical and non-vertical sources, increase public investments (as co-financing), engage private sector investments, and use the use of cost recovery using the United Nations joint programming instruments and UNDP costs incurred in implementing development activities to be charged to the relevant projects. The financial sustainability plan of the Executive Board decision 2013/9 will be strictly implemented.

To overcome capacity gaps that normally exist at the national and local levels, the programme will combine national execution with other modalities in strengthening national capacities for programme implementation. This will include bringing in non-state actors such as CSOs, private sectors and other partners to enhance delivery. There will also be regular meetings with programme implementation teams including all the partners, to monitor progress, and promote transparency and mutual accountability.

There are also reputational risks in engaging with private sector operatives, and civil society organisations. This will be addressed by undertaking due diligence, conducting HACT assessment, and promoting the United Nations Global Compact principles to ensure the selection of institutions that can effectively deliver on programme results.

There will regular audits and review of the programme to ensure compliance, and to diagnose any potential challenges the programme might be encountering with implementation. The lesson of COVID-19 pandemic is a good example. Similarly, compliance with UNDP social and environmental standards, gender, and other accountability mechanisms will be strictly enforced.

Programming Lessons Informing the Theory of Change

- The development of this programme is informed and built on concrete lessons learned from previously implemented programmes and projects in Uganda, and other regions. Some of these include: Focusing on more integrated programmes – for example, wetland restoration projects that allows for consolidating investment efforts by attracting additional funding, and expanding scope of implementation, and achieving multiple benefits through synergies and complementarity. Examples of this would be to adopt landscape based, ridge-to-valley approaches which include economic and social development priorities of communities that reside in the landscape.
- Focusing on crosscutting programmes is highly crucial building on synergies, and capitalizing on the nexus approach, for holistic and integrative programming. This is a common requirement by many funding agencies, in promoting systems thinking and harnessing emerging opportunities such establishing protected areas for biodiversity conservation, with the potentials for boosting ecotourism (i.e., Kidepo Man and Biosphere Reserve).
- Using national frameworks anchored on global instruments such as the NDC for catalyzing the integration of climate change response into national development plans and programmes, and in building resilient systems and society.
- Similarly, supporting the acceleration of implementation of the Sustainable Development Goals to expand the direct impacts for direct impacts of programme intervention, on development.
- Diversifying the sources of resource mobilization from vertical funds (GCF, GEF) to other avenues (e.g., private sector financing, bilateral, national budget etc.) to ensure predictable, adequate and sustained funding for planning and undertaking programme activities.

- Making the business case, and demonstrating return on investments are critical in enhancing private sector engagement and investments, sustainability and to scale up. In the energy sector, for instance, this will greatly enhance access to clean and renewable energy. Under such circumstance, working closely with the government in creating the enabling environment and regulatory frameworks will an important programme priority.
- Enhancing support to national institutions at the national level such OPM, sector ministries, and also at the regional levels and districts are critical in strengthening the parish model of development. Strengthening the institutional framework is strategic in empowering institutions, integrating development interventions, coordination and facilitating risk management. For instance, this has resulted in the inclusion of DRR in national development plans and now reflected in the NDP III and exemplified with the launch of the national Risk & Vulnerability Atlas.
- Increased focus on decentralizing the implementation of programmes and projects by forging partnerships with district local governments and grassroots organizations.
- Improving programming to better align interventions to programming objectives and developing clear indicators to measure impacts and enhanced M&E for adaptive management.

All these points are helped in guiding the formulation of this new programme, and in conceptualizing implementation.

Programme Delivery Approach

The delivery of the NCER programme outcomes will be consolidated around three pillars as big-ticket levers for using a portfolio approach for implementation. These include: 1) establishing a climate for development facility (C4D) that will serve as the engine spurring the development of investment portfolios, boosting private sector engagement, and mobilising resources for the implementation of climate actions, natural resource management, application of nature-based solutions, and undertaking disaster risk response, building resilience and risk financing; 2) expanding the social services of energy constitutes the turning point in addressing the immediate needs of energy for lives and livelihood development especially in rural areas, and have direct implications in reducing deforestation linked to charcoal and fuelwood utilisation. Under this pillar, there are opportunities for reviewing and revising the current energy tariff structures in increasing accessibility to modern energy, and to raise awareness of the existing social tariff scheme targeting the poor, and incentivising connecting to national electric power system; 3) Strengthen the implementation of the NDC by developing investment plans, mobilising state and non-state actors, enhancing private sector engagement in climate actions, incentivising emission reduction (e.g., Climate seal as national certification of low carbon footprint, etc.), and transitioning to circular economy. Building on the interlinkages in the programme, these three pillars frame the integrated portfolios for consolidating the implementation of the NCER programme.

There are key cross-cutting issues that will be streamlined across programme implementation. These include equity and gender inclusion, youth engagement, justice and human right-based approaches, and environmental and social safeguards. There are other strategic aspects of programme implementation that must be considered, and these include the followings.

a) **Spatial orientation:** Capturing the spatial dimension of programming that requires using landscape approaches, would allow for the integration of different systems, land uses, ecosystems, climatic zones, agroecological regions, and communities in situ across the landscape. This is critical for an integrated, portfolio, and system approach to programming. The NCER programme will therefore capitalize on a landscape approach in designing and harnessing the interconnectedness between different systems and locations. The use of

value chains will be deployed in providing more targeted interventions and leveraging on the comparative advantages of different areas of the system and establishing multi-stakeholder platforms for transformational change. Finally, the adoption of transboundary and cross-border approaches will be employed especially in capitalizing on regional frameworks, pooling resources for joint implementation especially in shared natural resource systems such as the Nile Basin, Lake Victoria, Greater Virunga Landscape etc.

b) **A business case model:** The development of a business case will be critical in expanding access to services such as energy and water, and investments for the delivery of the programme. Business models will be developed to foster ecosystem restoration and equitable access to and benefits from natural wealth, as well as incentives for the private sector to provide job opportunities, especially for vulnerable groups. This will include undertaking cost-benefit analyses and determining the socioeconomic benefits of the interventions. This is particularly crucial for private sector engagement and designing Public-Private Partnership for implementation. By creating the enabling environment through policies, incentives, and de-risking instruments, will generate the potentials in expanding private sector investments and attracting co-financing.

The described programme delivery approach, therefore, allows for the sequencing of interventions, establishing multi-stakeholder's platform for information and knowledge sharing, and guiding targeted interventions. The approach will also ensure return on investments, and effectiveness and efficiency in delivering the defined outputs and outcomes. The approach allows for leveraging on multiple entry points for interventions and generating additionality of interventions.

Programme Intervention Logic

The overarching objective of the NCER programme is to strengthen Uganda's capacity to restore, protect and sustainably manage its natural resources and ecosystems, expand the social services of clean and affordable energy, and enable vulnerable people and communities to adapt to and mitigate climate change and disaster risk. Programme implementation is designed, in the longer-term, to build healthy ecosystems and productive landscapes, and facilitate progress towards the realization of inclusive economic growth and resilient development, which in turn transform the livelihoods of the most vulnerable communities and peoples in Uganda. Thus, the logical intervention of the programme includes knowledge-informed decision-making processes, capacity building, and catalyzing behavioral changes in the community, using demonstrable actions and concrete benefits of programme interventions.

These will be achieved by, among others, through implementing Nature based Solutions (NbS) in rural and urban landscapes to restore, protect, and sustainably manage natural resources and degraded ecosystems (forests, wetlands, rangelands etc.) for enhanced ecosystem services delivery, improved landscape productivity (agricultural, eco-tourism etc.), build resilience to climate change and disaster risks, and mitigating climate change. This investment will be complimented by supporting innovation, solutions and measures that increase equitable access and use of clean, renewable, and affordable energy in underserved communities, which also reduce dependence on biomass energy in communities and translate in reducing deforestation and land degradation while at the same time stimulating economic activity, creating jobs, and improving health. The enhancement of interventions that promotes a circular economy will greatly impact consumption behavior, reducing material waste, and the tendency for multiple use of products.

Strategic Alignment

At the global level, the programme is aligned to the 2030 Global Sustainable Development agenda and achievement of SDGs, and implementation of the Paris Agreement on climate change, Land Degradation Neutrality (LDN) of the UN Convention to Combat Desertification (UNCCD), the Post-2020 Global Biodiversity Framework under the UN Convention on Biological Diversity (UNCBD), and localization of the Sendai Framework for Disaster Risk Reduction (SFDRR). The programme is directly aligned to SDG 13 (climate action) and contributes to the achievement of another nine SGGs (1,2,3,5,6,7,11,14 and 15) i.e., no poverty; zero hunger; good health and wellbeing; gender equality, clean water, and sanitation; affordable and clean energy; sustainable communities and cities, life below water; and life on land. It is also aligned to the Sendai Framework on Disaster Risk Reduction as well as the UNDP Strategic Plan 2018-2021, and RBA Africa Promise contributing to the plan's outcome 2 and 3 accelerating structural transformations for sustainable development and strengthening resilience to shocks and crises respectively. As far the UNESCO designated sites, the program contributes to the implementation of the MaB Lima Action Plan, as requested by the MaB Secretariat to the Uganda Government.

At the regional level, this programme is relevant to the IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI), Africa Plan of Action to Implement the Sendai Framework for Disaster Risk Reduction, Africa Regional Strategy for Disaster Risk Reduction, Africa Union Green Recovery Action Plan 2021-2027 (AU-GRAP), East African Community (EAC) disaster risk reduction and management strategy, the East African Community climate Change policy, strategy and master plan that guide member states to tackle climate change through through harmonized and coordinated climate change adaptation and mitigation actions. The programme is also aligned and designed to contribute to regional initiatives under the African Union such as Africa Agenda 2063, the Green Recovery Action Plan, African Green Stimulus Programme, Africa Adaptation Initiative (AAI), Africa Renewable Energy Initiative (AREI), and many others.

At the national level, the programme is aligned to Uganda Vision 2040 which foresees addressing the widespread environmental degradation and climate change challenge which constrains the achievement of Uganda's development agenda. In particular, the programme is relevant to NDP III's focus on sustainable environment and natural resource management, climate change, land, and water management, specifically targeting to stop and reverse environmental degradation, mitigating the adverse effects of climate change, and sustaining economic growth and livelihood security. As Uganda's NDPIII integrates SDGs, it uniquely positions UNDP as a key partner to support the country's transformational agenda. Furthermore, the programme contributes to the achievement of Uganda's United Nations Sustainable Development Cooperation Framework (UNSDCF) 2021-2025 strategic priority areas II and III i.e., shared prosperity in a health environment and human well-being and resilience respectively. The programme's focus on disaster risk management is line with NDPIII priorities of integrating risk management in all sectoral and local government plans and fostering a risk informed development 'as a process and not an event', in order to reduce human and economic loss from disasters. **Programme** support will also contribute to the implementation of the Uganda Comprehensive Refugee Response Framework (CRRF) National Action Plan 2021-2025 with focus on the Resilience and Self-Reliance Pillar and the Jobs and Livelihoods Integrated Response Plan (JLIRP). In addition, the programme advances the implementation of Uganda's National Disaster Preparedness and Management Policy, National Climate Change Policy, Nationally Determined Contribution (NDC), and the recently prepared national action plan for sustainable management of the environment and natural resources in Uganda that is tailored to concretely contribute to halt the degradation of ecosystems and restore them to achieve global goals and contribute to national development. The natural capital accounting, and the biodiversity financing (BIOFIN) undertaken by the Ministry of Finance, are also important areas of programme alignment.

Programme intersections for joint programming with other UNDP Country Programmes

The Nature, Climate Energy and Resilience (NCER) programme seats at the heart of national development because it embodies production sectors (agriculture, forests, water), the enabling sectors (energy, transport, and risk management), and the social sectors for development (health, education, tourism, gender and youth). This demonstrates the synergistic potentials in fostering joint programming and capitalising on the nexus approach for programme delivery. As one of five programmes of UNDP Country Programme (CPD) 2021 -2025, the scope of the NCER programme allows it to work more directly with all the other four programmes. Furthermore, there are identified outputs and interventions where this will occur. For example:

A) **Transformational and Inclusive Governance:** The governance of natural resources is critical for sustainable management of natural resources, and ensuring inclusion, just and equitable access, beneficiation, and protecting the rights of indigenous communities. The application of existing policies, legal framework for regulatory enforcement of environmental laws, the climate bill, and putting in place the right governing framework will be crucial. Similarly, risk governance through NECOC, DECOC etc. requires working closely with the governance team. Similarly, working with special groups of beneficiaries such as refugee communities and other displaced people, and ensuring gender equity, and inclusion are key areas of programme intersections.

B) **Digitalisation, Innovation and Smart Cities (DISC) programme**: Digitalisation and the use of innovative technologies, tools, platforms, and applications are integral to the activities of NCER programme. Similarly, as the heart of economic growth, especially through consumption, energy efficiency, circular economy and waste management are key aspects of programme implementation especially in support of the implementation of the NDC, and the transition to low-carbon development. The promotion of green cities, circular economy and waste management in urban areas will require such partnerships.

C) **Inclusive and Sustainable Growth:** Promoting structural transformation, greening trade; building robust and climate resilient value chains in agriculture, tourism, and natural resources, requires that NCER works closely with the team on inclusive and sustainable growth. This is crucial in reducing the carbon intensity and harnessing the emerging opportunities in nature-based solutions and responding to climate change impacts.

D) **SDG Integration and Acceleration Programme:** There are several SDGs to which the NCER programme is responding, and using the right indicators, targets and collecting the required data will be critical in supporting the government in tracking progress with the implementation of the SDGs, such as with their Voluntary National Review (VNR); and also with the realisation of the NDP III.

II. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

A. Development Results

The NCER programme is directly designed to enhance the delivery of the NDPIII especially key programmes for the implementation of the NDP III. For example, here is a mapping of the NCER programme to demonstrate its alignment to the NDPIII.

Intervention	NDP III Programme Objective	Key Interventions
1. Natural Capital Management (forests, wetlands, water)	1) Ensure availability of adequate and reliable quality freshwater resources for all uses. (1a-g)	A. Land restoration, biodiversity conservation and land management. (chpt9)
	2) Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands. (1a, c-i, k, l) (3)	
	3) Strengthen land use and management; (1-11)	
	2) Increase the stock & quality of tourism infrastructure; (1a-h) (4a, b) (5,6)	B. Nature base solutions (green infrastructure, cities, eco-tourism)
	3) Develop, conserve and diversify tourism products and services; (1,7,9)	
	1) Increase agricultural production and productivity; (1d) (4a-d) (7a-d) (8a-d) (10a-f)	C. Climate Smart Agriculture and value chains. (chpt5) (chpt9)
	2) Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands. (chpt9 – 2b)	
	2) Improve post-harvest handling and storage; (chpt5 1,2,3)	
	6) Strengthen the institutional coordination for improved service delivery. (chpt5 1,2)	

Strategic Offer	NDP III Programme Objective	Key Interventions
3. Climate resilient low carbon development	5) Promote inclusive climate resilient and low emissions development at all levels; (1a-c) (3a-e) (4,5,6)	A. NDC implementation & long-term strategy for carbon neutrality
	1) Ensure availability of adequate and reliable quality freshwater resources for all uses. (2a-d)	B. Enable vulnerable communities to adapt to climate change
4. Access to affordable, clean, reliable, and sustainable energy	1) Increase access and utilization of electricity; (chpt13 8-9)	A. Energy access – off-grid, solar
	3) Increase adoption and use of clean energy; (1-5)	B. Energy efficiency, renewable energy integration
	4) Promote utilization of energy efficient practices and technologies (13,4)	
5. Disaster risk resilience	6) Reduce human and economic loss from natural hazards and disasters; (chpt9 1-6)	A. Readiness, response, recovery and resilience
	2) Increase forest, tree and wetland coverage, restore bare hills and protect mountainous areas and rangelands. (chpt9 – 1j)	B. Risk governance (NECOC) – policies, legal & regulatory framework
	5) To enhance Quality Health, Safety, Security and Environment (QHSSE); (,2,3,4,5,6 – for DRR)	

The NCER programme is tailored to directly contribute to key development outcomes under the United Nations Sustainable Development Cooperation Framework (UNSDCF) Outcomes 1, 2.1, 2.2, and 3.2 to which UNDP Country Programme Document is directly contributing to the realization. These outcomes include the followings:

1) **UNSDCF Outcome 2.1:** By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment, and equal rights to resources.
2) **UNSDCF Outcome 2.2**: By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people – especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks.
3) **UNSDCF Outcome 3.2.** By 2025 gender equality and human rights of all people in Uganda are promoted, protected, and fulfilled in a culturally responsive environment.

B. **Intermediate Results**

The NCER programme is contributing to the overall development results of the CPD. The corresponding CPD Outputs include the followings:

CPD Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems (IRRF 1.4.1/2.5.1/3.4.1)

CPD Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks (IRRF 1.3.1/2.1.1/3.3.1/2.3.1).

CPD Output 2.2.3. Increased and equitable access to and use of modern, renewable and affordable energy sources and services (IRRF 1.5.1/2.1.1/2.5.1)

CPD Output 3:2.2. Strengthened capacities of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender-responsive, accountable, and sustainable manner (IRRF 1.1.2/1.2.1/1.3.1/1.6.1/2.6.1).

C. **Programme Outcome**

The expected outcome from the implementation of the CPD is that "**By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks***".*

The programme will work towards the vision of a capable and resourceful national, local and community systems that can provide effective restoration, protection and sustainably management of natural resources and ecosystems for increased ecosystem good and services provision and improved landscape productivity; increase equitable access and use of clean, renewable, and affordable energy; support climate change adaptation and mitigation, and disaster risk reduction across sectors. The programme will reflect UNDP's core competences and strengths, building on its work in the area of Nature based Solutions, climate change, inclusive green growth, and Disaster Risk Reduction, and its strong partnership with the Government of Uganda, civil society, academia and private sector. The effective implementation of the programme, together with ensuring sustainability and lessons learnt, will in the longer term, translate into the realisation of health ecosystems and productive landscapes, inclusive and gender responsive access to clean and affordable energy, reduced vulnerability to climate change and disaster risk, and all these will foster economic growth, green and resilient development, and transformed livelihoods.

Programme interventions key outputs and activities

The outputs and their corresponding activities are designed and sequenced as interlinked, and mutually reinforcing components to deliver the overarching outcome of the programme and described below.

OUTPUT 1: Forests, wetlands, and critical ecosystems are restored and conserved for nature-based solutions.

Managing natural resources as assets for development, is expected to put a higher premium on the goods and services they provide for economic growth and the livelihood of households. This

makes the business case for this output for enhanced stewardship of natural resources, restoring degraded landscapes, and safeguarding the services they deliver. The output will be achieved through the implementation of three specific, and one crosscutting interventions. The selection of these interventions is guided by their strategic contributions to the output, capitalising on previously implemented projects, and their abilities in generating other opportunities. The key interventions include;

1.1 Enhance land and ecosystem restoration, biodiversity conservation, biodiversity financing, and land management. There are ongoing projects under the last CPD such as the restoration of wetlands and their ass restoration projects, that are conducting similar activities already, the Kidepo project on biodiversity conservation, the Land Management project in Mbale for instance. All these projects are working directly with key sectors, local governments, and communities. The new programme will build on these constituencies to expand, upscale, and conduct new interventions in different locations for restoration and rehabilitation of deforested and degraded landscapes, wetlands, riverbanks, and lakeshores. There is the scope to explore internationally designated naturally protected areas (e.g., UNESCO Man and Biosphere), and able to support national natural capital accounting.

1.2 Enhance nature base solutions in development (e.g., green infrastructure, cities, eco-tourism), and promoting circular economy (e.g., waste management in urban municipalities) will constitute cost-efficient ways of responding to major development challenges such as climate response, disaster risk management, restoring natural infrastructures (such as wetlands) for flood water buffers, enhancing agricultural production (through climate smart agriculture) etc. The capacities of state and non-state actors (CSOs, private sector, religious and cultural institutions) will be strengthened to integrate and implement NbS for sustainable natural resource management and supporting household livelihoods especially in rural areas. The activity allows for creating jobs especially for the youths in the tourism sector, and for the capitalisation on emerging opportunities for economic growth, for example, expanding tourism potentials of protected areas, national parks, participation in debt swap schemes for nature conservation, tree planting in cities to reduce urban heat troughs etc.

1.3 Strengthen climate Smart Agriculture (CSA), and nature-positive contributions in building resilient food systems, and value chains. The need to boost nature-positive contribution to food production systems is highly crucial. This has emerged as a key track under the global food systems summit, that is globally led by UNDP. This has heightened the importance and contribution of nature in the stabilization of food production systems, especially soil fertility. For example, the pollination services of honeybees, conserving germplasms of plant species cultivated by local communities, and providing opportunities for the diversification of livelihood options, such as in honey and beeswax production. Similarly, there are important natural resource value chains, and non-timber forest products such as beekeeping, handicraft, shear butter production etc. of great economic values especially for indigenous and minority groups, and women.

1.4 Strengthen capacity for natural resource governance is a crosscutting activity. This is mainly to strengthen the capacities of institutions, national, local, and community actors in environmental management, and information sharing for sustainable natural resource management in a gender responsive way, and inclusive community participation. This activity allows for intra-institutional collaboration with the governance team, and with the innovation and digitalisation team in the application of digital technologies.

OUTPUT 2. Climate resilience is enhanced, and low carbon development strategies adopted.

As party to the United Nations Framework Convention on Climate Change (UNFCCC), Uganda is fully engaged in the global process of climate change response. This includes revising its nationally determined contribution (NDC) in achieving a realistic target and developing a term strategy for the transition to low carbon development. This requires putting in place system for transparency, and accountability through the development of a monitoring, reporting and verification (MRV) tool. It is important to note that while Uganda has set ambitious targets in their NDC, the achievement of these ambitions will require commensurate actions at the speed and scale demanded by the Paris Agreement. This is more than just setting better targets or raising

funds for implementation. It will require working together in new ways of bringing in new actors on board to combine efforts in the most effective ways. Building on continuous supporting that UNDP has been providing to the government, especially most recently, with the revision of the NDC through the NDC support program and the Climate Promise initiative, there are some interventions listed below that are designed to further strengthen national response to climate change in Uganda. The interventions include:

2.1 Support the implementation of the NDC, and the long-term strategy (LTS) for low carbon transition. The implementation of this activity will require supporting the government with the development of NDC implementation plan, and also identifying critical interventions in key sectors, and locations (such as cities) for a low-carbon transition pathway. This will embody actions to reduce greenhouse gas emissions by reducing the use of fossil fuel, enhancing conservation and land restoration, and making the switch to renewable and clean energy sources. The role of Gas as a bridging fuel in making the transition to renewable energy will be explored. The implementation of the activity is expected to provide social, economic, and environmental benefits in adaptation through the prudent management of forests and wetlands in Uganda, will ultimately have co-benefits for mitigation. All these demonstrate roles and contributions of other offers in achieving national climate change ambitions. The implementation of the activity is building on the support that UNDP has been providing to the government of Uganda, especially most recently with the support for the review, and increasing ambition of the NDC, the development of MRV for transparency and accountability, and a long-term strategy, under the Climate Promise Initiative and NDC Support Program.

2.2. Reduce vulnerability, and building resilience of production systems, critical ecosystems, and communities especially in rural areas, and targeted populations (e.g., refugee settlements, slum dwellers, indigenous communities, gender, and people with disabilities etc.) to adapt to climate change. This will require undertaking target interventions to reduce the vulnerability of natural and human systems, production sectors, health sector, infrastructure etc., and to promote the implementation of specific adaptation measures.

2.3. Integrate green transition, decarbonization, and circular economy into national development policies, strategies, and planning. This activity will allow the promotion of green infrastructure, the greening of public procurement processes and supply chains, greening trade and value chains, and in supporting the government in its partnership with the EU under the EU New Green Deal in fostering trade, accessing technologies, and capacity support for Uganda's green transition. It will also entail engaging with regional initiatives under the African Union such as the Green Recovery Action Plan, African Green Stimulus Programme, and the Africa Adaptation Initiative (AAI).

OUTPUT 3: Increased and equitable access to, and use of clean, renewable, and affordable energy.

Addressing the acute energy gap in the country is crucial for economic development, and wellbeing of the population. There are some interventions proposed below in addressing these needs.

3.1. Expand energy access for social services especially for underserved communities and institutions (health, education, detention centers etc.) through renewable energy solutions targeting key social sectors particularly in support of COVID-19 response and recovery (will be crucial in building forward better and expanding the social services of energy. This is designed to expand energy access to households, communities and social institutions including health centres, schools, hospitals, prisons, refugees and host communities and other public institutions to affordable and modern renewable energy technologies. This will be building on UNDP experience on the solarisation of health centres, and water pumps, in support of national COVID-19 response, especially in rural areas. Using regulations, managing tariffs, instituting social tariffs etc. will be explored in expanding access. Private sector players have adopted innovative business models to provide renewable energy and energy efficient based solutions.

3.2. Facilitate the uptake of energy efficiency technology, and the productive use of energy by public and private institutions, Small and Medium Enterprises, particularly women and youth productive systems. This is to ensure that Small and Medium Enterprises (SMEs), farmers and cooperatives adopt practices of productive use of energy practices to boost agricultural production, and commercial interventions for value addition, job creation and income generation.

3.3. Shaping the use of oil and gas in Uganda's development through undertaking studies to develop knowledge products to inform the pattern of harnessing oil and gas in ways that reduce social and environmental trade-offs and promote equity and social inclusion. This will draw on lessons from other parts of Africa, such as Nigeria, Mozambique etc. Targeted studies will be conducted on the followings: a) The implications of oil and gas on the national climate change ambition and long-term strategy for low carbon development; b) Measures for upholding environmental standards and safeguarding biodiversity, critical ecosystems, and nature based solutions especially for local communities who depend on these ecosystems in the region along the oil pipeline; c) the role of gas in Uganda's energy goal, and the national energy mix, and in the national green transition pathway; d) expanding socioeconomic and benefits opportunities for youth and women, including in oil and gas business; and e) developing beneficiation schemes for the local communities, and incentives and stimulus for the rural economies of those localities. Increasing the use of LPG especially for cooking, off-grid locations, underserved communities (biogas, solar, wind etc.) will be crucial. Energy efficiency measures and practices must be adopted and implemented at the households, social institutions, and commercial sectors because this will have significant macroeconomic benefits.

3.4. Clean Cooking: The use of inefficient cooking devices combined with unsuitable cooking spaces is responsible for 8.2 percent of infant deaths in Uganda. This is due to exposure to indoor air pollution (IAP) resulting from use of unclean fuels, predominantly charcoal and fuelwood, and inefficient cooking technologies. Clean cooking fuels and technologies include improved cookstoves, LPG, ethanol, solar, biogas, and electricity. There is less than 5% uptake of clean cooking technologies and fuels in Uganda (ESMAP 2019). UNDP will support government's effort in promoting the uptake and sustainable use of clean cooking technologies.

3.5. Digitalization in the energy sector: In February 2022, UNDP launched a new Digital Strategic Plan 2022-2025.The strategy lays out UNDP long-term vision to 'help create a world in which digital is an empowering force for people and planet'. The plan further envisions bold goals, making a difference to millions of lives, including through tackling multidimensional poverty and energy access. Digitalization offers enormous opportunities to transform Uganda's energy sector. It offers opportunities for high penetration of variable distributed generation and flexible demand-side resources in a more efficient, automated way, all with lower transaction costs. In line with the new Digital Strategic Plan and global developments, UNDP Uganda will pursue efforts to scale up application of digital technologies in the energy sector particularly in tracking distributed renewable energy and facilitation of remote payments for energy use thereby reducing transaction costs of energy access.

3.6. Influence energy policies on transmission, distribution, and energy pricing

OUTPUT 4: Strengthened capacity for disaster risks resilience.

Under this output, there are interventions described below, that are tailored to enhance national readiness and provide public warning for communities to be able to respond to disaster risk and build resilience.

4.1. Enhance climate diagnostics and public warning systems. There is an urgent need to strength all aspects in relation to warnings for all forms of risks and disasters. This requires well-coordinated and facilitated interdisciplinary, intersectoral, and interdepartmental services. Delivering the growing need for effective warning and alert

systems through cutting-edge research, policy guidance, and applications requires collaborative expertise. Capacities will need to be developed to transform research and climate information into warnings and alert solutions, and improving social protection mechanisms addressing residual risks, and promoting long-term adaptation and building resilience. All these must be gender responsive and inclusive and effectively applied at the national and local levels. This activity also provides the opportunity to respond to risks posed by the outbreaks of diseases such as COVID-19, by providing analytical and programming support during and post-COVID-19 recovery and resilience-building.

4.2. Strengthen risk governance through institutional capacity development of NECOC, DECOC & RECOC. There is unanimous agreement that recovery efforts must support both human wellbeing and environmental sustainability, in a manner that is inclusive and prioritises those most vulnerable. Unfortunately, translating this ambition into concrete policies and governance mechanism remains an ongoing challenge that must be addressed in order to be better prepared for future large-scale risks from climate change and novel health emergencies. The NCER offer will thus, focus on strengthening institutional capacities for improved disaster risk governance, preparedness, and response (plans, facilities, financing etc). Trainings in DRR will be enhanced for DRR professionals and mainstreaming of DRR in higher education curriculum. The operationalisation of DECOC will be undertaken for better coordination with NECOC.

4.3. Build resilience of communities to disaster risk. The capacity of communities especially at the local and district levels, to respond to disaster risk, and to build resilience will be enhanced. Using the Parish Model of development, programmes will be tailored in enhancing community resilience, and establishing functional social groups in facilitating learning, dissemination, and utilisation of early warning information in a coordinated way.

5. **Climate for Development Facility (C4D)**

The emphasis is on supporting innovative and inclusive financing mechanisms such as financial aggregation. This builds on UNDP's integrator's role, in designing the C4D to provide integrated services to support the financing of climate change, biodiversity conservation, implementation of the SDGs, mobilisation of innovative financing, creating the enabling environment for private sector participation, leveraging private sector investments, and blended financing etc. to achieve the level of investment that is required. Some of the interventions that will be implemented for the realisation of the facility include the followings:

5.1. Enhancing the capacities of national and local government institutions to mobilise financial resources for climate actions, and livelihood diversification (e.g., climate finance, loan or micro-finance (MF) policies and products for rural famers, marketing outlets in rural areas to disseminate/deliver MF products etc).

5.2. Developing innovative financing mechanisms that serve the public and private sectors, to enhance implementation of adaptation and mitigation actions across different sectors. This will include working with key partners such as AfDB, Uganda Development Bank etc. in establishing Green Bank to expand private sector lending, and also strengthening the grant component.

5.3. Consolidating the currently existing facilities under nature, climate change, energy, and resilience, that are meant to increase finances and investments for the implementation of climate change solutions, achieve sustainable the SDGs, build resilience, enhance access to energy, biodiversity conservation etc. and the transition to low carbon development.

Resources Required to Achieve the Expected Results

The programme will require over **USD 60 Million**, over a period of five years of implementation. A catalytic financial resource as upfront investment will be required annually from UNDP, for the mobilisation of resources from both private and public sources. These will include from multilateral, and bilateral sources, foundations, regional institutions, development partners, and government co-financing. An innovative resource mobilisation will be explored in the programme targeting development assistance (DA) that is provided as bilateral support to government by development partners, (e.g., for building resilience, climate proofing etc.) in climate-proofing these development

assistances. Leveraging private sector finances as grants or investments, especially in the energy and agriculture sectors, will be major sources of resource mobilisation and enforcing Public, Private, Partnership (PPP). For example, partnership with Stanbic Bank, Centenary Bank, Uganda Development Bank, Kampala Capital City Authority, and many others. Joint programming with other UN Agencies, CSOs, development partners etc. will serve as vehicles for mobilising these resources critically required for the implementation of programme interventions. There are other non-financial resources that will be required for the implementation of the programme. These will include technical capacities and skillsets, technology, digital applications, tools, and information and knowledge products. Some of the critical human resources required for implementation will be mobilised through partnership with youth groups, academic and research institutions. The Country office will leverage some of these resources internally from UNDP Regional Bureaux, Headquarters, partnership with other institutions and centres of excellence.

Partnerships

The programme will promote partnerships and collaborations while leveraging on the comparative advantage that some partners and organisations may have for mobilising resources and delivering programme interventions on NbS, climate change, energy and DRR, such as MDAs, selected private sector entities and civil society organisations, and the academia. UNDP will also strengthen existing partnerships especially under the UNSDCF with other UN Agencies that are engaged in related interventions (e.g., FAO, World Bank, UN Environment, IFAD etc) to tap into their expertise and comparative advantage. Apart from the UN Agencies, UNDP will also strengthen partnerships with Development Partners, and key stakeholders already active in natural resource management, climate change, energy and DRR fields e.g., EU, SIDA, AfDB, GIZ, FCDO, USAID, Danida, Irish Aid, AFD, IGAD, African Union, East African Community etc; as well as non-traditional donors such as China, India, South Africa etc. Mindful of the importance of access to critical data sources for knowledge-informed decision making, partnership will be developed with the Uganda Bureau of Statistics (UBOS), Uganda National Meteorological Authority (UNMA), Uganda Bureau of Standards (UBS), Nile Basin Authority (NBI), National Environment Management Authority (NEMA) and many others. Fostering partnership with the private sector will be undertaken to many areas of our work. For example, for solarisation, improving value chain efficiency, the provision of energy services etc.

UNDP will support the selected implementation partners and responsible parties to establish formal partnerships and platforms as a strategy to leverage on scarce technical, financial, and operational resources. Partnerships will also be promoted with financial institutions (banks, Micro-finance institutions, insurance companies, SACCOs etc), academic and research institutions, professional bodies, religious and cultural institutions, and entrepreneurs active in natural resource management and climate smart interventions, technologies, and solutions. Implementation and cost sharing agreements will be signed with partners. Knowledge exchange and lessons learning from organisation and countries that have gained experience in implementation of similar initiatives will be promoted.

Category of Partner	**Roles of the Partner**
Government institutions	Co-programming, NIM, Consultation, Creating enabling environment, co-financing, programme sustainability
Research Institutions, university	Implementation, development of knowledge products, consultation, innovation etc.
Development partners	Financing, co-development, consultation, dissemination, implementation, advocacy
Multilateral, bilateral, and local financing agencies	Financing, technical support, co-programming
NGOs, CSOs, Youth Associations etc.	Advocacy, dissemination, co-financing, implementation
Communities	Ownership, implementation, programme sustainability
Regional Institutions	Finance, policies, implementation
UN Agencies	Implementation, joint programming, consultation
Private sector	Financing, investments, innovation, implementation

Risks and Assumptions

The programme risks identified include: COVID-19 pandemic impacts that could divert or delay implementation, low political buy-in and ownership, inadequate counter-part funding or co-financing, interventions developed fail to deliver programme objectives, political instability/insecurity, political interference, interventions do not consider gender and inclusiveness.

#	Risk Description	Risk Type	Likelihood	Impact	Mitigation measure
1	Human-induced risks – conflicts over natural resource management, farmers-grazers, water etc.	Delivery	Likely	High	- Dialogue with stakeholders at national, international levels - Participatory approaches - Policy and regulatory frameworks enhancement - Intergovernmental processes
2	Natural disasters (flood, landslides, droughts, bushfire) pests and disease outbreaks (locust, COVID-19 pandemic) etc.	Delivery	Likely	High	- Follow Standard Operation Practices - Diversification of interventions and resources - Employ digital services - Strengthen early warning systems
3	Low political commitment and community buy-in in the programme, or changes in government priorities that side-line the programme.	Political	Possible	Moderate	- Regular engagement with all partners and stakeholders, demonstrating UNDP's value in enabling more efficient delivery in programme interventions. Fostering dialogue and regularly exchange with, and actively listen to, key political and opinion leaders at national and local level to build and sustain support.
4	Inadequate counterpart funding or co-financing to deliver programme interventions	Operational	Possible	Moderate	Improve resource mobilisation and strengthen partnerships with government, donors, international agencies and the private sector
5	Political instability and insecurity in the country, or parts of the country where the programme interventions are being implemented that may delay or frustrate implementation	Political	Possible	Moderate	Work closely with GoU, security agencies, key stakeholders and media to get timely security information, creating awareness and where necessary seek for alternatives (e.g., re-touting) and
6	Political interference e.g., continued de-gazettement of forests, encroachment on wetlands and protected areas etc.	Political	Possible	High	Continuous and effective engagement with political actors, key beneficiaries and communities, civil society in order to increase awareness and demonstrate the importance of ecosystem protection benefits
7	Poor governance, including corruption and lack of transparency	Political	Possible	Low	Continuous engagement with government (central and local), key stakeholders and beneficiaries and building synergies with the transformational and inclusive governance thematic area to implement interventions that address governance, corruption, and transparency issues. Programme will put in place good systems and have a robust M&E framework.

8	Operational risks (political economy). Programme perceived not to be inclusive, consider the needs of communities (women, youth, refugees and other marginalized /vulnerable groups).	Operational	Possible	Low	Ensure gender equity, inclusiveness, and buy-in using consultative and participatory approaches from design to implementation. Ensure gender equity and inclusion indicators are incorporated into the theory of change and log frame for active monitoring and reporting on a continuous basis.
9	Economic risk (recession, inflation, recession, debts) affecting share of co-financing, development assistance etc., currency fluctuation and exchange rates etc.	Financial	Possible	Low	- Continuously monitor economic situation, prices and ensure cost-effectiveness in use of programme funds. - Programme realignment

Stakeholder Engagement

Stakeholder engagement will be a continuous process throughout the programme implementation period and guided by common strategic interests. The primary stakeholders for this programme will be state and non-state actors whose capabilities will be enhanced to develop and implement policies, programmes, and interventions responsive to NbS, climate change adaptation and mitigation, DRR and affordable clean energy. This will enable national and sub-national institutions and communities to facilitate ecosystem health and resilience, climate and disaster resilience, access to affordable clean energy services and inclusive green and decarbonised growth in communities.

The selection or identification of stakeholders will be on a case-by-case bases and shaped by the nature of the intervention. In support of the NDP III, the primary stakeholders enlisted in the NDP III under the same category of intervention, will also be engaged. Furthermore, stakeholder mapping and analyses will be conducted in the initial stages of some of the programmes to select key stakeholders for the different interventions. The stakeholder analysis will be based on institutional mandates and their comparative advantage, and relevance and previous work and their potential contribution to climate change, DRR, NbS and sustainable energy. In some other cases, a value chain approach will be used in constituting a multi-stakeholder platform that will be engaged in the programme. This will serve as a collaborative framework for sharing information, sequencing interventions on the chain, and for optimising benefits and returns for the common interests of the stakeholders. There will be other rationale for stakeholder engagement, such as demographic constituencies such as the youths; locational factors such as rural and urban areas. Other issues of equality, justice, and inclusion would be key guiding principles for stakeholder engagement. Throughout the implementation of the programme stakeholder participation will remain high. Intervention workplans will developed and agreed upon by all parties and progress on programme implementation will be shared on a regular basis through review meetings.

The engagement of stakeholders is discussed under different categories of programme activities.

A. Implementation: There are different modalities for programme implementation that include direct implementation modalities (DIM), and national implementation modalities (NIM). This is very common under the vertical funds. Thus, the key stakeholders to engage under both modalities include government (state actors) institutions. This is critical for co-programming, as NIM, consultations, creating the enabling environment, and also providing co-financing. Community engagement is also critical for implementation, sustainability, and generating the buy-in and ownership of the programme. Other UN agencies and development partners will be engaged especially under the United Nations Country Team (UNCSDF). The engagement of other non-state actors such as CSOs, NGOs (e.g., ECOTRUST, IUCN, WWF, GIZ, Catholic Relief Services, BRAC etc.), private sector actors will be done for implementation. There are research institutions and Universities that are currently engaged in the programme (e.g., Uganda Virus Research Institute, Makerere University etc.). Some of these partners are already engaged and serving as IPs in ongoing programmes.

B. Resource Mobilisation: There are strategic partners that will be engaged for resource mobilisation. For example, we have engaged the African Development Bank, in talks with the World Bank etc. as Multilateral Development Banks, and also Uganda Development Bank, Stanbic Bank, Centenary Bank etc. as part of the national financial institutions. There are opportunities to engage the Islamic Development Bank and European Development Bank. The Green Climate Fund (GCF), Global Environment Facility (GCF), and the Adaptation Fund remain key partners for resource mobilisation. There are also the engagements of development partners (SIDA, BMGF, ADA, JICA, TICA etc.) and bilateral agencies (EU, AU, NEPAD, COMESA, UNECA, EAC etc.) and regional and sub-regional initiatives (Nile Basin, Lake Victoria etc.) especially in transboundary programmes.

C. Advocacy & Dissemination: The programme will engage with different stakeholders and platforms for advocacy and dissemination especially in lobbying and urging for policy reforms, and changes in public perception. This will include CSOs, NGOs, development partners, other UN agencies, AU etc. The engage of youth champions especially on climate actions will be critical.

D. Knowledge generation: The conduction of research, data collection, innovation and development of knowledge products remain integral in programme implementation. The programme will continue to work with research institutions, universities, knowledge platforms, and multi-stakeholders, platforms. The continuous engagement of interns, fellows, UNVs and young professionals will be critical. Capitalising on internal programmes and resources, such as the Accelerator Lab, Youth4Business Facility etc. will be leveraged in expanding innovation and strengthening the knowledge base of the programme.

E. Beneficiaries: The direct and indirect beneficiaries of the programme will be identified using different methodological approaches based on the context and programme goals, especially as highlighted in the theory of change. Throughout the implementation of the programme, the engagement of the beneficiaries will remain high. The primary target groups will be the poor, rural communities, women, youth, and refugee hosting communities that heavily depend on natural resources (agriculture and energy) and are most adversely affected by climate charge and disaster risk. In addition, the biggest demographic segment of the population the youth who will be the key beneficiaries from the opportunities created by the programme e.g., green investments and decent jobs and enhanced.

South-South and Triangular Cooperation (SSC/TrC)

The programme will foster south-south collaborations involving governments, regional organisations (e.g., IGAD, EAC, AU etc), civil society, academia, and private sector. This will be achieved through learning and knowledge exchange, from organisation and countries that have gained experience in implementation of similar initiatives will be promoted. South-south exchanges and learning visits will also be promoted. Besides South-South cooperation, cross border collaboration between countries, especially in transboundary systems, will be enhanced.

Knowledge

The programme will produce knowledge products that will be shared widely e.g., technical reports, evaluation reports, publications, policy briefs, databases, and media briefs (documentaries, video-clips, news articles and press releases. To this end the programme will engage a Communication and Knowledge Management/Learning expert who will lead the development and implementation of a Learning and knowledge Management/communication strategy and mechanisms during the initial stages of programme implementation, and with participation of key partners. The knowledge and learning mechanisms developed will help partners and key stakeholders to generate and share information and knowledge productions and enhance shared learning.

Joint meetings (physical and online) will be organised regularly between partners and stakeholders and learning visits (south-south, and triangular visits). Most of the products shall be posted on UNDP website and partners' websites and knowledge sharing platforms. Social media will also be used to communicate and disseminate the knowledge products and other news. Visibility will be

increased through participation in high level events locally, nationally, and internationally, as well as the involvement of high-ranking partners, personalities and champions in implementation and dissemination of programme interventions. People centred communications will also be encouraged including public hearings, debates, and deliberations; stakeholder consultations, participatory radio and TV programmes, social media, community-based theatre and storytelling, online/web forums etc that promote best practices related to natural resource management and climate change. Particular attention will be put on amplifying the voices of the people, particularly the poor, women, youth, refugees, and other marginalised groups.

Sustainability and Scaling Up

The programme implementation will ensure socio-political, institutional, financial, and environmental sustainability. The partnership created and strengthened between UNDP, GoU (MDAs), Local Governments, UN Agencies, civil society and private sector will enable project ownership and political support that is likely to continue beyond the programmes life span. With the partner MDAs and District Local Governments, the programme interventions implemented will become government owned and eventually became part of the governments national and local development priorities, which will in turn generate commitment to up-scale and replicate them in the medium to long-term. The participation of National Planning Authority (NPA) and Ministry of Finance, Planning and Economic Development (MoFPED) on the programme could act as an assurance of political/financial support for and sustainability of activities of the project.

Moreover, the NCER programme interventions are aligned and relevant to the Uganda Vision 2040 and NDP III for the period 2020/21 to 2024/25, as well as the national environment, climate change and DRR policies and legal frameworks, implying that there is already a policy framework at national level to sustain the programmes' achievements and lessons learned beyond the expiry period. Therefore, the programme is highly likely to remain relevant to Uganda's current and future development agenda.

A participatory approach has been deployed in the development of the programme and the approach will continue with programme interventions design and implementation. This ensures the programme and interventions are needs driven and implemented by MDAs, districts and communities which ensures a high level of sustainability and absorption of capacity in the medium and long-term.

Capacity will be enhanced to ensure financial sustainability, include mainstreaming of environment and climate change in national and local budgets, supporting a innovative and/or standalone climate financing mechanism and enhanced access financing from the GCF and other bodies and donors. Once increased funding is accessed it could be used to continue and scale-up programme activities. Above all, financial sustainability is likely to be achieved through continued political will and support at the highest level of government and inclusiveness of all major stakeholders, especially the districts, community groups, private sector and the strengthened benefit sharing schemes.

By restoring degraded natural resources and ecosystems, building climate and disaster risk resilience, and promoting renewable energy access, environmental sustainability will be safeguarded. The programme is designed with a strong capacity building focus which will foster institutional sustainability. In addition, the broad stakeholder participation and consultation will ensure that activities and interventions can be continued beyond the period of programme support. Several partnership agreements and MoUs will be signed and implemented and that can be built upon to enhance the sustainability of the programme achievements.

The partnerships built and incentives enabled by the programme will put in place a critical mass that will elevate NbS and climate change adaptation and mitigation to higher levels that could trigger their implementation in other areas outside the programme pilot sites, based on the lessons learned from the achieved successes.

III. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

The cost efficiency and effectiveness of the programme is drawing from the lessons learned from implementation of several projects and programmes, and the experiences of good practices gathered under the previous CPD 2016-2020. These lessons include projects and programme audits, and monitoring and evaluation reports and the recommendations. The lessons also include a focus on more integrated programmes such as the Wetland restoration project that has attracted additional funds, and expanded scope of implementation e.g., GBV; emphasising on crosscutting programmes that builds on synergies e.g., using the NDC in catalyzing the implementation of other programmes; supporting the acceleration of the implementation of the SDG (SDGs 1, 2, 5, 7, 13, 15), and diversifying sources of resource mobilization for vertical sources (GCF, GEF).

By streamlining programme formulation and ensuring strategic alignment with the NDPIII and the SDGs, underscore the cost efficiency and effectiveness of the programme. Furthermore, the mode of programme implementation leveraging on partnerships, building synergies, aggregation, and using value chain approaches including multi stakeholder platforms, are designed to enhance cost efficiency and effectiveness.

Some of the intrinsic measures to secure cost efficiency and effectiveness include the following:

Using the programme theory of change that provided an integrative analysis of interrelationships, situation analysis, the expected outcomes for the beneficiaries, identification of the potential challenges and opportunities, and the various pathways for implementation, prior to selecting the best option to achieve the maximum result.

The programme is designed to use a portfolio approach that aggregates, and integrates several components, and aspects, into the same implementation framework, and allow for a deep dive into their inter-relationships.

Finally, building on joint programming through co-development, joint implementation, operations, field missions, monitoring and evaluation etc. will allow for the capitalisation on partners and leveraging on their resources and ongoing activities cost efficiently and effectively. Furthermore, working internally with UNDP Regional Bureau for Africa, Regional Service Center in Addis Ababa, and the HQ, will also be critical in this regard.

Project Management

The overall management of the NCER programme will be under UNDP using direct implementation modality (DIM), whereby UNDP is directly responsible for execution. Based on this modality, there will be programme management unit (PMU). The programme will also work at the national level especially with key sectors of the NDP III. There is also a transboundary focus of programme operationalisation, as shared resources that need different form of natural resource governance. For instance, water – The Great Lakes and Nile Basin, forest, wildlife, biodiversity such as the Rift valley. Continental level programmes will also be of important focus for operationalisation. For instance, there are important sub-regional and regional initiatives such as the African Power Pool, Africa Promise etc.

As part of improving programme execution and cost efficiency, the programme will undertake regular audits (annually) as required by UNDP operational procedures, as well as monitoring and evaluation to improve learning and compliance of programme performance and delivery.

IV. RESULTS FRAMEWORK[29]

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:**

Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)

Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)

Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

1. Proportion of terrestrial, inland water and wetlands conserved for biodiversity and ecosystem services (disaggregated by forest cover and wetlands cover)
Baseline: Forest cover, 9.5%; Wetlands cover,10.9% (2019)
Target Forest cover, 18%; Wetlands cover, 12%
Source: Annual sector review reports

2. Economic loss from natural hazards as a proportion of GDP
Baseline 7.5% (2019)
Target 5%
Source:

3. Proportion of population with access to electricity and modern cooking energy disaggregated by sex and rural/urban
Baseline Access to electricity, 21%; Clean energy used for cooking, 15% (2019)
Target Access to electricity, 30%; Clean energy used for cooking, 24%

4. Annual emissions of carbon dioxide equivalent (per million metric tons)
Baseline 3,230.7 (2015); **Target** 2,994

Applicable Output(s) from the UNDP Strategic Plan:

CPD Output 2.2.1. Strengthened capacity of public and private institutions and communities to sustainably manage natural resources and protect vital ecosystems (IRRF 1.4.1/2.5.1/3.4.1)
CPD Output 2:2.2. Enhanced capacities of institutions and communities at national and subnational levels to mitigate and adapt to climate change and disaster risks (IRRF 1.3.1/2.1.1/3.3.1/2.3.1).
CPD Output 2.2.3. Increased and equitable access to and use of modern, renewable and affordable energy sources and services (IRRF 1.5.1/2.1.1/2.5.1)
CPD Output 3:2.2. Strengthened capacities of government and non-government institutions to effectively plan, monitor and deliver public and private financing to social sectors in an equitable, gender-responsive, accountable, and sustainable manner (IRRF 1.1.2/1.2.1/1.3.1/1.6.1/2.6.1).

Project title and Atlas Project Number:

[29] UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:**

Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)

Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)

Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)

EXPECTED OUTPUTS	OUTPUT INDICATORS[30]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
OUTPUT 1: Forests, wetlands, and critical ecosystems are restored and conserved using nature-based solutions.	1.1 Natural resources that are managed under a sustainable use, conservation, access and benefit-sharing regime (SP 1.4.1): Baseline: 2019 (a) Area of land under protection: 3,916,486 Ha (b) Area of existing protected area under improved management: 3,916,486 Ha (c) Area under sustainable forest management (Ha)-0 (d) Area of land under sustainable land management regime (Ha)-0 Target: (a) Area of land under protection (Ha) (b) Area of existing protected area under improved management (20,000 Ha) (c) Area under sustainable forest management (4,000 Ha) d) Area of land under sustainable land management regime (14,000 Ha)	*Sector performance reports- National Forestry Authority*	(a) Area of land under protection: 3,916,486 Ha (b) Area of existing protected area under improved management: 3,916,486 Ha (c) Area under sustainable forest management (Ha)-0 (d) Area of land under sustainable land management regime (Ha)0	2019	*(a) Area of land under protection (3,916,486 Ha)* *(b) Area of existing protected area under improved management (4,000 Ha) (c) Area under sustainable forest management (800 Ha) d) Area of land under*	(a) Area of land under protection (3,916,486 Ha) (b) Area of existing protected area under improved management (4,000 Ha) (c) Area under sustainable forest management (800 Ha) d) Area of land under	(a) Area of land under protection (3,916,486 Ha) (b) Area of existing protected area under improved management (4,000 Ha) (c) Area under sustainable forest management (800 Ha) d) Area of land under	(a) Area of land under protection (3,916,486 Ha) (b) Area of existing protected area under improved management (4,000 Ha) (c) Area under sustainable forest management (800 Ha) d) Area of land under	*(a) Area of land under protection (3,916,486 Ha)* *(b) Area of existing protected area under improved management (4,000 Ha) (c) Area under sustainable forest management (4,000 Ha) d) Area of land under*	*(a) Area of land under protection (3,916,486 Ha)* *(b) Area of existing protected area under improved management (20,000 Ha) (c) Area under sustainable forest management (4,000 Ha) d) Area of land under*	*Review:* *- national documents* *- Programme documents*

[30] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:**

Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)

Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)

Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)

					sustainable land management regime (2,800 Ha)	sustainable land management regime (2,800 Ha)	sustainable land management regime (2,800 Ha)	sustainable land management regime (2,800 Ha)	*sustainable land management regime (2,800 Ha)*	*sustainable land management regime (14,000 Ha)*	
	1.2 # of local governments and communities with robust/functional natural resource governance structures	*Annual Government performance reports*			*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
	1.3 # of Platforms for knowledge/information sharing.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents* *- Conduct a Survey*
	1.4 # non-state actors (CSOs, private sector, religious and cultural institutions) whose capacity is strengthened for advocating and implementing NbS.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents* *- Conduct a Survey*
	1.5 # of communities with access to financing support for ecosystem restoration, protection and sustainable management of natural resources (e.g., PES/benefit sharing schemes, revolving fund schemes, cash for work, debt swap etc).				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
	1.6. Amount of financial resources mobilized and utilized for climate action (modified SP 2.5.1) Baseline: 0 (2020); Target: $30 million; Source: Frequency: Annual	Sector performance reports/ project progress report	0	2020	*USD600K*	USD600K	USD600K	USD600K	USD600K	*$30 million*	*Review:* *- national documents* *- Programme documents*
	1.6 # of designated protected areas for the conservation of biodiversity.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents*
	1.7 # Diagnostic (knowledge products) on NbS best practices and lessons learned to influence/inform policy and practice.	*Sector performance reports/ Project progress reports*	14	2020	*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents*

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:** **Outcome 2.1:** By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17) **Outcome 2.2.** By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17) **Outcome 3.2.** By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)										
OUTPUT 2. Climate resilience is enhanced, and low carbon development strategies adopted.	**2.1** # evidence-based assessments undertaken by sectors to inform climate change adaptation, mitigation, low-carbon transition, and inclusive green growth.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents* *- conduct an inventory*
	2.2. # of men and women who use climate information services, and products, Baseline: 0 (2020), Target: F-24.5 millions, M-23.8 million;	*Sector performance reports*	0	2020	*F-24.5 millions, M-23.8 millions*	*F-24.5 millions, M-23.8 millions*	*F-24.5 millions, M-23.8 millions*	*F-24.5 millions, M-23.8 millions*	*F-24.5 millions, M-23.8 millions*	*F-24.5 millions, M-23.8 millions*	*Review:* *- national documents* *- Programme documents*
	2.3 Extent to which an integrated climate information and disaster early warning system is functional (SDG 1.5.3, SP 3.3.1)	*Sector performance reports*	Partial	2019	*Partial*	*Fully*	*Fully*	*Fully*	*Fully*	*Fully*	*Review:* *- national documents* *- Programme documents*
	2.4 % sectors, institutions, and local governments translating international and national climate change policies into concrete adaptation and mitigation plans and actions.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
	2.5 # households applying sustainable and climate smart agricultural practices and value chains to improve crop and livestock productivity.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents* *- Conduct a survey*
	2.6 # cities supported to develop, finance, and implement climate change action plans.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
	2.7 # of documented climate change adaptation and mitigation best practices and lessons learned from the programme that influence/inform policy and practice				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- Programme documents*
OUTPUT 3: Increased and equitable access to, and use of clean, renewable, and affordable energy.	**3.1** # of households benefiting from clean, affordable, and sustainable energy access (SP 1.5.1): Baseline: 2020	*Sector performance reports/Project Progress reports*	*(a) Female-headed: 0* *(b) Rural areas: 0* *(c) Urban and peri-urban areas: 0*	*2020*	*(a) Female-headed: 6,000* *(b) Rural areas: 20,000* *(c) Urban and peri-*	*(a) Female-headed: 6,000* *(b) Rural areas: 20,000* *(c) Urban and peri-*	*(a) Female-headed: 6,000* *(b) Rural areas: 20,000* *(c) Urban and peri-*	*(a) Female-headed: 6,000* *(b) Rural areas: 20,000* *(c) Urban and peri-*	*(a) Female-headed: 6,000* *(b) Rural areas: 20,000* *(c) Urban and peri-*	*(a) Female-headed: 30,000* *(b) Rural areas: 100,000* *(c) Urban and peri-*	*Review:* *- national documents* *- Programme documents*

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:**

Outcome 2.1: By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17)

Outcome 2.2. By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17)

Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)

					urban areas: 10,000	*urban areas: 10,000*	*urban areas: 10,000*	*urban areas: 10,000*	*urban areas: 10,000*	*urban areas: 50,000*	
	3.2 Share of clean energy used for cooking (%) Baseline: 15 (2018); Target: 30,	*Sector performance reports/Project Progress reports*	*15*	*2018*	*18*	21	24	27	*30*	*30*	*Review:* *- national documents* *- Programme documents*
	3.3 # of new development partnerships with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women (SP 2.1.1)	*Sector performance reports/Project Progress reports*	*0*	*2020*	*4*	4	4	4	*4*	*20*	*Review:* *- national documents* *- Programme documents*
	3.4 # public and private institutions enabled to access and adopt innovate renewable energy solutions				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents* *- Conduct a survey*
	3.5 Number of innovative business models to adopt renewable energy and energy efficient based solutions for rural social infrastructures (schools and hospitals)				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents* *- Conduct a survey*
	3.6 # institutions, including SMEs, companies that have adopted energy efficiency measures and practices.				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
OUTPUT 4: Strengthened capacity for disaster risks resilience.	**4.1** Extent to which an integrated climate information and disaster early warning system is functional (SDG 1.5.3, SP 3.3.1)	Sector performance reports	*Partial*	*2019*	*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*
	4.2 % population (men and women) who access and use climate information and early warning products for DRR.	Sector performance reports	*0*	*2020*	*TBD*	TBD	TBD	TBD	*TBD*	F-24.5 millions, M-23.8 millions	*Review:* *- national documents* *- Programme documents* *- Conduct a survey*
	4.3 Proportion of local governments that adopt and implement local disaster risk reduction (DRR) strategies in line with the Sendai Framework for DRR (modified SP, IRRF1.3.1):	*Sector performance reports*	75%	2020	*77%*	*79%*	*81%*	*83%*	*85%*	*85%*	*Review:* *- national documents* *- Programme documents*
OUTPUT 5: The establishment of a	**5.1** Amount of financial resources mobilised and committed to sectors, institutions local governments and				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents*

Intended Outcome as stated in the UNDAF/UNSDCF **/Country Programme Results and Resource Framework:** **Outcome 2.1:** By 2025, people, especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources. (Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16 and 17) **Outcome 2.2.** By 2025, Uganda's natural resources and environment are sustainably managed, protected, and people –especially the vulnerable and marginalized – have the capacity to mitigate and adapt to climate change and disaster risks. (Related SDGs: 1, 3, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16 and 17) **Outcome 3.2.** By 2025 gender equality and human rights of all people in Uganda are promoted, protected and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17)										
facility that is crosscutting.	communities/farmers, and used to support climate action and livelihood diversification interventions										*- Conduct a survey*
	5.2 Amount of climate finance generated for the capitalisation of the facility				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents* *- Conduct a survey*
	5.3 Number of pipeline projects developed for climate financing				*TBD*	TBD	TBD	TBD	*TBD*		*Review:* *- national documents* *- Programme documents* *- Conduct a survey*

V. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	All partners involved with implementation	215,000
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	All partners involved with implementation	400,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	All partners involved with implementation	185,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	All partners involved with implementation	125,500
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	All partners involved with implementation	95,500
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary,	Annually, and at the end of the project (final report)	Preparation of reports for the Project Board consideration and approval. This will be used to give progress and highlight achievements	All partners involved with implementation	165,000

	an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	All partners involved with implementation	150,000

Evaluation Plan[31]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation of CPD 2021-2025	Ministry of Water and Environment (MWE), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda National Meteorological Authority (UNMA), Office of the Prime Minister (OPM), Ministry of Energy and Mineral Development (MEMD), Ministry of Local Government (MoLG), and NEMA	Output 1.1.1, 1.4.1, 1.5.1, 2.1.1, 2.3.1	Outcome 2.1, 2.2 and 3.2	August 2023	UNDP (Uganda CO, RSC, HQ) IP & RPs Citizenry of Uganda	USD 100,000
Terminal Evaluation of Independent Country Programme Evaluation	Ministry of Water and Environment (MWE), Ministry of Agriculture,	Output 1.1.1, 1.4.1, 1.5.1, 2.1.1, 2.3.1,	Outcome 2.1, 2.2 and 3.2	September 2025	UNDP (Uganda CO, RSC, HQ)	USD 175,000

[31] Optional, if needed

	Animal Industry and Fisheries (MAAIF), Uganda National Meteorological Authority (UNMA), Office of the Prime Minister (OPM), Ministry of Energy and Mineral Development (MEMD), Ministry of Local Government (MoLG), and NEMA	2.5.1, .			IP & RPs Citizenry of Uganda	

VI. MULTI-YEAR WORK PLAN [32][33]

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1: *Forests, wetlands, and critical ecosystems are restored and conserved for nature-based solutions.* *Gender marker:*	1.1 Activity Enhance land and ecosystem restoration, biodiversity conservation and land management.	276,198	1,380,990	1,657,187	1,657,187	552,396	UNDP & partners (IPs)	UNDP	Co-financing	5,523,958
								MFIs, Vertical funds, DPs, Private sector etc.	Grants	
								Government	Co-financing	
	1.2 Activity Integrate nature base solutions in development (e.g., green infrastructure, cities, eco-tourism).	202,545	1,012,726	1,215,271	1,215,271	405,090	UNDP & partners (IPs)	UNDP	Co-financing	4,050,903
								MFIs, Vertical funds, DPs, Private sector etc.	Grants	
								Government	Co-financing	
	1.3 Activity Strengthen climate Smart Agriculture (CSA), and nature contribution in building resilient food systems, and value chains.	230,165	1,150,825	1,380,990	1,380,990	460,330	UNDP & partners (IPs)	UNDP		4,603,299
								MFIs, Vertical funds, DPs, Private sector etc.		
								Government		
	1.4 Activity Strengthening capacity for natural resource governance.	110,329	551,646	661,975	661,975	220,658	UNDP & partners (IPs)			2,206,584
	MONITORING	10,036	50,179	60,216	60,216	20,072				200,719
	Sub-Total for Output 1	829,423	4,147,116	4,976,539	4,976,539	1,658,846				**16,588,463**

[32] Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

[33] Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 2: *Climate resilience is enhanced, and low carbon development strategies adopted.* *Gender marker:*	2.1 Activity Support the implementation of the NDC, and the long-term strategy (LTS) for low carbon transition.	215,689	1,078,445	1,294,134	1,294,134	431,378		MFIs, Vertical funds, DPs, Private sector etc.		4,313,780
	2.2 Activity Reduce vulnerability, and build resilience of production systems, critical ecosystems, and communities especially in rural areas, and targeted populations (e.g., refugee settlements, slum dwellers, indigenous communities, gender, and people with disabilities etc.) to adapt to climate change.	193,567	967,835	1,161,402	1,161,402	387,134		MFIs, Vertical funds, DPs, Private sector etc.		3,871,341
	2.3 Activity Integrate greening and decarbonization into supply chains, and circular economy into national development policies, strategies, and planning.	138,262	691,311	829,573	829,573	276,524				2,765,244
	MONITORING	5,531	27,653	33,183	33,183	11,061				110,610
	Sub-Total for Output 2	553,049	2,765,244	3,318,293	3,318,293	1,106,098				**11,060,975**
Output 3: *Increased and equitable access to, and use of clean, renewable, and affordable energy.*	3.1 Activity Expand energy access to underserved communities through renewable energy solutions targeting key social sectors, particularly in support of COVID-19 response and recovery (schools, health centers, refugee camps, rural water supply systems etc.)	380,152	1,900,761	2,280,914	2,280,914	760,205				7,603,045
	3.2 Activity Facilitate uptake of energy efficiency, and productive use of energy by Small and Medium Enterprises, particularly women and youth productive systems.	276,474	1,382,372	1,658,846	1,658,846	552,949		MFIs, Vertical funds, DPs, Private sector etc.		5,529,488
	3.3 Activity Conduct studies to inform the use of oil and gas in Uganda's development (e.g., reduce social and environmental trade-offs, equity and social inclusion, implications on NDC & LTS ambition etc.)	27,647	138,237	165,885	165,885	55,295		MFIs, Vertical funds, DPs, Private sector etc.		552,949
	Evaluation	6,912	34,559	41,471	41,471	13,824				138,237
		6,911,860	3,455,930	4,147,116	4,147,116	1,382,372				13,923,719
	Sub-Total Output 3									**13,823,719**
Output 4: *Strengthened capacity for*	4.1 Activity Enhance climate diagnostics and public warning systems.	248,872	1,244,360	1,493,232	1,493,232	497,744				4,977,439

disaster risks resilience.	4.2 Activity Strengthen risk governance through institutional capacity development of NECOC, DECOC & RECOC.	132,732	663,659	796,390	796,390	265,463				2,654,634
	4.3 Build resilience of communities to disaster risk	165,932	829,573	995,488	995,488	331,829				3,318,293
	Evaluation	5,531	27,653	33,183	33,183	11,061				110,610
	Sub-Total Output 4	553,049	2,765,244	3,318,293	3,318,293	1,106,098				**11,060,975**
Climate for Development Facility (C4D) - Crosscutting Services	Establish the institutional framework and strategy for capitalisation of the facility	238,009	238,009	198,341	79,336	39,668				793,362
	Evaluation	-	2,404	2,404	2,404	801				8,013
	Sub-Total C4D	238,009	240,413	200,745	81,740	40,469				**801,375**
Knowledge Mgt & Communication	Communication (2.5%)	75,000	375,000	450,000	450,000	150,000				1,500,000
Total Support to Country Office Programme Implementation		75,000	375,000	450,000	450,000	150,000				**1,500,000**
	Management Support Services (8%)									4,800,000
	Direct Project Costs						UNDP	UNDP	DPC	364,493
	M&E Support (5%)									2,741,775
Total Administrative/Management Support Costs										**5,164,493**
TOTAL										**62,741,775**

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Programme has a number of projects that will be implemented using the UNDP's Direct Implementation Modality (DIM) and UNDP's National Implementation Modality (NIM). The DIM modality requires all activities of the Project to be directly implemented by the Project in accordance with UNDP's relevant rules, regulations, and procedures. Under DIM UNDP will engage Responsible Parties to implement some components of the programme based on their mandates, expertise, and comparative advantages. The responsible parties will include Government, (including MDAs and local Governments), Private Sector, UN Specialized Agencies, Non-Government Organizations (NGO) and Civil Society Organizations (CSO). These will specifically include MWE, MEMD, MAIIF, UNMA, MoLG, MoES, OPM, NFA, NEMA, MGLSD, UWA, MLHUD, NPA, CSOs and the Private Sector. See detailed partner list in Annex 6.
The Governance and Management Arrangements will include the Project Steering Committee (PSC) that will provide strategic guidance and oversight to the Programme, with quality assurance, technical discussions and recommended priorities being provided by the Project Technical Committee (PTC). The composition of these committees, including Government entities Development Partners and other stakeholders as identified, ensures that the Project is aligned with the national priorities.

The Project Steering Committee (PSC).
This is an oversight and advisory authority, representing the highest body for coordination, decision making, strategic guidance, oversight, and quality assurance; it shall make decisions by-consensus. The body will facilitate collaboration between all project stakeholders for the implementation of the Project. The PSC will review and endorse the Annual Work Plans (AWPs), will provide strategic direction and oversight, will review the implementation progress, and will review narrative and financial progress reports. To ensure UNDP's ultimate accountability, the PSC decisions shall ensure best value for money, fairness, integrity, transparency, and effective international competition. The PSC will be convened by UNDP and meet every six months, or as necessary when raised by a member of the SC. The date and location of meetings will be determined by the SC in advance. The PSC will inform four key roles namely i) the Senior Beneficiary of the programme, ii) the Executive, iii) the Senior Supplier, and iv) quality assurance. Members of the steering committee will be selected from the senior beneficiaries' representatives as shown below and the board will be chaired by the executive and co-chaired by key beneficiary representative.

Below are programme management specifics and/or details:

The Project Technical Committee (PTC).
This shall serve as the clearing house for all matters to be presented to the PSC and it shall provide technical advisory support to the Project. The PTC shall be co-chaired by UNDP Deputy Resident Representative and co-chaired by the implementing partner. The PTC shall hold quarterly meetings (and more frequently as needed) to perform its duties.

The Senior Beneficiary.
Their role will be to represent the interests of all those who benefit from the programme activities and outputs. These will include MWE, MEMD, MAIIF, UNMA, MoLG, MoES, OPM, NFA, NEMA, MGLSD, UWA, MLHUD, NPA, CSOs and the Private Sector. The senior beneficiary will promote and maintain programme focus on expected outputs and results, making sure that the programme's progress towards the outputs remains consistent from the beneficiary perspective. They will also monitor implementation of programme activities and identify risks to the attainment of the programme outputs and expected results throughout the programme period.

The Executive
This role can be held by UNDP or a representative from the Government Cooperating Agency. The Executive's function is to represent Programme ownership on the Board. The executive will

be responsible for overall management and quality of the Programme, ensuring that the programme is focused throughout its lifetime on achieving its outputs in accordance with the stated outcomes in the UNDP Country Programme and consistent with the UNSCDF.

The Senior Supplier role
This role will represent the interests of the parties which provide funding and technical expertise to the programme including appraisal and approval of the programme(s), oversight of programme performance, and provision of quality assurance to the Programme. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Suppler is UNDP and the National Designated Authority.

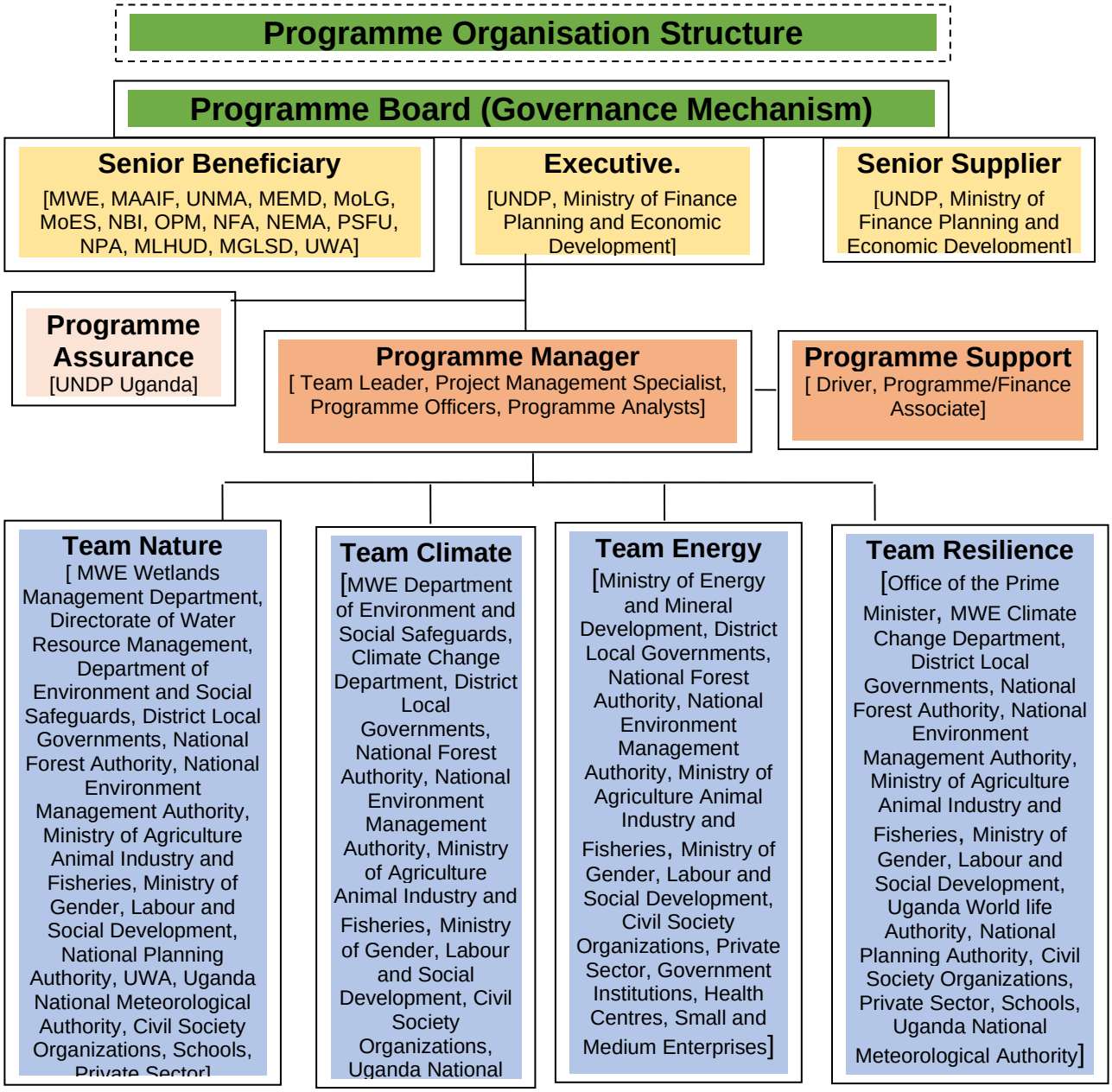
Programme Assurance
The role of Programme assurance is to support the Programme board by carrying out Programme monitoring to ensure appropriate programme management milestones are managed and completed. The Programme assurance function will ensure that quality management procedures of UNDP and Programme Board decisions are followed, and the Programme fits into the overall country programme. Programme Assurance will be coordinated by UNDP which will be responsible for i) monitoring progress towards achievement of programme outputs, ii) overseeing compliance of implementation with UNDP policies, and iii) coordinating quarterly and annual reporting including the presentation of work plans and reports to UNDP. Programme Assurance will also ensure that the programme focuses on achieving its objectives within its duration and delivering outputs that are aligned to the outcomes in the UNSDCF and the objectives of NDP III. At the UNDP Country Office project level, the Nature, Climate Energy and Resilience (NCER) programme will coordinate information sharing and cross-over inputs between UNDP projects. Independent evaluations and audits of the Programme will be administered through the DRR who will also ensure the provision of UNDP's global and common services that will be paid through Direct Project Costs (DPC).

Management arrangements
The implementation of the programme will be undertaken by a programme team headed by the Team leader/Programme Manager who will be supported by a Programme Analyst, Programme Finance and Administrative Associate, Programme Officers and Project Management Specialists. This team will be supplemented by Responsible Parties who will be responsible for implementing specific components of the programme.

Programme Manager/Team leader
The programme Manager will be responsible for the day-to-day management of the programme to ensure that the programme activities achieve the specified results including use of inputs to produce outputs as set forth in the Annual Work Plans (AWP) to the required standard of quality and within the specified time and resources. S/he will provide guidance to the programme team; manage finances; and prepare progress reports and annual reports to be submitted to the board.

The Programme Support
This will consist of a Programme Associate who will be responsible for financial and administrative roles of the programme and a driver.

The Programme management structure is as follows.



VIII. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Uganda and UNDP, signed on 29th April 1977. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") working with responsible parties [See partners in the organization structure] in accordance with its financial regulations, rules, practices and procedures. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply. The contribution by Government shall be subject to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP and the Office of the Auditor General as mandated under Article 163(3)(a) of the Constitution of the Republic of Uganda 1995.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][34] [UNDP funds received pursuant to the Project Document][35] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party,

[34] To be used where UNDP is the Implementing Partner
[35] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:

i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

X. ANNEXES

1. Project Quality Assurance Report

ANNEX 1: UNDP PROJECT QUALITY ASSURANCE REPORT

Atlas Project ward ID:	Nature, Climate, Energy, and Resilience Programme	Output ID/Project ID number:	Nature, Climate, Energy, and Resilience Programme	Appraisal/Design

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5)	HIGHLY SATISFACTORY (4)	SATISFACTORY (3)	NEEDS IMPROVEMENT (2)	INADEQUATE (1)
◎◎◎◎◎	◎◎◎◎○	◎◎◎○○	◎◎○○○	◎○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIG -

1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):

- 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time.
- 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to

3

Evidence

Draft Project document

outcome-level change and why the project strategy is the best approach at this point in time but is backed by limited evidence.

- 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change.

*Note: Management Action or strong management justification must be given for a score of 1

2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):

- 3: The project responds to one of the three areas of development work[36] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[37]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)*
- 2: The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)*
- 1: While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.

3

Evidence

Draft Project document specifies applicable Key Result Area (Strategic Plan), which is sectors which is funded and implemented if CO agrees

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- 3: The target groups/geographic areas are appropriately specified, prioritizing the excluded and/or marginalized. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*
- 2: The target groups/geographic areas are appropriately specified, prioritizing the exclude and/or marginalised. The project documents state how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (*both must be true to select this option*)
- 1: The target groups/geographic areas are appropriately specified, prioritizing the excluded and/or marginalized populations.

  The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the projects.

*Note: Management Action must be taken for a score of 1

3

Select (all) targeted groups: (drop-down)

Evidence

Project Document specifies strategies to effectively identify, engage and ensure meaningful participation of target groups.

[36] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[37] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):

- 3: Knowledge and lessons learned (gained e.g., through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- 1: There is only scant, or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1

3

Evidence

Knowledge and lessons learned from implementation of other projects in the past Programme cycle 2016-2020 were used to develop the project's theory of change and justify the approach used by the project.

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):

- 3: A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*
- 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

*Note: Management Action or strong management justification must be given for a score of 1

2

Evidence

Gender concerns are integrated in the development challenge and strategy sections of the project document

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):

- 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)*
- 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners'

3

Evidence

Chapter III of the Project Document has is on Results and Partnerships

interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Management Action or strong management justification must be given for a score of 1

). SOCIAL & ENVIRONMENTAL STANDARDS

7. Does the project seek to further the realization of human rights using a human rights-based approach? (select from options 1-3 that best reflects this project):

- 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)*
- 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget.
- 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

*Note: Management action or strong management justification must be given for a score of 1

2

Evidence

4) The Project Document reflects a linkage with UNSDCF Outcome 3.2.- By 2025 gender equality and human rights of all people in Uganda are promoted, protected, and fulfilled in a culturally responsive environment.

.

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):

- 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*.
- 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.
- 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered.

*Note: Management action or strong management justification must be given for a score of 1

3

Evidence

Project Document Annex 2 includes a Social and environmental screening (SES) procedure and SES plan.

9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]

Yes

Social and environmental screening Procedure was done

3. MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):

- 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)*
- 2: The project's selection of outputs and activities are at an appropriate level but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)*
- 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators.

*Note: Management Action or strong management justification must be given for a score of 1

2

Evidence

Chapter V of the Project document is Results framework reflecting selection of outputs and activities are at an appropriate level but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, baselines, targets and data sources

11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring, and evaluation of the project?

Yes

Approved project document in Chapter IX – Monitoring and Evaluation Plan

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):

- 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option)*.
- 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)*
- 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.

*Note: Management Action or strong management justification must be given for a score of 1

2

Evidence

Section VIII of the Project document provides a Governance and management arrangements; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet.

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):

2

- 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)*
- 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, and no initial risk log is included with the project document.

Evidence

The Project document Chapter III has a Section on Risks and Assumptions that identifies project risks with clear plans stated to manage and mitigate risk

*Note: Management Action must be taken for a score of 1

EFFICIENT I.

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.

Yes

Project document Chapter V on Project management includes a section on cost efficiency and effectiveness.

15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)

Yes

The Project shall link up with other relevant on-going and planned UNDP Trac and Non trac funded projects.

16. Is the budget justified and supported with valid estimates?

3

- 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget.
- 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates.
- 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.

Evidence

The project's budget under Section VII of the Project Document reflects budgets at the activity level with funding sources. Most costs are supported with valid estimates.

17. Is the Country Office fully recovering the costs involved with project implementation?

3

- 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.)
- 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.
- 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross subsidizing the project.

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

Evidence

Project budget is at the activity level with funding sources.

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):

2

- 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*
- 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

*Note: Management Action or strong management justification must be given for a score of 1

Evidence

Capacity assessment and HACT micro assessment for most of the Partners were done

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

2

- 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analyzed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- 2: Some evidence that key targeted groups, prioritizing marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analyzed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project

Evidence

during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g., through After-Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes	Project document has a Section VI on Monitoring and evaluation
21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes	There is a gender marker for all project outputs
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): • 3: The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources. • 2: The project has a work plan & budget covering the duration of the project at the output level. • 1: The project does not yet have a work plan & budget covering the duration of the project.	3	**Evidence** Project document has a realistic multiyear and budget to ensure outputs are delivered on time and within allotted resources

. SUSTAINABILITY & NATIONAL OWNERSHIP

23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners.	2	**Evidence**
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned.	2.5	**Evidence** HACT reports for key Government and Non-State actors

- 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.

25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes	This project is DIM but it will largely rely on existing national and sub-national systems for monitoring and evaluation.
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?	Yes	Project document has a section on sustainability and exit strategy

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

SOCIAL AND ENVIRONMENTAL SCREENING REPORT FOR THE NATURE, CLIMATE, ENERGY AND RESILIENCE PROJECT

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Nature, Energy, Climate and Resilience Project
2. Project Number (i.e., Atlas project ID, PIMS+)	
3. Location (Global/Region/Country)	Uganda
4. Project stage (Design or Implementation)	Design
5. Date	29/10/2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach

The programme contributes to among others the UNSDCF Outcome 3.2. By 2025 gender equality and human rights of all people in Uganda are promoted, protected, and fulfilled in a culturally responsive environment. (Related SDG: 1, 2, 3, 4, 5, 6, 8, 10, 11, 12, 13, 14, 16, 17).
Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment
The programme has Gender Marker One (GEN 1. The Gender marker measures how much a project invests in gender equality and women's empowerment implying that the project has a gender quality as a significant objective). GEN1 means that the project makes a limited contribution to gender equality.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The programme implementation will ensure socio-political, institutional, financial, and environmental sustainability. This project largely focuses on mainstreaming sustainability and resilience. The project will not only but support the use of the Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards.
Briefly describe in the space below how the project strengthens accountability to stakeholders
The programme has a component of Knowledge management and communication comprising 2.5% of the total budget. People centred communications will also be encouraged including public hearings, debates, and deliberations; stakeholder consultations, participatory radio and TV programmes, social media, community-based theatre and storytelling, online/web forums etc. that promote best practices related to natural resource management and climate change. Particular attention will be put on amplifying the voices of the people, particularly the poor, women, youth, refugees, and other marginalized groups

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Complete SESP Attachment 1 before responding to Question 2.*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5below before proceeding to Question 5*			**QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High**
Risk Description (broken down by event, cause, impact)	***Impact and Likelihood (1-5)***	***Significance (Low, Moderate Substantial, High)***	***Comments (optional)***	***Description of assessment and management measures for risks rated as Moderate, Substantial or High***
Risk 1: Climate risk….	I =4 L = 3	M		Early warning systems
Risk 2 Political risk….	I = 4 L = 3	M		
[add additional rows as needed]				
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk	☐		

	Moderate Risk	☐	**Moderate**		
	Substantial Risk	☐			
	High Risk	☐			
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
	Question only required for Moderate, Substantial and High-Risk projects				
	Is assessment required? (check if "yes")	☐			***Status? (completed, planned)***
	if yes, indicate overall type and status		☐	Targeted assessment(s)	Planned
			☐	ESIA (Environmental and Social Impact Assessment)	Planned
			☐	SESA (Strategic Environmental and Social Assessment)	Planned
	Are management plans required? (check if "yes)	☐			
	If yes, indicate overall type		☐	Targeted management plans (e.g., Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	Planned
			☐	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	Planned
			☐	ESMF (Environmental and Social Management Framework)	Planned
	Based on identified risks, which Principles/Project-level Standards triggered?		**Comments (not required)**		
	Overarching Principle: Leave No One Behind				
	Human Rights	☐			
	Gender Equality and Women's	☐			

	Empowerment		
	Accountability	☐	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☐	Biodiversity conservation and sustainable natural resource management is critical in addressing the Climate risk
	2. Climate Change and Disaster Risks	☐	Weather and climate related risks such as floods and droughts may negatively affect the impact of the project
	3. Community Health, Safety and Security	☐	
	4. Cultural Heritage	☐	
	5. Displacement and Resettlement	☐	
	6. Indigenous Peoples	☐	
	7. Labour and Working Conditions	☐	
	8. Pollution Prevention and Resource Efficiency	☐	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	***Date***	***Description***
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind **Human Rights**	**Answer (Yes/No)**
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g., during the stakeholder engagement process, grievance processes, public statements)?	*No*
P.2 Is there a risk that duty-bearers (e.g., government agencies) do not have the capacity to meet their obligations in the project?	*Yes*
P.3 Is there a risk that rights-holders (e.g., project-affected persons) do not have the capacity to claim their rights?	*Yes*
Would the project potentially involve or lead to:	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? [38]	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g., during the stakeholder engagement process, grievance processes, public statements)?	Yes
Would the project potentially involve or lead to:	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	*No*
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No

[38] Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

	For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being	
P.12	exacerbation of risks of gender-based violence? *For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc*.	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
Would the project potentially involve or lead to:		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
Would the project potentially involve or lead to:		
1.1	adverse impacts to habitats (e.g., modified, natural, and critical habitats) and/or ecosystems and ecosystem services? *For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes*	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g., nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g., reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? *For example, construction of dams, reservoirs, river basin developments, groundwater extraction*	No
1.12	handling or utilization of genetically modified organisms/living modified	No

	organisms?[39]	
1.13	utilization of genetic resources? (e.g., collection and/or harvesting, commercial development)[40]	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
Would the project potentially involve or lead to:		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? *For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes*	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding*	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
Would the project potentially involve or lead to:		
3.1	construction and/or infrastructure development (e.g., roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g., collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g., temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g., explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g., food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
Would the project potentially involve or lead to:		

[39] See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.
[40] See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g., knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e. g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
Would the project potentially involve or lead to:		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g., loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions?[41]	No
5.4	impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
Would the project potentially involve or lead to:		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? *If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant, and the project would be categorized as either Substantial Risk or High Risk*	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No

[41] Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

	Consider, and where appropriate ensure, consistency with the answers under Standard 5 above	
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? *Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.*	No
Standard 7: Labour and Working Conditions		
Would the project potentially involve or lead to: (note applies to project and contractor workers)		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
Would the project potentially involve or lead to:		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? *For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention*	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	

3. Risk Analysis.

Project Title: Nature, Climate, Energy and Resilience Programme	Award ID:	Date: 29/10/2021

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Weather and climate related risk. Above normal rains and prolonged droughts	29/10/2021	Environmental	The potential effect of weather and climate related risk would be to slow down implementation of certain project activities P = 3 I = 4	Project shall adopt Climate risk sensitive planning Project has incorporated activities to address weather an climate related risks such as climate adaptation and mitigation technologies, disaster risk activities etc	Project Manager	Daniel	29/10/2021	
2	Inadequate political support to implement some ecosystem restoration activities	29/10/2021	Political	Inadequate political support to the project can negatively affect implementation of certain project activities. For instance, political pronouncements that people must be compensated before they leave wetlands has led to some people go back to degrade wetlands in Eastern Uganda P = 4 I = 3	Involve political leaders at all levels in the design, approval, implementation, monitoring and reporting of project activities	Project Manager	Daniel	29/10/2021	
3	Inadequate financial resources	29/10/2021	Financial	The project has a total budget of USD 60 million over 5 years out of which UNDP regular resources constitute only a third (33.3%) implying. There is	Mobilize adequate financial resources from traditional and non-traditional fund sources including vertical funds (GCF, GEF, AF) other Multi-lateral funds, Bilateral	Project Manager	Daniel	29/10/2021	

				a risk that the Country Office may not be able to mobilize the additional resources required due to unforeseen circumstances P = 4 I = 4	donors as well as Private sector				
5	Global pandemics such as the Novel Corona virus may increase and negatively affect implementation of this project	29/10/2021	Health	COVID19 is a risk to project implementation as it leads to lock downs, travel restrictions, procurement delays, meetings restrictions all which which limit project implementation	Incorporate COVID 19 Standard Operating Procedures in project implementation	Project Manager	Daniel		
5.	Lengthy and bureaucratic approval processes for the Progamme, projects, work plans and reports	29/10/2021	Operational	Lengthy and bureaucratic approval processes both within Government and UNDP for project inputs are risk to successful implementation of the project P = 3 I = 3	Ensure early participatory planning to secure early approvals	Project Manager	Daniel	29/10/2021	

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) TBA

5. Project Board Terms of Reference and TORs of key management positions

TERMS OF REFERENCE FOR PROJECT BOARD

1. BRIEF BACKGROUND

The United Nations Development Programme (UNDP), prepared the Nature, Climate, Energy and Resilience Programme as one of the major components of the UNDP Country Programme (2021-2025) …

2. RESPONSIBILITY OF THE PROJECT BOARD

The Project Board is the highest decision-making organ of the NCER programme. The Project Board is responsible for providing strategic guidance during project implementation. It will be chaired by Ministry of Water and Environment and Cochaired by the UNDP Resident Representative (Executive).

3. DUTIES OF THE PROJECT BOARD

a) Provide overall guidance and direction to the programme, ensuring it is kept on course to achieve programme goal, objective, outputs and outcomes;
b) Provide guidance on any new programme risks that may emerge during the implementation of the project and provide measures and management actions to address such risks;
c) Provide strategic advice to the Programme Management Unit (PMU) for the implementation of project activities to ensure the integration of project activities with Vision 2040, National Development Plan and Sustainable Development Agenda objectives.
d) Review the programme progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
e) Appraise the programme annual review report, make recommendations for the next Annual work plan;
f) Review and approve work plans, financial plans and reports;
g) Address project issues as raised by the PMU;
h) Ensure coordination between the project and other ongoing activities in the country;
i) Ensure full participation of stakeholders in project activities.

4. COMPOSITION OF PROGRAMME BOARD

The Programme Board will be composed of heads of Ministry of Water and Environment; Office of the Prime Minister; Ministry of Agriculture, Animal Industries and Fisheries Resources, Ministry of Lands Housing and Urban Development, the Ministry of Local Government, the National Environment Management Authority, the Uganda National Meteorological Authority, the National Forestry Authority and UNDP among other key partners.

Annex 1 provides information on the composition of the Programme Board

5. CO-OPTION

The Programme Manager and the Project Coordinator will be co-opted to participate in Programme Board meetings as ex-officio members, but the Programme Board may review the list of institutions to be co-opted into the Progamme Board as need arises. The Project Manager will be responsible for taking minutes.

6. MEETINGS OF PROJECT BOARD

The Programme Board members shall meet at least once every six months and Extra Ordinary Project Board meetings are convened as and when deemed necessary.

7. FACILITATION

The project will facilitate members and meetings of the Programme Board

3. Project Management Roles

Project Management Arrangements

Establishing an effective project management structure is crucial for its success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross functional and involves partnership, its structure will be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project.

Government Cooperating Agency: *The Government Cooperating Agency is the governmental unit directly responsible for the government's participation in each UNDP-assisted project. In consultation with the Implementing Partner, the Government Cooperating Agency will designate its representative for each project, who would typically perform the role and functions of either the Executive or Senior Beneficiary in the Project Board as appropriate for each particular project. The Government Cooperating Agency is typically the government ministry responsible for the functions or areas being addressed by the project.*

Implementing Partner**:** *The Implementing Partner is the entity responsible and accountable for managing a project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. A single Implementing Partner is designated to manage each UNDP-supported project. The Implementing Partner may enter into agreements with other organisations or entities to assist in successfully delivering project outputs. Possible Implementing Partners include government institutions, other eligible UN agencies and inter-governmental organizations (IGOs), UNDP, and eligible civil society organisations (CSOs). Eligible CSOs are those that are legally registered in the country where they will be operating. Proposed Implementing Partners must be identified based on an assessment of their legal, technical, financial, managerial and administrative capacities that will be needed for the project. In addition, their ability to manage cash must be assessed in accordance with the Harmonized Approach to Cash Transfers (HACT). The Implementing Partner may enter into agreements with other organisations or entities, namely Responsible Parties, to assist in successfully delivering project outputs.*

A Responsible Party *is defined as an entity that has been selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the project budget. In addition, the Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. The following types of organizations may act as Responsible Parties: UNDP, other UN agencies, Government agencies, IGOs, CSOs and private firms. Firms and CSOs (except micro-capital grant recipients) shall be selected as Responsible Parties only on the basis of a competitive procurement process undertaken by the Implementing Partner. UNDP, UN agencies, IGOs, Government agencies, or CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities. To the extent that Responsible Parties exempted from competitive procurement process can be identified or anticipated during project formulation, they should be listed in the annual work plan and draft terms of reference for their services attached to the project document.*

Project Board (also called Project Steering Committee)

Overall responsibilities: The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Programme Manager. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the

project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including:

1) An Executive: individual representing the project ownership to chair the group.
2) Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3) Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC[42] meeting. For example, the Executive role can be held by a representative from the Government Cooperating Agency or UNDP, the Senior Supplier role is held by a representative of the Implementing Partner and/or UNDP, and the Senior Beneficiary role is held by a representative of the government or civil society. Representative of other stakeholders can be included in the Board as appropriate.

Specific responsibilities:

Defining a project

- Review and approve the Initiation Plan (if such plan was required and submitted to the LPAC).

Initiating a project

- Agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any Project Assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if an Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

[42] Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined
- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available

- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of this assurance responsibility may be delegated (see also the section below)

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Project Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the project, the Project Developer role is the UNDP staff member responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a project

- Plan the activities of the project and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks as initially identified in the Project Brief appraised by the LPAC, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;

- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Project Assurance

Overall responsibility: Project Assurance is the responsibility of each Project Board member, however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board's decisions are followed, and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.

Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include:

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

Annex. 6: NCER Partner list

NO	PARTNER	PROJECTS
1	Office of the Prime Minister	Resilience, SIDA
2	Ministry of Water and Environment	NDC, SCALA, GCF, ADA, Climate Promise
3	Ministry of Agriculture Animal Industry and Fisheries	SCALA, FSURE
4	Ministry of Energy and Mineral Development	NAMA Biogas
5	Ministry of Gender Labour and Social Development	
6	Ministry of Local Government	Greening Schools, FSURE, ADA, Resilience
7	National Planning Authority	FSURE, NDC, NAMA Biogas, Small Grants
8	National Environmental Management Authority	GCF, Resilience, FSURE, NARIS, BIOFIN
9	National Forestry Authority	Resilience, FSURE
10	Uganda National Meteorological Authority	GCF
11	Uganda Wildlife Authority	FSURE
12	National Agriculture Research Organization	FSURE
13	Private Sector Foundation of Uganda	SCALA, Climate Promise
14	Kampala Capital City Authority	NAMA Biogas
15	Caritas Uganda	GCF
16	Environment Alert (EA)	GCF
17	International Union for Conservation of Nature (IUCN)	GCF