OPERATIONAL PHASE 8 (OP8)

SGP COUNTRY PROGRAMME STRATEGY (CPS)

UGANDA





Version: 9th September 2025

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Acronyms

ABS	Nagoya Protocol on Access and Benefits-Sharing
BM	Beach Management
CBD	Convention on Biological Diversity
CBO	Community Based Organization
CCA	Community Conserved Areas and Territories
CFM	Collaborative Forest Management
CI	Conservation International
CPS	Country Programme Strategy
CRM	Collaborative Resources Management
CSO	Civil Society Organization
DANNIDA	Danish International Development Agency
EU	European Union
FAO	Food and Agriculture Organization (of UN)
FDI	Future Dialogues International
FNC	First National Communication
GEF	Global Environment Facility
SGP	Small Grants Programme (of GEF)
GHG	Geen House Gas
GIZ	German Agency for International Development
Ha	Hectare
HWC	Human Wildlife Conflict
ICCA	Indigenous Community Conservation Area
IEC	Information, Education and Communication
IFPA-CD	Investment in Forests and Protected Areas for Climate smart Development
IUCN	International Union for Conservation of Nature and Natural Resources
IW	International Water
KAFRED	Kibale Association For Rural and Environmental Development
KBA	Key Biodiversity Area
KG	Kilogramme
KM	Kilometre
M&E	Monitoring and Evaluation
MC	Minamota Convention
MDA	Ministries, Department and Agencies
MoU	Memorandum of Understanding
NAMA	National Appropriate Mitigation Action
NAP	National Action Plan
NAPA	National Adaptation Plans of Action
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator (of GEF – SGP)
NDC	nationally Determined Contributions
NDP	National Development Programme
NGO	Non-Government Organization
NIP	National Implementation Plan
NSC	National Steering Committee (of GEF-SGP)
NU	NatureUganda
OP8	Operational Phase 8 (of GEF)
PA	Protected Area
POP	Persistent Organic Pollutant

PURE	Productive Use of Renewable Energy innovations
PWD	People With Disability
RUCODE	Rural Country Development Organization
SAP	Strategic Action Plan
SDG	Sustainable Development Goals
SGP	Small Grants Programme (of GEF)
SIP	Sector Investment Plan
SLM	Sustainable Land Management
SNC	Second national Communication
UN	United Nations
UNCCD	United Nations Convention on Combating Desertification
UNDP	United National Development Programme
UNFCCC	United National Framework Convention on Climate Change
USAID	United States Agency for International Development
VNR	Voluntary National Reviews
WB	World Bank
WWF	World Wildlife Fund

OP8 Financial Resources - SGP Country Programme (estimated US$)[1]

Total SGP Grants to date since Country Programme start date (1998)	**USD** 16,508, 361
OP8 GEF Core Funds	USD 500,000
OP8 GEF STAR Funds	**USD**.....
Other funds (secured)	**USD**.....
Other funds (expected/to be mobilized)	**USD**.....

1. INTRODUCTION

The Eighth Operational Phase of the Small Grants Programme (SGP OP8) builds on 30 years of successful experience in empowering local civil society organizations (CSOs) and community-based organizations (CBOs) in designing and leading community driven initiatives that have enhanced household wellbeing, increased awareness and resilience regarding environmental threats, and generated global environmental benefits. With economic development pressures intensifying in many parts of the developing world and the associated rising inequalities, local communities, particularly vulnerable and disadvantaged groups are becoming more and more marginalized, unable to cope with threats associated with ecosystem degradation, biodiversity loss and climate change. Lessons learned and experience gained in previous SGP Operational Phases have demonstrated that integrated, landscape-seascape approaches are effective in mobilizing multiple stakeholder collaboration, linking local CSOs/CBOs with enabling partners and achieving mutually supportive livelihood and environmental outcomes at scale.

The objectives of the SGP OP8 is to engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.

The OP8 objectives reflect the key features of GEF Small Grants Programme 2.0, including new approaches to support youth, women and Indigenous Peoples, linking up with complementary mechanisms, such as the Microfinance Initiative and CSO Challenge Programme, cooperating with other GEF Agencies, and leveraging opportunities with GEF strategies, including the delivery of the GEF-8 Integrated Programmes. In addition, OP8 will facilitate opportunities for innovation and scaling up, catalyze multi-stakeholder alliances to test new approaches through CSOs, and leverage its dialogue platforms towards greater impact. OP8 will also align and contribute to the UNDP Strategic Plan (2022-2025).

[1] The level of SGP OP8 resources is an estimated total of: (a) the GEF8 core grant allocation; (b) approved STAR resources; as well as (c) other sources of cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP7 balances that have not been pipelined will be expected to use these balances in line with the OP8 strategic approach in order to be coherent in terms of SGP programming and results expected.

2. COUNTRY PROGRAMME SUMMARY

2.1 Key results and achievements

The GEF SGP programme started in 1997 and supported activities initially in five focal areas but later expanded to include additional areas. The objective of GEF is to respond to regional and global challenges and achieve net benefit to the environment. GEF covered the period 1st July 1998 to 30th June 2025. Its aim was to address the root causes of environmental degradation, slow/reverse environmental trends and achieve impact at scale while delivering global environmental benefits that are consistent with the GEF's mandate. GEF focal areas strategies were (i) biodiversity (ii) climate change mitigation and adaptation (iii) chemicals and waste (iv) international waters, (v) land degradation and multifocal areas. It also included strategies for sustainable forest management and corporate programmes as well as gender, social inclusion and capacity building. To date a total of 285 Projects comprising of 265 GEF projects and 20 non-GEF project have been supported. Key results are presented in Table 1-1

Table 2-1: Key results (1998-2025)

Benefit	Performance
Size of Protected area supported (Ha)	265,800
Size of Community Conserved Areas and Territories (ICCAs) positively influenced	3,556
Size of target landscapes/seascapes under improved community conservation and sustainable use (ha)	10,556
Size of forests and non-forest lands with restoration and enhancement of carbon stocks initiated through completed projects (ha)	876
Number of households achieving energy access co-benefits (ecosystem effects, income, health and others)	8,150
Number of community members demonstrating sustainable land and forest management practices	41,780
Size of land brought under improved management practices (ha)	293
Hectares of river and lake basins converted (restored)	30
Harmful chemicals avoided from utilization or release (kg)	260
Mercury avoided, reduced or sustainably managed (kg)	321

A total of xxxxx people (..... women and ..... men) in five landscapes were outreached since 1999. Specific achievements in each focal area are elaborated below.

Biodiversity conservation: The goal of the biodiversity focal area strategy for GEF was to maintain globally significant biodiversity and the ecosystem goods and services that it provides to society. It was recognized in that biodiversity was not yet being managed at the scale necessary to halt or reverse ecosystem degradation and loss globally. The drivers of biodiversity loss remained formidable threats and required multi-pronged strategy to sustain biodiversity through a combination of protection, sustainable use and mainstreaming biodiversity conservation in the development agenda of nations. GEF-SGP funded 26 biodiversity projects.

Climate change: The goal of the GEF Climate Change adaptation and mitigation programmes sought to support developing countries and economies in transition to make transformational shifts towards a low emission development path and increase resilience to climate change. It was envisaged that the impact of

climate change would become severe with delayed reduction of greenhouse gas emissions. GEF SGP funded 11 mitigations (generating 876ha of forest/trees serving as carbon sinks) xxx adaptation projects benefiting 8,150 households to adapt to the effects of climate change by achieving energy co-benefits (ecosystem effects, income, health and others) energy co-benefits.

Chemicals and waste: The goal of GEF chemical and waste strategy was to prevent the exposure of humans and the environment to harmful chemicals and waste of global importance, including Persistent Organic Pollutants (POPs), mercury and ozone depleting substances, through significant reduction in the production, use, consumption and emission of the chemicals and release of the waste. GEFP SGP funded 8 projects resulting into 260kg of harmful chemicals being avoided or not released and, 321 kg of mercury avoided or sustainably managed.

Land degradation: The goal of land degradation focal area in GEF was to halt and reverse global trends in deforestation and desertification by promoting sustainable land management practices so that land, soil, water and vegetation (forests, woodlands and grasslands) could generate multiple environmental benefits. GEF-SGP has funded xx projects that improved or restored 10,556ha of land benefiting 41,780 people practising sustainable land and forest management practices covering 293ha.

International waters: GEF experience has shown that cooperation on shared waters helps build mutual respect, understanding, and trust among countries and promotes peace, regional security and economic growth. Transboundary water management needs to address the existing links with climate resilience and disaster risk management. The GEF SGP supported 2 projects that enhanced cooperation among border communities and restored 30km of river banks.

CSO-Government Dialogue Platform: This were an innovative platform that facilitated greater interaction between Government, Public Policy Makers, Private Sector and Civil Society Organizations in order to implement activities that conserve the environment and reduce poverty. The platform also helped to strengthen human and institutional capacity of CSOs for efficient and effective management, governance and implementation of development activities. The GEF SGP Uganda Country office facilitated 5 strategic engagements for private sector actors, CSOs and representatives of Government ministries, departments and agencies (MDAs) and discussed environmental governance in relation to chemicals and waste management.

Social inclusion: Gender mainstreaming: GEF aimed to empower poor and vulnerable communities, including indigenous peoples and women, so that they become direct actors in environment management and sustainable development work. Active participation of poor and vulnerable people is critical because they are part of the ever-increasing population which is a major driver of environmental change. Poverty and social exclusion impact directly on the global environment because they compel the poor population to engage in destructive resource exploitation practices. GEF SGP emphasised integrating gender empowerment and promotion of women's roles in community-based project implementation. This was premised on the recognition that women are often primary victims rather than positive agents of change.

2.2 International awards

The following GEF supported project have won equator awards:

- Kibale Association For Rural and Environmental Development (KAFRED): Local sustainable development solutions for people, nature, and resilient communities

- Rural Country Development Organization (RUCODE): Women empowerment for resilience and adaptation against climate change

2.3 Experiences and lessons learnt

Over the past 26 years of GEF-SGP in Uganda has generated the following lessons:

Partnership with media for information dissemination: use of multimedia and other IEC materials in local languages increased outreach and information sharing. Outreach pathways included conducting subject specific education talk shows, holding meetings in schools, conducting seminars and holding video shows among others. The pathways made it possible to reach the youth, local community groups (e.g. farmers groups, women groups) and individuals.

Community-based participatory approach facilitates adoption of technologies for climate change actions: a large number of households can be mobilized to adopt technologies that enable them to adapt to and mitigate the negative effects of climate change.

Participatory approaches facilitate mindset change and empower local communities to engage in development activities: GEF-SGP Projects have helped to increase awareness and promote attitude change among the local communities. This in turn has enhanced adoption of climate smart practices such as improved utilization of land, water, biodiversity resources, improved coping mechanisms, application of indigenous knowledge and reduced vulnerability to climate change risks such as decline in crop yields, incomes and food security. However, these achievements would be enhanced by integrating in mind-set change in order for them to allow for complementary processes, mobilize and organize communities for development, enhance skills, engage in monitoring and evaluation, promote accountability and performance standards and ensure sustainability of project outcomes.

Culture influences women's participation in projects: there is need to mainstream gender equity in all community-based projects. Across the country, cultural values promote men dominance with regarding to control and use of natural resources, including land, at household level. Therefore, several GEF projects deliberately took into account the needs of women and youth, and sensitized the husbands to win their cooperation. This boosted the smooth implementation of project activities thus enhancing the level of outcome attained.

Knowledge management: The projects generated valuable knowledge and lessons from their projects that were shared among grantees through various platform. In spite the fact that coverage was low, there recognition that exchange visits that facilitate learning by practice was more effective. However, exchange visits are affected by language barriers that inhibit exchange of views when distant sites are visited.

Monitoring and Evaluation: Monitoring and Evaluation are critical processes to ensure effective projects implementation and quality deliverables. There is need for greater involvement of the National Steering Committee (NSC) in monitoring and evaluation (M&E) of community-based projects as a quality assurance mechanism. The NSC should have M& E plan to ensure a structured engagement in providing oversight to the projects as well as assure impactful results at Community and national levels and contribution to global benefits.

Alignment of the project interventions with the social and economic values enhances participation and ownership of the project supported activities. By aligning project interventions with gender roles (women)

and beneficiaries' expectations (e.g., income and youth), interventions that were aligned to such variables registered high degree of participation, ownership and eventual sustainability of project results. In addition, aligning project intervention with social and economic dynamics and expectations enhanced participation and ownership of GEF supported activities.

Transboundary collaboration that is essential in management and utilization of international waters is influenced by sovereign (policy, economic performance, etc.) and bilateral arrangements (shared waters are management under bilateral arrangements such as Nile Treaty where CSO have had limited space to engage. Whilst CSO across borders demonstrated enthusiasm to collaborate, these conditions tended to undermine such enthusiasm as they would, for instance, not be permitted to convene joint exercises. Hence it would not be strategic for CSO to seek to operate under such regional frameworks.

3. COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT

3.1 Alignment with national priorities

OP8 GEF-SGP contributes to Uganda's Vision 2040 ***"A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years"***. The Vision envisages social and economic transformation from a predominantly low income to a competitive upper middle-income country within 30 years. The Vision 2040 is conceptualized around strengthening the fundamentals of the economy to harness the abundant opportunities around the country. The Vision 2040 identifies the following opportunities for propelling the country towards the Vision.: Oil and Gas, Tourism, Minerals, ICT Business, Abundant Labour Force, Geographical Location and Trade, Water Resources, Industrialisation, and, Agriculture, among others.

The GEF-SGP CPS contribution aligns with the following NDPIV pillars of energy, water and tourism (Table 3-1).

Table 3-1: OP8 GEF-SGP contribution to NDPIV pillars

Opportunity to harness	Contribution of Biodiversity towards success factors
Energy	Biodiversity habitats/ecosystems continue to provide goods and services that support energy developing in Uganda in form of: • Water for hydropower generation. • Biomass for domestic and public energy use.
Water	Biodiversity habitats/ecosystems continue sustain and hydrological cycles while recharging water flows that support: • Agriculture (irrigation, aquaculture/fisheries). • Water based tourism and leisure.
Tourism	Uganda's tourism is dominated by nature-based tourism that is dependent on diverse and unique biodiversity resources (e.g., Great Apes (mountain Gorilla and Chimpanzee), BIG -five game (Elephant, Rhino, Lion, Giraffe).

3.2 Alignment with Global commitments

UNDP-implemented Small Grants Programme delivered integrated results at the country level supporting local level capacities aligned with multiple Multilateral Environmental Conventions. This included support to implementation of Convention on Biological Diversity (CBD) (through National Biodiversity Strategy and Action Plans (NBSAP); United Nations Framework Convention on Climate Change (UNFCCC) (through Nationally Determined Contributions (NDCs), Nationally Appropriate Mitigation Actions (NAMA) and National Adaptation Plans of Action (NAPA); United Nations Convention to Combat Desertification (NCCD) (through National Action Programmes (NAP); and, localization of Sustainable Development Goals, amongst many others (Table 3-2).

Table 3-2: List of relevant conventions and national/regional plans or programmes

Conventions	Date of ratification / completion
Convention on Biological Diversity (CBD)	November 30, 2001

Nagoya Protocol on Access and Benefit-Sharing (ABS)	June 2014
UN Framework Convention on Climate Change (UNFCCC)	September 1993
UNFCCC First National Communications (FNC)	October 2002
UNFCCC Second National Communications (SNC)	October 2014
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	2022
UNFCCC National Adaptation Plans of Action (NAPA)	May 2015
Nationally Determined Contributions (NDCs) for the Paris Accord	2021
UN Convention to Combat Desertification (UNCCD)	June 25, 1997
UNCCD National Action Programmes (NAP)	2000
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	July 20, 2004
SC National Implementation Plan (NIP)	January 2001
Minamata Convention (MC) on Mercury	October 2013
UN 2030 Sustainable Development Goals (SDGs)	September 2015
Voluntary National Reviews (VNRs) for the UN SDGs	July 2016
Strategic Action Programmes (SAPs) for shared international waterbodies (IW) • ***Nile Basin Initiative*** • ***Lake Victoria Basin Commission*** • ***Lake Victoria Fisheries Organization***	October, 2011 February 1999 Dec 2004 May 1996
Ramsar	July 1988
Nile Basin Initiative	May 2010
National planning frameworks	
Fourth National development plan (NDPIV)	2025
CBD National Biodiversity Strategy and Action Plan (NBSAP)	2019

The OP8 Uganda Country Programme Strategy is based on the aspirations of GEF-SGP stakeholders and intricately linked with the United Nations Sustainable Development Goals (SDGS) as it focuses on building local and global partnerships to address global environmental challenges including; Reducing poverty (SDG 1), Achieving food and nutrition security (SDG 2), Improving livelihoods (SDG3), Sharing lessons learnt and best practices (SDG 4), Promoting gender equity by empowering women and vulnerable groups (SDG 5), Sustainable management of international waters (SDG 6), Ensuring access to environmentally friendly forms of energy (SDG7), Sustainably harnessing environmental and biological resources for inclusive economic growth (SDG 8), Supporting innovative and impactful community-led projects (SDG 9), Harmonizing human settlements with fragile landscapes (SDG 11), Ensuring sustainable consumption of biological resources (SDG 12), Supporting community-based actions for mitigation and adaptation to climate change impacts (SDG13), Conserving and using water resources for sustainable development (SDG 14), Promoting sustainable use of terrestrial ecosystems to halt and degradation and reverse biodiversity loss (SDG 15), Building capacity of CBOS and NGOs for spurring sustainable development at the grassroots (SDG 16), and, Strengthening global partnership for sustainable development (SDG 17).

3.3 Gaps and opportunities

Gaps and opportunities for meaningful involvement of communities and civil society organizations to further implement the national priorities under OP8 CSP are presented in Table 3-3.

Table 3-3: Gaps and opportunities for OP8 implementation

Gaps	Opportunities

• Sharing GEF-SGP lessons and experiences (networking, sharing success stories, platforms for lobbying partnerships, etc.) within and outside the country.
• Capacity of eligible CSOs and CBOs to develop and deliver investment-ready SGP pipeline initiatives that foster local innovations, local partnerships and business-oriented approaches.
• Leveraging other UNDP/donors programmes (e.g., co-financing)
• Strategies and mechanisms for coordinating OP8 GEF components in Uganda
• Project design guidelines that would provide for integrating several themes and sub-themes into one project/interventions *(e.g., integrating Climate Change Vulnerability, Application/promotion of indigenous knowledge and or practices towards Climate change resilience and biodiversity management, Gender and inclusivity , Sustainable Land management, Nature based solutions (nature-based businesses).*
• GEF focal areas not covered:
  ○ Fisheries resources management (livelihoods associated with fisheries resources).
  ○ Environment and Health nexus (pollution of environment, human and biodiversity) triggered by chemicals in mining and agriculture.
  ○ Refugee impacts on environment (biomass, water and social influences).
	• Upscaling success stories to inform global practices
	• In country NGOs/CSO with capacity to coordinate or service "Cluster CSOs".
	• Conservation Trust Funds that could co-finance /leverage GEF-SGP programme.
	• Landscapes/sites with potential for integrated approach (i.e. implement multiple GEF themes/sub-themes in one landscape or project site).
	• Leveraging co-financing /support from other GEF components under UNDP, WB, FAO, IUCN and CI.
	• De-risking community-led investments in socio-ecological resilience.

3.3 OP8 strategic priorities of the SGP Country Programme

The Uganda Country Programme Strategy under OP8 takes into account the identified gaps and opportunities (table 3-3) and prioritizes five strategic focal areas aligned to the Global priority areas and cross-cutting issues (Table 3-4).

Table 3-4: SGP Country Programme Strategy priorities

Theme	Priority
Biodiversity *Conservation of ecosystems and species within the selected landscapes using a community-based approaches*	• Community based conservation initiatives e.g., Collaborative Forest Management (CFM), Collaborative Resources Management (CRM), Beach Management (BM), etc.) targeting forests, water, wetlands, rangelands/woodlands) • Incentivizing conservation action through application of economic tools for conservation (e.g., nature based solutions/enterprises) • Restoration of critical biodiversity habitats (forest, rangeland, wetlands), including control and management of invasive plant species • Human Wildlife Conflict (HWC) management caused by problem animals. • Creating buffer around core biodiversity conservation areas (Protected areas (PAs) in order to reduce human pressure on resources within the PAs. • Support habitat and biodiversity protection within and outside protected areas.
Climate Change *Reducing livelihoods vulnerabilities to effects of climate change*	**Supporting adaptation technologies** • Productive Use of Renewable Energy innovations(PURE), including focus on large biomass consumers (e.g., schools, hospitals, etc). • Climate Smart Agriculture technologies (micro-irrigation, drought resistant crops, etc). • Rain water harvesting for domestic, agriculture (crop and livestock) and commercial use. • Mindset change on the relationship between climate change drivers, effects (*vulnerability*) and resilience (*adaptation and mitigation*). • Disaster management (*landslides, floods*). **Promoting Climate Change mitigation action**

	• Reducing GHG emissions from deforestation/forest degradation, solid waste, energy use (fossil and biomass energy). • Protection and management of water sources (*sub-catchments, micro catchments*) • Mitigating refugee impacts on natural environment (*vegetation for wood fuel and poles*).
Land degradation *Promoting technologies for sustainable land management and land restoration*	• Land/forest/woodland restoration • Soil and water conservation technologies to reduce soil and soil fertility loss • Land management techlogies that reduce cost of production (e.g minimum tillage, use of organic +inorganic fertilization combinations). • De-risking community-led investments in socio-ecological resilience
International Waters *Promoting management, protection and sustainable utilization of international water resources*	• Fisheries resources development and management (for food and income) • Management and control of water pollution control • Protection of wetland/riverbanks and lake shores.
POPs *Reducing human health and environmental risks*	• Increasing awareness on Environment and Health nexus (*chemical effects on human health and environment*) triggered by chemicals used in mining and agriculture • Promoting safer and cost-effective methods of handling and disposal of chemicals used in gold mining and agriculture • Promotion of Integrated Pest management dependent on organic products, and, sustainable solid waste management. • Promoting environmentally friendly solid waste management practices
Operational *Impactful operational strategies*	• Information and knowledge management (Learning and sharing lesson and experiences) among grantees and between grantees and targeted audiences at local/community, national and global levels, including policy level debates and platforms. • Advocacy platforms and networks at national/regional/international levels. • Capacities for prospective grantees to access and utilize GEF funds from SGP and other GEF components. • Mobilization Co-finance leverage between/among GEF financed components and with programmes of government and other actors. • Gender and inclusiveness approaches including affirmative action for Women, Youth, PWD, Elderly, minority groups. • Application of indigenous knowledge and practices.

OP8 CPS will pursue the identified potential for collaboration, complementarity/ synergies and co-financing between OP8 components in Uganda, UNDP Country Programme, UN Agencies, government funded programmes, and any other donor/NGOs funded projects and programmes, as follows:

a) Harnessing synergies and complementarities between GEF funded components in Uganda through committing to:
   - A Shared vision for OP8 GEF-SGP Country Strategy Programme (landscapes, strategies and priorities, implementation approaches, budgeting, etc.).
   - Joint /collaborative OP8 GEF-SGP CSPS accountability mechanisms (steering and coordination, monitoring, evaluation, learning, communication, reporting, knowledge management, etc.).

- Sharing expertise and resources (e.g., personnel, implementation/coordination/steering tools and systems, grant making systems/tools, etc.).

b) Integrating an indicator in the M&E framework and reporting format on complementarity/leveraging in the M&E framework for each grantee.

c) Applying an eligibility criteria/requirement for grantees to demonstrate how the supported activities complement ongoing government and donor programme or initiatives in the project sites.

4. OP8 PRIORITY LANDSCAPES & STRATEGIC INITIATIVES

4.1 Grant making within the priority landscape

4.1.1 Process for selecting priority landscapes

Processes for selecting landscapes: Stakeholders' consultations were conducted at national and landscape level (Annex 1). National level stakeholders' consultation focused on mandated institutions, GEF implementing partners, GEF-SGP Steering Committee, and other actors (NGOs/CSOs, Academia, Private Sector) with programmes active in the targeted landscapes. Landscape stakeholders were identified basing on the past/current GEF-SGP grantees and Local governments. Stakeholders were consulted through physical and virtual meetings, face to face interviews and online interactions.

During these consultations, stakeholders were provided information on OP8 themes, priorities and implementation modalities and, asked to identify landscapes and discuss challenges they face for application of interventions through investments in community-based approaches to tackle global themes (Biodiversity, climate change, land degradation, POPs and, international waters) as well as options and strategies for engaging CBO/NGO to undertake community-based initiatives to address these themes. Stakeholders were also asked to identify opportunities for consolidation and upscaling past success stories and for leveraging action of other stakeholders, including government programmes

Criteria for selecting landscapes: The selection of landscapes for implementing OP8 CPS was based the global criteria (Annex 2) and took into account:

a) Landscapes offering opportunities for implementing OP8 Global themes/focal areas;
   - Existence of high value natural endowments vulnerable to damage or loss.
   - Existence of high value natural endowments with high biodiversity (KBAs) and potential to supply ecosystem goods and service that mitigate climate change /reduce vulnerability to climate change.
   - Rich culture and strong local community organizations.
   - Potential for synergies and leveraging other programmes and initiatives of GEF and other actors.

b) Opportunities for consolidation, upscaling/replicating and lessons/experiences of past/ongoing GEF-SGP supported projects

c) Global Criteria of OP8 landscape characteristics

4.1.2 Selected landscapes for OP8

The following 5 landscapes are selected to benefit from OP8 GEF-SGP CPS funding (Figure 4-1).

- Western and south western (including Albertine Rift) *(LSI)*
- Eastern (including Kalamoja, Mt. Elgon) *(LS2)*
- Central Region (including Lake Victoria basin) *(LS3)*
- Northern Uganda (including Kyoga basin) *(LS4)*
- West Nile Region (including Albert Nile system) *(LS5)*

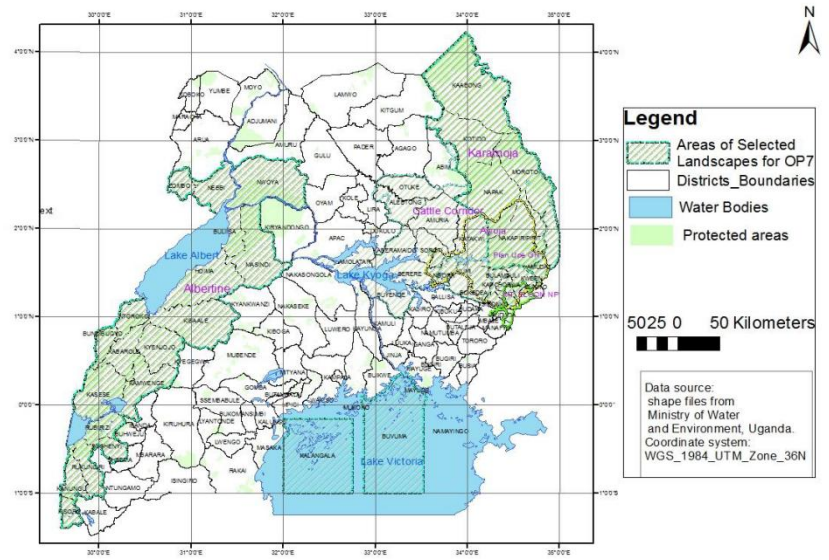


Figure 4-1: Map of Uganda showing OP8 priority landscapes

The selected landscape qualify to be targeted by OP8 GEF SGP characteristics; high biodiversity values, pressures on biodiversity resources (forests, wetlands and water), high vulnerability to climate change, land degradation, mis use or abuse of mercury and agro-chemicals as well as housing international waters.

4.1.4 Coordination to achieve greater impact from multi-focal/integrated approach

OP8 GEF-SGP CSP will seek to coordinate with other GEF supported components and initiatives under UNDP, WB, IUCN , CI and FAO as appropriate, through focusing on some higher goals and outcomes, learning and sharing lessons and experiences, co-financing, sharing technical expertise, sharing coordination and accountability mechanisms (e.g., Steering Committee). Further, UNDP will aim to integrate GEF-SGP with other UNDP programmes.

4.2 Grant making outside priority landscapes

In view of the limited resources allocated to OP8, the main focus will be implementation of activities within the priority landscapes. These are vast and diverse and the challenges that need to be addressed require resources that far exceed the allocated funds. In order to undertake grant making outside the priority landscapes , the GEF-SGP CSP will have to deliberately mobilize additional resources as well as take advantage of opportunities to leverage funds from on-going initiatives. Resources available for grants outside OP8 landscapes will be committed to projects supporting innovative, inclusive and impactful activities.

The following criteria will be applied to select sites/locations outside the targeted landscapes.

- Exceptional global and national significant ecosystems/sites.
- Unique opportunities for testing or upscaling innovative approaches that will add value to global knowledge and practices (Exchange/learning visits, field studies, etc.
- Opportunities for leveraging UNDP or GEF partners investments aiming at creating more impacts and or enhance sustainability of past/ongoing investments.

- Opportunities for promoting social inclusion (Gender inequality and women empowerment, Indigenous Peoples (IPs), Youths and Children).
- Opportunities for advancing CSO-government dialogue or CSO engagement in regional/global dialogues in the context of multilateral environmental agreements.

4.3 CSO-government-private sector dialogue platforms

Civil society organizations and the private sector are key actors in sustainable development in Uganda. Civil Society, private sector and government engagement is intended to enhance country programme ownership, increase linkages with local stakeholders, and share skills, experiences and knowledge. A dialogue platform established under OP7 will be maintained to facilitate a structured engagement between CSO, private sector actors and government ministries, departments and agencies whose mandates relate to environment and natural resources management. The purpose of the dialogue platform is to foster interactions with stakeholders such as local community leaders, district local government leaders, policy makers, private sector actors, development partners and environmental/conservation agencies implementing projects related to the GEF Country Programme focal areas in the priority landscapes. The dialogue platform will also facilitate communication, knowledge transfer and information sharing. Furthermore, it will be used for planning environmental events in which CSO and Government participate, for example, commemoration of World Biodiversity Day, World Water Day, World Forests Day, World Wildlife Day, and others. Topical environmental issues of local, regional and global importance such as deforestation and climate change, invasive alien species, environmental pollution, biodiversity, renewable energy, indigenous management and conflict over natural resources, among others, will be discussed to guide implementation of multilateral environmental agreements and influence relevant policies.

4.4 Promoting social Inclusion, including gender equality and women's empowerment

The GEF-SGP OP8 CSP has been prepared in consonance with GEF Policy on Gender Mainstreaming. Women, Youth, PWD and Elderly will be empowered to play their roles as key agents of change in the landscapes where projects in the GEF SGP focal areas will be implemented. Efforts will be made to apply affirmative action to support women, youth, PWD and elderly-led projects. This strategy recognizes the different social and economic roles and the differentiated responsibilities and capacities of men, youth and women in addressing environmental challenges and managing environmental resources for sustainable livelihoods. Furthermore, women and youth will be involved in decision making at all levels of programme and project implementation. Social inclusion and gender roles will facilitate access by men, women and youth to benefits of projects supported under OP8. The efforts to achieve the goals of each focal area of GEF SGP OP8 will be cognizant of the gender roles and will support projects that include women, youth and the disabled.

4.5 Knowledge Management

GEF-SGP will support and promote knowledge sharing platforms inherited from OP7. These platforms will provide space for learning and exchanging experiences and best practices from GEF SGP funded projects. These platforms shall consist of a group of individuals representing organizations with different backgrounds and interests: local community leaders, farmers, traders, researchers, government officials, political leaders, civil society organizations and others. The platforms will include knowledge uptake pathways, dissemination and sharing such as demonstrations, exhibitions, exchange visits and collaborations among NGOs and CBOs

involved in GEF SGP projects, farmer groups, youth and women groups and academia among others. GEF SGP country office shall facilitate NGOs and CBOs to work with schools which can serve as centres for information access, dissemination and demonstration of local environmental challenges that need to be addressed. Working with schools will help to inculcate the knowledge of local community-development in young people early enough.

Achievements in each GEF Country Programme focal area by grantees will be elaborately documented and published as policy briefs, monographs and book series. A compendium of projects results will be published and copies shared with development partners, NGOs/CSO resource centres, libraries of academic institutions and government agencies. These information materials will be made available in hard and electronic copies to ease sharing with online digital libraries.

5. COMMUNICATION PLAN

The Communication Plan for SGP OP8 is aligned to the UNDP-GEF SGP Guidelines (2017). A Communication Plan for OP8 will be developed at the onset of CSP Implementation.

The overall objective of the Communication Plan is to enhance UNDP and UNDP-GEF SGP image and visibility as well as promote its services to the broad range of stakeholders in the country and beyond.

The specific objectives are:

- To develop key messages to inform the stakeholders and enhance understanding of the activities and achievements of SGP Uganda Country Programme;
- To promote deeper understanding of the environmental issues of national and global significance that are linked to sustainable development; and
- To promote lobbying, advocacy and partnerships among stakeholders for greater delivery of outcomes that contribute to the attainment of national sustainable development aspirations.

The Communication Plan will promote the understanding of the activities and achievements of the GEF-SGP under the OP8, participation of stakeholders, strengthening relationships, fostering partnerships and ensuring that the GEF-SGP strategic areas contribute to national development priorities, GEF programming and UNDP strategies. Further, it will support internal communications and provide information at administrative, governance and coordination levels for enhanced operations and delivery of outputs and outcomes based on the annual work plans and targets.

The Communication Plan will apply an integrated approach to achieve wider stakeholder outreach, using a combination of communication channels, tools, materials and communication platforms

6. RESOURCE MOBILIZATION AND PARTNERSHIP PLAN

Resource mobilization is an essential process for increasing the amount of financial support to facilitate the operations and activities of OP8 CPS. A description of the OP8 resource mobilization and partnership plan will be developed at the onset of the OP8 CPS implementation. The Resources Mobilization and Partnership Plan shall articulate on:

- Targeted partnerships and co-financing sources with GEF and non-GEF sources (multilateral/bilateral donors, foundations);
- Approaches to recover costs to co-finance a share of the SGP Country Programme non-grant costs (i.e. UNDP resources, national host institutions, government contributions, bilateral donors);
- Opportunities for GEF-SGP to serve as a delivery mechanism of other projects and programs; and,
- Potential private sector funding (e.g.in support of successful sustainable enterprises for scaling up).

It is envisaged that the mobilization and partnership plan will serve as tool to leverage additional resources and networks for resources mobilization, that would in turn, enhance the impact and sustainability of the GEF-SGP Country Programme.

The following in country sources will be pursued :

- **OP8 budget allocation:** Uganda Country Programme Strategy under OP8 has a secured funding of USD 500,000.
- **Co-financing opportunities:** from:
  - Partnership with all GEF financed components through IUCN, WWF, WB and FAO as well as development partners such as EU, SIDA, GIZ, DANIDA, etc.) using MOU modalities.
  - Programmes of government, private sectors, NGOs and other in-country actors.

7. PARTNERSHIP OPPORTUNITIES

Basing the Resources Mobilization and Partnership plan, the GEF-SGP team including the National Steering Committee (NSC) and consultants (hired by GEF-SGP/UNDP) shall explore and harness opportunities for assisting communities and grantees to develop proposals to access the following sources, among others:

- Other donors and funding facilities in and outside the country such as Conservation Trust Funds, Private Sector Corporate Social Programmes and Charity organizations;
- Innovative green business ideas addressing environmental impact to access funding platforms such as the “Climate Launch pad” that regularly publishes calls for competitive grants in areas such as renewable energy and sustainable transition in the food chain.
- Carbon and Green financing initiatives.

8. RISK MANAGEMENT PLAN

Risk management is an integral component of good management and governance and will be an area of principal focus in OP8 GEF-SGP CPS aimed at ensuring successful and cost-effective implementation of projects and thus achieving the strategic objectives of OP8 GEF-SGP CPS. Risk management will be developed at the onset of CPS implementation through an iterative process involving regular analysis, monitoring and evaluation to keep the risks presented in Table 8-1 under control.

The risk management plan will be linked to the communication plan thus enabling the GEF -SGP Secretariat/UNDP to monitor and report on the progress of activities and achievements under OP8 to GEF, Government and other stakeholders.

Note: risk classification follows:

- Low risk: the risk with little or no impact on performance of GEF- SGP CPS
- Moderate risk: risk with potential to disrupt OP8 GEF-SGP CPS performance
- High risk: risk likely to cause a significant change in the performance of OP8 GEF-SGP CPS.

Table 8-1: Description of risks identified in OP8

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Inability of NGOs/CBOs to co-finance projects			NGOs/CBOs in the landscapes should collaborate with long-established and resource endowed CSOs to leverage resources
Grantees' failure to complete project activities			Regular monitoring and evaluation to provide technical support
Investment projects causing loss of key biodiversity areas due to land use and land cover change on priority landscapes and ecosystems			Coalition of NGOs/CBOs to lobby for conservation of key biodiversity areas and protection of the priority landscapes
Inability of CBOs/NGOs to leverage resources from on-going and upcoming projects in the landscapes			Build capacity of NGOs/CBOs in grant searching, lobbying and negotiation skills

9. MONITORING AND EVALUATION PLAN

The purpose of monitoring and evaluation is to systematically track implementation of activities, generation of outputs and attainment of outcomes, as a measure the effectiveness of programmes. Monitoring and evaluation play a major role in enhancing decision making, facilitates a structured documentation of lessons learned for knowledge management and performance improvement (UNDP 2009). The Monitoring and Evaluation Plan for GEF-SGP Country Programme Strategy under OP8 follows the Global GEF Small Grants Programme Guide (UNDP, 2017).

9.1 Monitoring approaches at project and country levels

A combination of monitoring approaches shall be applied for the GEF-SGP Uganda country programme (Table 9-1) at project, national and global levels. The purpose is to capture information that can be utilized to guide decision making and implementation at the relevant level. The levels at which the approaches shall be applied are elaborated below.

At Project Level: At the Project level, grantees will be expected to provide elaborate M&E matrices to guide the monitoring and evaluation and reporting planned activities according to set objectives. Regular assessments will be guided by the matrix, and the reporting based on the indicators. regular assessment and reporting of the funded project activities to ensure that they are on track according to the indicated stated in the matrices

Participatory M&E will be mainstreamed into project management at community level. Each project will establish an M&E Committee that includes local community leaders to promote transparency and assure delivery of quality outputs. Each project will submit an M&E report as part of progress reporting to the GEF-SGP Secretariat. The Secretariat will then analyse the information, consolidate it and give feedback to both the grantees and the NSC for further guidance. The analysis will be undertaken to track the contribution of the projects to the overall CPS goal. In order to mainstream data quality assurance in M&E, a structure template for data collection and reporting will be utilized in each of the funded projects. In addition, the capacity of the guarantees will be built in quality data collection, analysis and reporting. The data collected from each project will be stored in a central database managed by the GEF-SGP Coordination Secretariat. Management of the database will require regular updating, as more M&E data are received from the projects, with proper data protection security system installed.

At National Program Coordination Secretariat level: The staff at the GEF-SGP Secretariat will mainstream project M&E in their annual work plans and budgets. The Secretariat staff will participate in quarterly field visits to conduct on the spot assessment of the activities and achievements by each project. The NSC will also independently participate in program M&E activities. M&E reports by the Secretariat staff and the NSC will be discussed at NSC level to facilitate decision making. The Secretariat staff will engage the technical personnel at district, subcounty and community level to provide oversight of project implementation and give feedback on project performance. The M&E report obtained at this level will facilitate decision making by Secretariat and NSC with regard to project direction and delivery of planned outputs.

At Global level: In order to prepare the country program for end of OP8 evaluation, the Secretariat will prepare an End of Program M&E Report. The country program M&E reports will feed into the Global SGP

reports as part of the process for ensuring that the country level activities and achievements contribute to the global OP8 strategies.

Table 9-1: M&E Plan at the Country Programme level

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Country Programme Strategy elaboration	Framework for action including identification of community projects	NC, NSC, country stakeholders, grantees	A SGP planning grant to engage consultants may be used to update OP8 CPS	At start of OP8
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review	Assess effectiveness of projects, country portfolio; learning; adaptive management	NC, NSC, UNDP Country Office. Final deliberations shared/ analysed with CPMT colleagues	Staff time, Country Operating Budget	At least one annual CPS review to ensure OP8 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed[2]
Annual Monitoring Report Survey[3]	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors	NC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action	Staff time	Once per year in June- July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS	NC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP8 CPS development and its implementation Global technical M&E support can be expected	Once per operational phase

[2] It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July). Note that OP8 CPS will be regarded as a dynamic document and can be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact.

[3] Timely and quality country level submissions to Annual Monitoring Process are mandatory. As a Global Programme, it enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database	NCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May-June of every year)
Audit	Ensure compliance with project implementation/management standards and norms	External/independent auditors. NC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

9.2 CPS Results Framework

The CPS results are presented in Table 9-2.

Table 9-2: Results Framework of SGP OP8 Country Programme Strategy

Alignment with SDGs		
The CPS will contribute to the following SDGs: 1,2,3,4,5,6,7,8,9,11,12,13,14,15,16,and 17		
Synergy with UNDP Country Programme Document (CPD): • Output 2.1.4. Capacities of men and women, particularly youth and marginalized groups, enhanced to access and benefit from innovative technologies, natural and productive resources for expanded livelihoods, decent work and employment opportunities in formal and informal sectors (IRRF 1.1.2). • 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) • 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). • 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) • 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).		
OP8 SGP Programme Goal: Engage local CSOs/CBOs in landscape-seascape approaches across the world, providing them access to knowledge and information, capacitating them through learning-by-doing, skills development, and delivering technical and grant assistance for interventions that enhance wellbeing and socioeconomic conditions and generate global environmental benefits.		
1	**2**	**3**

OP8 SGP CPS Strategic Initiatives	CPS Indicators and Targets	Means of Verification
Strategic Initiative 1: Community-based conservation of threatened ecosystems and species within selected landscapes • Community based conservation initiatives e.g., Collaborative Forest Management (CFM), Collaborative Resources Management (CRM), Beach Management (BM), etc.) targeting forests, water, wetlands, rangelands/woodlands) • Incentivizing conservation action through application of economic tools for conservation (e.g., nature based solutions/enterprises) • Restoration of critical biodiversity habitats (forest, rangeland, wetlands), including control and management of invasive plant species • Human Wildlife Conflict (HWC) management caused by problem animals. • Creating buffer around core biodiversity conservation areas (Protected areas (PAs) in order to reduce human pressure on resources within the PAs. • Support habitat and biodiversity protection within and outside protected areas.	• At least 2,500 ha of landscapes under improved management to benefit biodiversity • At least 10 community-based conservation initiatives or strengthened • At least 5 sustainably produced biodiversity and agro-biodiversity products supported through completed SGP projects • At least 800ha of critical biodiversity habitats restored • At least 5 community led Human Wildlife Conflict management initiatives and processes initiated or strengthened • At least 500ha of buffer around core biodiversity conservation areas established and managed by local communities • At least 200ha of forest or wildlife protected areas infested with plant invasive species cleared	• Individual project reporting by SGP country teams (as part of midterm and final Progress reports) • Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report
Strategic Initiative 2: Reducing livelihoods vulnerabilities to effects of climate change Supporting adaptation technologies • Productive Use of Renewable Energy innovations(PURE), including focus on large biomass consumers (e.g., schools, hospitals, etc). • Climate Smart Agriculture technologies (micro-irrigation, drought resistant crops, etc).	• At least 5 renewable energy technology units (e.g. biogas, solar, improved charcoal kiln, improved cook-stoves) to enable community-oriented, locally adapted energy access solutions with successful demonstrations or scaling up and replication. • At least 2 community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication	• Individual project reporting by SGP country teams (as part of midterm and final Progress reports) • Baseline assessment comparison variables (use of

• Rain water harvesting for domestic, agriculture (crop and livestock) and commercial use. • Mindset change on the relationship between climate change drivers, effects (*vulnerability*) and resilience (*adaptation and mitigation*). • Disaster management (*landslides, floods*). **Promoting Climate Change mitigation action** • Reducing GHG emissions from deforestation/forest degradation, solid waste, energy use (fossil and biomass energy). • Protection and management of water sources (*sub-catchments, micro catchments*) • Mitigating refugee impacts on natural environment (*vegetation for wood fuel and poles*).	• At least 500 households achieving energy access, with co-benefits estimated and valued • At least 1,000 ha of forests and non-forest lands with restoration and enhancement of carbon stocks initiated. • At least 1,000 ha of landscapes under climate smart agriculture • At least xxx people with enhanced understanding and appreciation of relationship between climate change drivers' effects (vulnerability) and resilience (adaptation and mitigation) • No of and diversity of climate change adaptation technologies addressing landslides, floods and drought disasters • xx tonnes of GHG emissions reduced or sequestrated • At least 500ha of water sources under improved protection/management • At least 10,000 trees planted in/adjacent to refugee settlements to provide poles and fuelwood to refugees	conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report • Socio-ecological resilience indicators for production landscapes (SEPLs)
Strategic Initiative 3: Promoting technologies for sustainable land management and land restoration. • Land/forest/woodland restoration • Soil and water conservation technologies to reduce soil and soil fertility loss • De-risking community-led investments in socio-ecological resilience	• At 500 hectares of degraded lands woodlands and forests in agricultural landscapes restored • At least 500 small-holder farmers practising Soil and water conservation technologies • At least 3 projects in rangelands supported with to strengthen socio-ecological resilience • At least 3 projects promoting integrated/mixed farming	• Individual project reporting by SGP country teams (as part of midterm and final Progress reports) • Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report
Strategic Initiative 4: Promoting management, protection and sustainable utilization of international water resources. • Fisheries resources development and management (for food and income)	• At least 3 projects investing in fisheries resources development and management • At least 3 projects investing in the management or control of water pollution	• Individual project reporting by SGP country teams (as part of midterm and

• Management and control of water pollution control • Protection of wetland/riverbanks and lake shores.	• At least 500ha of wetlands with improved protection • At least 200km of riverbanks with improved protection	final Progress reports) • Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report
Strategic Initiative 5: Reducing human health and environmental risks. • Increasing awareness on Environment and Health nexus (*chemical effects on human health and environment*) triggered by chemicals used in mining and agriculture • Promoting safer and cost-effective methods of handling and disposal of chemicals used in gold mining and agriculture • Promoting Integrated Pest management dependent on organic products, and, sustainable solid waste management. • Promoting environmentally friendly solid wate management practices	• At least xxx people with enhanced understanding and appreciation of effects of mining and agro-pesticides on environment and human health • At least xxx people practicing safer and cost-effective methods of handling and disposal of chemicals used in gold mining and agriculture • At least 100 small-holder farmers practising integrated Pest managements • At 3 projects promoting environmentally friendly solid wate management practices	• Individual project reporting by SGP country teams (as part of midterm and final Progress reports) • Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report • Socio-ecological resilience indicators for production landscapes (SEPLs) •
Strategic Initiative 6: Impactful CPS implementation	• At least 1 lesson learning and sharing events per year	• Individual project reporting by

• Information and knowledge management (Learning and sharing lesson and experiences) among grantees and between grantees and targeted audiences at local/community, national and global levels, including policy level debates and platforms. • Advocacy platforms and networks at national/regional/international levels. • Capacities for prospective grantees to access and utilize GEF funds from SGP and other GEF components. • Mobilization Co-finance leverage between/among GEF financed components and with programmes of government and other actors. • Gender and inclusiveness approaches including affirmative action for Women, Youth, PWD, Elderly, minority groups. • Application of indigenous knowledge and practices.	• NO of grantees, beneficiaries engage din policy level debates at local/community, national and global levels • NO of advocacy platforms and networks at national/regional/international levels supported • NO of Grants made from SGP budget • NO of Grants made from non SGP budget • NO of and diversity of conflict management initiatives supported • At least 10,000 direct beneficiaries disaggregated by gender (at least 50% women) as co-benefit of GEF investment • At least 2 SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women. • At least 1 SGP project that has targeted support for Indigenous Peoples in terms of country level programming and management. • At least 5 SGP projects that demonstrate appropriate models of engaging youth • At least 3 SGP projects that demonstrate models of engaging persons with disability.	SGP country teams (as part of midterm and final Progress reports) • Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) • Annual Monitoring Report (AMR), • SGP global database • End of Country Programme Review report

10. National Steering Committee Endorsement

NSC members involved in OP8 CPS development, review and endorsement	Signatures
.....	
.....	
.....	
.....	
.....	
(Add more rows as necessary)	

11. Annexes

11.1 Annex 1: Stakeholders consulted

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...to be inserted.....

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11.2 Annex 2: Criteria for selecting landscapes

- **Score: 1-5; (Lowest 1; highest 5)**
- **KEY:**
- LSI Western and south western (including Albertine Rift)
- LS2 Eastern (including Kalamoja, Mt. Elgon)
- LS3 Central Region (including Lake Victoria basin)
- LS4 Northern Uganda (including Kyoga basin)
- LS5 West Nile Region (including Albert Nile system)

Characteristics	Uganda				
	LS 1	LS 2	LS 3	LS 4	LS 5
Global Environmental Characteristics					
Landscapes with ecosystems that are recognized globally and/or nationally for: • Hosting endangered, threatened and vulnerable species • Being globally reorganized under the following conventions which Uganda is party to: CBD, Ramsar, World Heritage, Bonn Convention, etc	5	5	2	3	2
Landscapes with ecosystems that exhibit : • Increased threats to ecosystem integrity, connectivity and resilience • Degradation of naturel ecosystems • Increased vulnerability to climate change	5	5	5	5	5
Socio-economic characteristics					
Landscape with presence of strong traditional systems of governance (such as traditional territories, ICCAs)	5	5	3	5	2
Landscape with presence of important cultural heritage (including sacred sites, archaeological features, traditional knowledge, etc.)	5	5	5	4	3
Landscapes with presence of Indigenous Peoples/ vulnerable groups/ethnic minority groups	5	5	3	2	2
Stakeholder Capacities					
Availability of organizations (NGOs, CSOs and CBOs)	4	3	5	5	5

Availability of partner institutions (local governments, civil society groups, universities, network of IPs, others)	5	5	5	5	5
Additional considerations: long term potential for SGP's role					
Build on gains and networks of previous operational phases	5	5	4	3	2
Provides opportunities for deeper impact and broader adoption (scaling up, replication, policy influence)	5	5	4	3	3
Presence or potential to collaborate with other large-scale efforts for co-financing and joint initiatives (e.g. GEF and UNDP Projects, multilateral/bilateral donors, private sector, foundation)	5	5	5	4	3
Logistic considerations (example, geographic accessibility, security concerns, infrastructure)	5	5	5	4	3
Provides opportunities for capacity building among local communities, stakeholders, and implementing partners	5	5	5	5	5
Potential to incorporate innovative approaches	5	5	5	5	5
Potential to integrate gender transformative approaches	5	5	5	5	5
TOTAL	69	68	61	58	50

11.2 Annex 3: GEF SGP Country Programme's alignment with SGP OP8 Strategic Initiatives and country priorities/projects/programmes

SGP OP8 Strategic Initiatives - Global	SGP Country Programme's OP8 Priorities (Choose priorities among the SGP OP8 Strategic Initiatives on the left column. Some are mandatory and already included.)	SGP Country Programme's complementarity with GEF, UNDP, and other projects and programmes (identify related projects/ programmes for cooperation)
Community-based conservation of threatened ecosystems and species 1) Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities. 2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.).	• *IPs and Indigenous knowledge and practices:* Improve the effectiveness of biodiversity and ecosystem conservation and management through equitable governance systems by recognizing and respecting the rights of Indigenous Peoples and local communities. • *Nature based enterprises:* Improve community-led biodiversity friendly practices and approaches, including promoting blue economy approaches (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.).	• Building resilient Communities, Wetlands ecosystems and associated catchments in Uganda project (2017-2025; USD 24.1M (GCF), and USD 2 M (UNDP)) - Ministry of Water and Environment • Investing in Forest and Protected Areas for Climate Smart Development (IFPA- CD); World Bank/GoU (US$ 142m)

3) Enhance community led actions for protection of threatened species.	• *Community based conservation towards PAs*: Enhance community led actions for protection of threatened species.	
Sustainable agriculture and fisheries, and food security 1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, island ecosystems, etc.). 2) Increase diversification and livelihood improvement. 3) Remove deforestation from supply chain and expand restoration of degraded lands.	• *Sustainable Land Management practices*: Increase efficiency and effectiveness of overall food production • *Value addition and market Chains*: value chain, including in vulnerable ecosystems (mountains, island ecosystems, etc.). • *Fisheries and livestock:* Increase diversification and livelihood improvement. • Remove deforestation from supply chain • *Restoration of degraded areas:* expand restoration of degraded lands.	
Low-carbon energy access co-benefits Support implementation of Paris Agreement and the NDCs 1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. 2) Promote off-grid energy service needs in rural and urban areas.	• *Efficient technologies for biomass energy use:* Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods. • *Promote alternative clean energy technologies...e.g., solar...*Promote off-grid energy service needs in rural and urban areas.	
Local to global coalitions for chemicals and waste management 1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining. 2) Promote plastics/solid waste management and circular economy.	• *Reduce and promote alternative* to mercury use in artisanal and small-scale gold mining. • *Promote plastics/solid waste management and circular economy*. • *Promote organic agriculture:* Reduce/remove use of chemicals in agriculture.	

3) Reduce/remove use of chemicals in agriculture. 4) Enhance local to global coalitions on chemicals, waste and mercury management.	• *Networking for common action:* Enhance local to global coalitions on chemicals, waste and mercury management.	
Catalyzing sustainable urban solutions 1) Improve capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development. 2) Demonstrate innovative socially inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity). 3) Implement public-private partnership approach for low carbon energy access for marginalized urban communities.	• *Community based solutions to reducing vulnerability (adaptation and mitigation) to Climate Change:* ○ Improve capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development. ○ Demonstrate innovative socially inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity). • *Private sector led solutions to Low carbon footprint:* Implement public-private partnership approach for low carbon energy access for marginalized urban communities.	
Community-Based Adaptation (CBA Phase 3) *(only applicable to CBA Phase 3 participating countries)* (with DFAT funding) 1) Reduce vulnerability and improve the adaptive capacity of communities. 2) Provide countries with concrete ground-level experience on Climate Change Adaptation and CBA.		.....

3) Provide clear policy lessons and mainstream CBA within national processes.		
Global ICCA Support Initiative (ICCA GSI Phase 2) *(only applicable to ICCA GSI Phase 2 participating countries)* (with BMUV IKI funding) 1) Work Package 1: Provide national level ICCA small grants. 2) Work Package 2: Provide legal and governance assistance to ICCAs. ***3)*** Work Package 3: Network exchange and knowledge management for ICCAs.		.....
Community Development and Knowledge Management for the Satoyama Initiative (COMDEKS Phase 4) *(only applicable to COMDEKS Phase 4 participating countries)* (with Ministry of Environment, Japan and Keidanren Nature Conservation Fund funding) 1) Sustainable landscape and seascape management and restoration. 2) Knowledge Management for capacity building, replication, and up-scaling.		.....
CSO-government-private sector policy and planning dialogue platforms 1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.	*Facilitate CSO participation in national /regional and global policy forums:* Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues.	.....

Enhancing social inclusion (mandatory) 1) Promote inclusive targeted initiatives. 2) Mainstream social inclusion in all projects. (e.g. women/girls, Indigenous Peoples, youth, and persons with disabilities).	***Enhancing social inclusion*** • *Indigenous people/minority groups action:* Promote targeted inclusive initiatives. • *Revise grant making guidelines* to provide for Mainstreaming social inclusion in all projects.	.....
Knowledge Management (KM) (mandatory) 1) Capture knowledge and lessons from projects and activities. 2) Improve capacities of CSOs/CBOs. 3) Conduct South-South Exchanges to promote technology transfer and replication of good practices.	***Knowledge Management*** • *Promote learning and sharing among grantees:* ○ Capture knowledge and lessons from projects and activities. ○ Improve capacities of CSOs/CBOs. ○ Conduct South-South Exchanges to promote technology transfer and replication of good practices.	.....
Results Management, Monitoring & Evaluation (M&E) (mandatory) ***1)*** Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	***Results Management, Monitoring & Evaluation*** *Develop M&E for OP8 CSP*: Administer new M&E strategy in Country Programme and project design, implementation and overall decision making using participatory mechanisms.	.....