

Government of Uganda
United Nations Development Program
United Nations Environment Programme

**Uganda/UNDP/UNEP Partnership Initiative
for the Implementation of SAICM**

Project Summary: Over time in Uganda, an extensive array of chemical substances, which never existed in the environment, and for which the environment cannot provide natural conditions to cause their degradation or break down, now predominates in the name of development. This has had consequences at the public health, environmental health and socio-political levels, and calls for a sound mechanism of managing the chemicals for the benefit of people's livelihoods.

Uganda is a signatory to various international chemical related agreements and initiatives which the SAICM Project seeks to harmonise and provide synergies. This would fit in well with building upon earlier initiatives like the National Profile to Assess the Chemical Infrastructure in Uganda (2003) prepared by the National Environment Management Authority (NEMA) and other chemicals management initiatives such as those under the Montreal Protocol on Substances that Deplete the Ozone Layer and the Stockholm Convention on Persistent Organic Pollutants (POPs).

The one and a half year pilot project aims at developing strategies to assist government in incorporating sound management of chemicals (SMC) into the national development policies and planning to achieve the Millennium Development Goals (MDGs). This will allow for a strengthened focus on improved cross-sectoral governance for the sound management of chemicals at the national and local levels (i.e. rather than addressing chemicals on a chemical by chemical basis exclusively). The project will bring to the fore, the recognition that for sound management of chemicals to be advanced significantly beyond the pre-SAICM situation, there will need to be much stronger links established with the development planning priorities, processes and plans of the country.

The primary beneficiaries in this project will be (i) Government departments (ii) local experts and (iii) multi-sectoral ministry level policy makers consistent with sound chemical management. The project will be implemented by NEMA in close collaboration with the Ministry of Water and Environment and other collaborating institutions over one and a half year period.



Country: Uganda

UNDAF Output: Poor people have increased access to and use of productive assets, technologies and energy

UNDAF Indicator: Number of strategies developed & number of analytical policy position papers produced and used in sectoral planning processes

UNDAF Outcome: Increased opportunities for people, especially the most vulnerable, to access and utilize quality basic services and realize sustainable employment, income generation and food security

Executing Agency: Ministry of Finance, Planning and Economic Development (Aid Liaison Department)

Implementing Agency: National Environment Management Authority (NEMA)

Collaborating Partners: Ministry of Health; Ministry of Tourism, Trade and Industry; Ministry of Energy and Mineral Development; Ministry of Water and Environment; Ministry of Agriculture, Animal Industry and Fisheries; Ministry of Internal Affairs; Ministry of Gender, Labour and Social Development; Academic and Research Institutions; Private Sector and NGOs

<p>Programme Period: 2006 - 2010</p> <p>Programme Component: Energy & Environment for Sustainable Development</p> <p>Project Title: Uganda/UNDP/UNEP Partnership initiative for the implementation of SAICM</p> <p>Project ID:</p> <p>Project Duration: 1.5 Years (2007-2009)</p> <p>Management Arrangement: National Execution</p>	<p>Budget: \$ 270,000</p> <p>Other Allocated Resources:</p> <ul style="list-style-type: none">• Government(In kind) \$ 20,000• UNDP (SAICM QSP TF) \$ 250,000 <p>TOTAL \$ 270,000</p>
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Agreed by: **(Implementing Agency):** _____

Agreed by **(Executing Agency):** _____

Agreed by **(PS/ST on behalf of Gov't):** _____

Agreed by Resident Representative **(UNDP):** _____

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ABBREVIATIONS AND ACRONYMS

ALD	:	Aid Liaison Department
APR	:	Annual Progress Report
AWP	:	Annual Work Plan
CAE	:	Cumulative Annual Expenditure
CBO	:	Community Based Organization
CPAP	:	Country Programme Action Plan
DWD	:	Directorate of Water Development
ESIP	:	Education Sector Investment Plan
FACE	:	Funding Authorization & certificate of expenditures
HACT	:	Harmonised Cash Transfer
HELI	:	Health and Environment Linkages
HSSP	:	Health Sector Strategic Plan
LPAC	:	Local Project Appraisal Committee
IWG	:	Interagency Working Group
MAAIF	:	Ministry of Agriculture Animal Industry and Fisheries
MDG	:	Millennium Development Goals
MEMD	:	Ministry of Energy and Mineral Development
ME&S	:	Ministry of Education and Sports
M&E	:	Monitoring and Evaluation
MFPED	:	Ministry of Finance Planning and Economic Development
MoH	:	Ministry of Health
MOU	:	Memorandum of Understanding
MWE	:	Ministry of Water and Environment
NEMA	:	National Environment Management Authority
NEX	:	National Execution
NGO	:	Non-governmental Organizations
NPM	:	National Project Manager
NSC	:	National Steering Committee
PSC	:	Project Steering Committee
PEAP	:	Poverty Eradication Action Plan
PEPD	:	Petroleum Exploration & Production Department
PMU	:	Project Management Unit
QSP	:	Quick Start Programme
SAICM	:	Strategic Approach to International Chemicals Management
SMC	:	Sound Management of Chemicals
TOR	:	Terms of Reference
UNDP	:	United Nations Development Programme
UNITAR/IOMC	:	United Nations Institute for Training & Research/ Inter-Organisation Programme for the Sound Management of Chemicals

1. Situation Analysis

1.1 Introduction

Chemical production in Uganda constitutes less than 2% of the total demand of chemicals, meaning most of the chemicals required are imported. In descending order of importation, the main types of chemicals imported into Uganda include; petroleum products, fertilizer, pesticides as well as some industrial raw materials for the processing industry and mining industry.

The management of chemicals has been impeded by deficiencies in the law and other factors, which hinder the enforcement of regulations. The main impediments have been: lack of serious political commitment, inadequate or uncoordinated legislation; uncoordinated efforts; insufficient information on chemicals in use; lack of health or environmental monitoring; lack of trained staff, equipment and other resources; absence of labeling or foreign labeling; faulty packaging or repackaging; lack of poison centers or accident preparedness; inappropriate transport; unsafe storage; easy accessibility by children or inexperienced adults; dangerous methods of use; excessive use or misuse; lack of or failure to use protective equipment or clothing; and lack of disposal facilities for waste chemicals.

The National Profile (2003) indicates that there exists legislation and regulations in force albeit fragmented, especially with respect to pesticides, but that the legal framework in general is not adequate and that there is an immediate need for the development of a comprehensive package in order to address all aspects of chemicals management. The fragmented pieces of legislation include; the Constitution of Uganda 1995, National Environment Act Cap 153, Control of Agricultural Chemicals Act Cap 28, Water Act Cap 152, Public Health Act 269, Factories Act. Cap 198, East African Community Customs Management Act 2004 and subsidiary legislation made there under. However a National policy on chemical management is lacking.

Uganda is signatory to several conventions and agreements related to the management of chemicals like; the Stockholm Convention on Persistent Organic Pollutants, the Vienna Convention on the Protection of the Ozone Layer, Montreal Protocol on Substances that Deplete the Ozone Layer, the Basel Convention on the Control of Transboundary Movement of Hazardous Wastes and Convention on the Prohibition of the Development, Production, Stockpiling and Use of Chemical Weapons and on their Destruction, while the national implementation of the principles of these agreements can not be said to be excellent.

Chemical information in relation to the sound management of chemicals is fragmented and scattered in various sectors and there is an urgent need for a multi-stakeholder integrated management approach. Such an approach will strengthen the national capabilities and capacities for the sound management of chemicals in the country and fulfill the objectives of Agenda 21.

Key areas earmarked for immediate follow-up from the National Profile's priority assessment include among others:

- Strengthening of weak legislation to ensure the availability of safe and effective chemicals management;
- Enhancement of monitoring capacity, hazard and risk assessment as well as interpretation and communication; and
- Building capacity for implementing and enforcing compliance with chemicals management regulations

The prime concern is that chemical management must be defined as a priority area of concern. Whilst capacity in chemicals management in Uganda remains extremely low, the country is in a position to use the findings of the profile to draw up a strategic plan for chemical management, that effectively meets the needs identified and fills the gaps that exist.

In support to rectify the situation at hand and following the features of the Strategic Approach to International Chemicals Management (SAICM), UNEP & UNDP have developed a Partnership Initiative to help client countries as part of a pilot approach to:

1. Assess their sound management of chemicals regimes relative to the strategic objectives of the SAICM Overarching Policy Strategy, and put in place a plan to begin addressing gaps in the national regime; and,
2. Improve the incorporation of national sound management of chemicals priorities into the national development discourse and planning agenda.

The initiative promotes an inter-sectoral approach to decision-making that includes consideration of the full range of environmental and health impacts of decisions and emphasizes that efforts to protect environmental health should be integrated with, and support, national development plans as well as sustainable development objectives.

1.2 Project Objectives

The objective of the project is to develop strategies for integration of sound management of chemicals into national development plans and programmes.

This objective is entirely consistent with advancing the overall objective of the QSP to use trust fund resources to “support initial enabling capacity-building and implementation activities in developing countries, in particular least developed countries, Small Island Developing States, and countries with economies in transition”.

Uganda further acknowledges that the QSP Trust Fund does not contain sufficient resources to fund the initial SAICM enabling activities of all eligible countries, and that building case study examples will help donor and recipient countries to better assess how to mobilize and target additional resources for implementation of SAICM going forward. For this reason, this project advances Uganda’s national objectives in the implementation of SAICM and allows it to contribute to replicable examples that will benefit other countries under SAICM.

2. Project Strategy

This project will be delivered through a partnership approach, with government officials, local experts and UNDP/UNEP experts working closely together as a team in order to share experiences, information and knowledge to support delivery of concrete results against the various project activities.

To achieve the project objectives above, the project will go through the following steps;

- (a) Qualify the links between major chemical management problem areas and human health and environmental quality in Uganda
- (b) Identify which areas of Uganda’s national SMC governance regime needs strengthening most urgently
- (c) Develop a realistic phased plan for strengthening Uganda’s national SMC governance regime

- (d) Quantify costs of inaction/benefits of action in planning/finance/economic language regarding major chemical management problem areas drawn from step (a) above
- (e) Propose a path forward to mainstream the highest priority SMC issues in Uganda's development planning processes and plans

Through adoption of a programmatic approach, UNEP will lead in providing support to country partners under steps (a)-(c) with UNDP participating in the dialogue and contributing strategic advice as necessary. Following suit, UNDP will lead in providing support to country partners under steps (d) and (e), with UNEP participating in the dialogue and contributing strategic advice as necessary.

2.1 Stakeholder analysis

Effective incorporation of SMC issues into the development-planning context relies on ensuring broad stakeholder discussion of these issues in a consistent way with typical development planning processes. This initiative will produce the documentary materials that will communicate SMC, in an appropriate manner, in planning processes, and Uganda, by supporting this initiative, is expressing her willingness to follow-through on this work.

SMC is best considered in a cross-sectoral context, especially for purposes of development planning, as overseen by a national coordinating body that comprises ministries involved with key aspects of chemicals management. At a minimum, a national SMC coordinating mechanism should include representatives from ministries of environment, health, agriculture, industry or labor, along with finance and development planning ministries or commissions. They are the primary target groups of the pilot activities to improve country capacities to mainstream SMC issues in development planning at the national level.

In addition, the experience accumulated through the mainstreaming efforts will enhance capacities at the UN country team level, working alongside national and local government officials beyond the life of these specific project activities.

2.2. Project Activities:

2.2.1 Project Activity Area 1: Designating a National Project Manager and Project Initiation

Uganda will identify a National Project Manager (NPM) who will manage the project for the country from start to end. This person will be a senior planning official within a lead agency with the greatest experience in chemicals management (e.g., environment or health).¹ Duties and responsibilities of the NPM are shown in the TORs in Annex 3.

2.2.2 Project Activity Area 2: Establishing a Cross-sectoral, Multi-stakeholder Coordinating Mechanism

The National Project Manager, with the support of the Government of Uganda, UNEP/UNDP and the Uganda UNDP Country Office, will establish a cross-sectoral multi-stakeholder coordinating mechanism to oversee and guide the implementation of the project activities. The coordinating mechanism consists of

¹ This person could be the SAICM Focal Point, or another person who will keep the SAICM Focal Point briefed on progress under the project.

the National Steering Committee (NSC) and the Interagency Working Group (IWG) as per the TORs in Annex 6 and 7, respectively.

The National Project Manager is required to identify and bring into the project activities as appropriate those government ministries and organizations indicated in each TORs with important responsibilities for chemicals management.

A number of countries have established formal interagency mechanisms to coordinate their response to commitments under a chemicals-related international agreements and decisions. These experiences, to be shared via UNEP and UNDP, will inform works under this project. In particular, because chemicals-related international agreements and decisions have substantial synergies with one another, Uganda will consider the viability of consolidating our chemicals expertise within one SMC coordination mechanism consistent with the integrative aspects of SAICM. Such a mechanism, to be facilitated by the Project Manager, will have as its main objectives, during and beyond the life of this project, development and review of SMC-related priority setting, policy and implementation efforts, as well as provision of advice to other processes on which SMC has a bearing, including national development planning activities. The implementation of this project will in effect provide training through experience for the coordinating mechanism participants with respect to these objectives.

2.2.3 Project Activity Area 3: Research, Analysis and Planning in Support of Improved SMC Governance Consistent with the Strategic Objectives of SAICM

Major Task 3(a): Information Gathering and Analysis to Develop an Updated “National SMC Situation Report” (Consultations/Communications Document)

Building on previous work done in the country, including the national chemical profile, the updated National SMC Situation Report will be developed with an emphasis on:

- i. Qualifying the links between major chemical management problem areas and human health and environmental quality in Uganda (i.e. explaining the major issues for the environment, human health, worker safety and economic development etc. in the country in terms that the non-expert policy decision-makers can understand); and
- ii. Identifying which areas of the national SMC governance regime (policies, legislation, institutions and processes) need strengthening to improve capacities to:
 - Ultimately achieve the strategic objectives of SAICM in general;
 - Facilitate actions to begin addressing over time significant legacy issues associated with previous unsound chemicals management;
 - Facilitate actions to avoid, as much as possible, major problems associated with unsound chemicals management from building-up or occurring as accidents/emergencies in the future; and
 - Facilitate the country’s ability to capitalize on the sustainable development benefits of the chemicals industry.

Development of a national situation report on sound management of chemicals represents an important first step that a nation can take to identify a “baseline” of capacity for SMC. These reports should be developed as part of a process that identifies gaps, needs and opportunities. Once these are identified, the country can then proceed to a priority-setting exercise and, ultimately, to the integration of SMC priorities within national policy and legislative frameworks, and as grounded within broader national goals and objectives for health, enhanced food security, the environment, poverty reduction and sustainable development. Where reports are considered in isolation from such a wider process, their utility is limited.

That is why this case study tries to move the country's SMC priorities all the way into the development planning process in later stages of the project.

The situation report also functions as an awareness-raising tool for familiarizing government decision-makers and stakeholders with the strengths and weakness and overall capacity for SMC within the country and what is the most important to be addressed. This is particularly relevant for *Major Task 3(b)* discussed below.

Major Task 3(b): Multi-stakeholder Consultation and Awareness Raising Workshop

Stakeholder consultation and awareness raising will be an ongoing process throughout the case study, drawing on the results and networks of *Major Tasks 1(b)* and *1(c)*.

In addition, at this point in the project, an awareness-raising and consultation workshop will be held to discuss the conclusions/recommendations of the Situation Report. The objectives of this workshop are to:

- Raise awareness of major chemicals management problems in the country;
- Highlight major gaps in the national regime for the sound management of chemicals that can be addressed in a phased manner, and what the priorities for these actions should be; and
- Seek stakeholder opinions on the highest priority issues that might be the subject of mainstreaming SMC opportunities in national development planning processes and agenda.

Participation at the workshop will be multisectoral, including senior government representatives from key ministries, representatives of industry associations, labour and other NGOs.

Major Task 3(c): Identification of National SMC-Specific Opportunities and Priorities to Address Gaps in the National SMC Regime and Other Major Chemical Management Problems/Opportunities

Based on the results of the situation report in *Major Task 3(a)* and the multi-stakeholder workshop in *Major Task 3(b)*, the government, supported by UNEP and UNDP, will be in a position to deliberate on the country's priorities for:

- Addressing gaps in the national SMC regime in light of the strategic objectives of SAICM, and to prevent future significant problems associated with the unsound management of chemicals;
- Identifying Actions to address over time significant legacy issues associated with previous unsound chemicals management that are negatively affecting human health, the environment and development prospects in the country; and
- Facilitating the country's ability to capitalize on the sustainable development benefits of the chemicals industry.

To facilitate these deliberations, a priority-setting background document will be prepared building on the previous applicable project tasks, and a two-day briefing and brainstorming workshop will be held with senior government officials/decision makers from key ministries of the government that make-up the Interagency Coordinating Mechanism (from Activity Area 2), including finance and planning ministries.

The results of this task will be a brainstorming workshop summary report that will guide the work of Activity Area 4 by narrowing down the analysis to actions that are of the highest priority for the government over a planning cycle of the next 5 years.

2.2.4 Project Activity Area 4: Planning To Implement Priority Actions, Including Via Mainstreaming In National Development Plans

Major Task 4 (a): A Phased Plan for Addressing Priority Gaps in The National SMC Regime and Qualitative Rational for Mainstreaming Certain of the Highest Priority SMC Issues in National Development Plans

Based on the shortlist of the highest priority areas for work over the next 5 years under Activity Area 3, a Plan of Action Document will be developed to:

- Propose options for how important gaps in the national SMC regime can be addressed, including the preparation of project concepts that could potentially be the subject of partnerships between the government and international donors to support implementation of SAICM going forward;
- Describe qualitatively the most significant legacy issues associated with previous unsound chemicals management that are negatively affecting human health, food security, the environment and development prospects in the country; and
- Describe qualitatively the most significant opportunities to facilitate the country's ability to capitalize on the sustainable development benefits of the chemicals industry.

Plans developed to implement SAICM within the country would include identification of capacity building actions, costing, identification of partners, etc., and programmatic opportunities as applicable to MDGs and other national development plans.

A one-day briefing and brainstorming workshop will be held with senior government officials/decision makers from key ministries of the government that make-up the Interagency Coordinating Mechanism (from Activity Area 2), including finance and planning ministries, to discuss and comment on the Plan of Action Document. Based on comments received, a final Plan of Action will be prepared for use by the government, including in consultations with international donors.

Major Task 4 (b): Demonstration of Building an Economic Analysis/Development Case for Mainstreaming Certain Of The Highest Priority SMC Issues In National Development Plans

One of the main challenges associated with mainstreaming sound management of chemicals issues into national development plans is making the case for mainstreaming in an “economic language” that finance and development planning agencies can understand. Very little of this “economic rationale” work has been done to date to serve as examples to developing countries regarding how to apply similar methodologies to other important SMC issues within the country.

As such, work under Task 4 (b) will serve to provide an example of applying a methodology for making the economic case for mainstreaming in development planning of an issue associated with unsound chemicals management that is negatively affecting human health, the environment and/or development prospects in the country.

The economic analysis example will be shared with Interagency Coordinating Mechanism to encourage further similar work in the country to support the mainstreaming of high priority SMC issues in the national development planning process.

Major Task 4 (c): Proposing a Road Map For Mainstreaming The Highest Priority SMC Issues In the Country's Development Planning Process

For the non-development planning expert, national development planning processes can seem extremely complex and difficult to engage with, while priority SMC issues appear, at least to finance and planning officials, as “highly technical”. However, this project will, by this point in the work, have produced substantial documentary material to influence national development planning processes. What will be needed at this stage is a clear plan and schedule regarding which national development plans to influence, at what point in the planning cycles, and with what approaches with respect to information sharing, multi-stakeholder consultations and other factors.

This Task 4 (c) will, therefore, develop a “Mainstreaming Road Map” document tailored to the country’s national development planning processes focusing on the best opportunities to influence these processes for purposes of mainstreaming high priority SMC issues in the appropriate development plans, in particular SMC issues that, i) are having significant negative effects on human health, food security, the environment and/or development prospects in the country, and/or ii) show the most significant opportunities to facilitate the country’s ability to capitalize on the sustainable development benefits of the chemicals industry.

The “Mainstreaming Road Map” will be shared with Interagency Coordinating Mechanism, including finance and development planning officials, to encourage readiness to support SMC mainstreaming efforts in the country’s development planning processes going forward.

3.0 Expected Results

The partners for this initiative acknowledge that the SAICM QSP does not contain sufficient resources to fund the initial SAICM enabling activities of all eligible countries, and that building case study examples using other sources of financing will help donor and recipient countries to better assess how to mobilize and target additional resources for future implementation of SAICM, including supports for the achievement of the MDGs. For this reason, the pilot project is proposed to advance national objectives in the implementation of SAICM and allow all partners to contribute to replicable examples that will benefit other countries under SAICM, and in support of the MDGs.

Indicators of success for this initiative are:

1. Strategies for sound management of chemicals developed;
2. Full consideration of SMC issues in Uganda within its MDG-based national development planning processes; and
3. Wide dissemination of the results and practical lessons learned from this project to facilitate replication in other developing countries, including as part of the UNDP MDGS.

UNDP will actively monitor and be able to report on these indicators within one year of the conclusion of this project.

3.1 Strategic Results Matrix

UNDAF Outcome	Increased opportunities for people, especially the most vulnerable, to access and utilize quality basic services and realize sustainable employment, income generation and food security		
UNDAF output	Poor people have increased access to and use of productive assets, technologies and energy		
CPAP output	National and local government plans integrate environment		
Narrative summary	Objectively Verifiable Indicators		
Goal	Develop strategies for integration of sound management of chemicals into national development plans and programmes through MDG-based planning for enhancement of environmental sustainability		
	Indicators	Means of Verification	Risks and Assumptions
Long Term Objective: Strengthen focus on improved cross-sectoral governance for SMC at the national and local levels and establish stronger SMC links with national development planning priorities, processes and plans to achieve the MDGs.	<ul style="list-style-type: none"> ➤ SMC Plan adopted by government OR a process clearly established to achieve this ➤ Development policies, plans and programs that reflect prioritisation and mainstreaming of chemicals management 	<ul style="list-style-type: none"> ➤ Documentation of development policies, plans and programmes 	<ul style="list-style-type: none"> ➤ Time constraints ➤ Revision of policies, plans and programs is based on fixed schedules
Output 1: Establish or strengthen a functional national cross-sectoral, inter-ministerial coordination body in support of sustainable SMC mainstreaming	<ul style="list-style-type: none"> ➤ National Project Manager and Technical Assistant appointed ➤ National Steering Committee and Interagency Working Group established ➤ Briefing package distributed to key government decision-making bodies and other stakeholders ➤ Electronic stakeholder list, roles and responsibilities available for project use 	<ul style="list-style-type: none"> ➤ Review of all documented information and correspondences (Letters of invitations of stakeholders and corresponding assignment as NSC members) ➤ Inception meeting report and reports of other meetings ➤ Project documents specifying roles and responsibilities of stakeholders. ➤ The briefing package produced ➤ Stakeholder nomination of representatives ➤ Documentation of stakeholders by category ➤ Attendance lists in minutes and reports of stakeholders meetings/ workshops/seminar 	<ul style="list-style-type: none"> ➤ Inadequate representation of Stakeholders ➤ Inadequate communication among stakeholders ➤ Package not easily understood by stakeholders ➤ Inadequate stakeholder analysis ➤ Stakeholders may not be able to fully participate ➤ Project management weakness as a result of not getting a competent project management unit
Output 2: Qualify links between priority chemical management problems and human health, food security and environmental effects	<ul style="list-style-type: none"> ➤ National SMC Situation Report, with readers' Comments Sheet, available in electronic format and discussed with stakeholders in cross-sectoral inter-ministerial meetings ➤ Decision taken on the application of the HELI methodology for subsequent analysis ➤ Workshop held. Report produced. 	<ul style="list-style-type: none"> ➤ TORs and contracts for national and international consultants ➤ Assignment letters for Technical Sectoral Teams ➤ TORs and contracts endorsement by NSC ➤ Report on workshop of stakeholders to adopt the HELI methodology ➤ Report of the workshop ➤ List of participants 	<ul style="list-style-type: none"> ➤ Delays in recruitment of competent consultants and Task teams due lack of expertise, procurement laws procedures ➤ Not all sources of relevant information are covered by the Situational Report ➤ Short exposure to HELI methodology for participants to make adequate contributions and decision ➤ Inadequate preparations and involvement/participation of stakeholders

<p>Output 3: Identify requirements for strengthening SMC governance regime</p>	<ul style="list-style-type: none"> ➤ Decision taken by the National Steering Committee to proceed with development of a phased plan for strengthening the national SMC governance regime 	<ul style="list-style-type: none"> ➤ Minutes of NSC meeting. ➤ TORs and contract for international consultant ➤ Multi-stakeholder workshop to identify gaps and prioritisation. ➤ Priority setting background document ➤ Brainstorming workshop summary report 	<ul style="list-style-type: none"> ➤ Delays in procurement of competent consultant ➤ Inadequate stakeholder representation in the workshop. ➤ Review may not be adequate
<p>Output 4: Develop a phased plan for strengthening national SMC governance regime</p>	<ul style="list-style-type: none"> ➤ Endorsement on SMC Plan of Action secured at national and local levels 	<ul style="list-style-type: none"> ➤ Multi-stakeholder Workshop SMC Plan of Action document ➤ Brainstorming workshop report ➤ Action plan workshop report ➤ Final SMC Plan of Action 	<ul style="list-style-type: none"> ➤ Inadequate stakeholder representation in the workshops. ➤ Work plan and time schedules inconsistent with each other
<p>Output 5: Quantify costs of inaction/benefits of action in management of chemical issues</p>	<ul style="list-style-type: none"> ➤ Agreement from central planning and finance agencies on the relevance of the methodology tested for costing SMC priorities into national development planning processes 	<ul style="list-style-type: none"> ➤ TORs and contract for national and international consultants. ➤ Economic analysis document ➤ Minutes of meetings to discuss economic analysis document (NSC, finance and planning agencies) 	<ul style="list-style-type: none"> ➤ Delays in procurement of competent consultants ➤ Delays in obtaining comments and meetings to discuss economic analysis documents
<p>Output 6: Mainstream priority SMC issues in national development policies and plans</p>	<ul style="list-style-type: none"> ➤ Government willing to explore national budgetary commitments in partnership with donor assistance to implement programmatic and project opportunities 	<ul style="list-style-type: none"> ➤ Mainstreaming and buy-in meetings/workshop reports ➤ Project concept documents ➤ A plan and schedule of national development plans to influence/ Road map 	<ul style="list-style-type: none"> ➤ Inadequate stakeholder representation in meetings/ workshops ➤ Project Concept documents inadequate in content ➤ National development plans have fixed schedule
<p>Output 7: Produce replicable results</p>	<ul style="list-style-type: none"> ➤ Interest generated in other countries to adopt the SMC mainstreaming methodology 	<ul style="list-style-type: none"> ➤ Lessons learned report. ➤ Methodology and guidance documents 	<ul style="list-style-type: none"> ➤ Countries inertia to buy-in into lessons learned, methodologies and guidance documents developed in another country

4.0 Annual Work Plan Budget Sheet



ANNUAL WORK PLAN BUDGET SHEET

United Nations Development Programme
Uganda

Year: 2007

Project Number: 000.....(Award ID)

Project Title: Uganda/UNDP/UNEP Partnership Initiative for the Implementation of SAICM

Expected Output	Key Activities	Timeframe				Implementing Agency	Planned Budget					
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount		
Develop strategies for integration of sound management of chemicals into national development plans and programmes through MDG-based planning for enhancement of environmental sustainability	Designating a National Project Manager and Project Initiation					NEMA		UNDP	71300	National Consultants	7,500	
						NEMA		UNDP	71100	National Staff Salaries	6,000	
				X	X	NEMA		UNDP	72200	Office Equipment	2,481	
						NEMA		UNDP	74500	Sundries	2,667	
						NEMA		UNDP	73100	Rental of Office Space	2,000	
	Subtotal										20,648	
	Establishing a Cross-sectoral, Multi-Stakeholder Coordinating Mechanism						NEMA		UNDP	72100	Contractual Services: Meetings & Workshops	2,000
				X	X		NEMA		UNDP	71600	Travel: PMU & Sectoral Teams	5,000
							001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71600	Travel: UN Staff	4,000
	Subtotal										11,000	
	Research, Analysis and Planning in Support of Improved SMC Governance Consistent with the Strategic Objectives of SAICM						NEMA		UNDP	72100	Contractual Services: NGO and other participation	3,750
						X	NEMA		UNDP	72100	Contractual Services: Meetings & Workshops	0
							001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71200	International Consultants	6,750
							NEMA		UNDP	71600	Travel: PMU & Sectoral Teams	4,000
	Subtotal										12,500	
Total budget for 2007										44,148		



ANNUAL WORK PLAN BUDGET SHEET

**United Nations Development Programme
Uganda**

Year: 2008

Project Number: 000.....(Award ID)

Project Title: Uganda/UNDP/UNEP Partnership Initiative for the Implementation of SAICM

Expected Output	Key Activities	Timeframe				Implementing Agency	Planned Budget					
		Q1	Q2	Q3	Q4		Fund	Donor	Budget Description	Amount		
Develop strategies for integration of sound management of chemicals into national development plans and programmes through MDG-based planning for enhancement of environmental sustainability	Designating a National Project Manager and Project Initiation	X	X	X	X	NEMA		UNDP	71300	National Consultants	22,500	
						NEMA		UNDP	71100	National Staff Salaries	18,000	
						NEMA		UNDP	72200	Office Equipment	0	
						NEMA		UNDP	74500	Sundries	5,333	
						NEMA		UNDP	73100	Rental of Office Space	0	
	Subtotal										45,833	
	Research, Analysis and Planning in Support of Improved SMC Governance Consistent with the Strategic Objectives of SAICM	X	X	X		NEMA		UNDP	72100	Contractual Services: NGO and other participation	11,250	
						NEMA		UNDP	72100	Contractual Services: Meetings & Workshops	23,000	
						001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71200	International Consultants	20,250	
						NEMA		UNDP	71600	Travel: PMU & Sectoral Teams	6,000	
	Subtotal										62,500	
	Planning To Implement Priority Actions, Including Via Mainstreaming In National Development Plans			X	X	X	NEMA		UNDP	72100	Contractual Services: Meetings & Workshops	15,000
							001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71200	International Consultants	30,000
							001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71600	Travel: UN Staff	4,000
							001981 (DEX) UNDP MPU Department: B0084 (MPU)		UNDP	71400	Contractual Services: Report	20,000
001981 (DEX) UNDP MPU Department: B0084 (MPU)								UNDP	72100	Contractual Services: Evaluation	10,000	
Subtotal										79,000		
Total budget for 2008										187,333		

5.0 Management Arrangements:

5.1 Institutional Framework

As outlined in the description of the activities above, a National Steering Committee (NSC) shall be established and will be chaired by NEMA. The NSC will oversee and guide the implementation of the project, with its main functions being policy input, functional guidance and overall coordination amongst the national stakeholders for the purposes of the project.

NEMA is the Implementing Agency for this project. NEMA shall oversee project implementation and will subcontract activities as necessary, within the legal framework of UNDP and the Government of Uganda. All the activities will be approved by UNDP and ALD as per the Annual Work Plan (AWP) under the Country Programme Action Plan (CPAP).

5.2 Management Arrangements

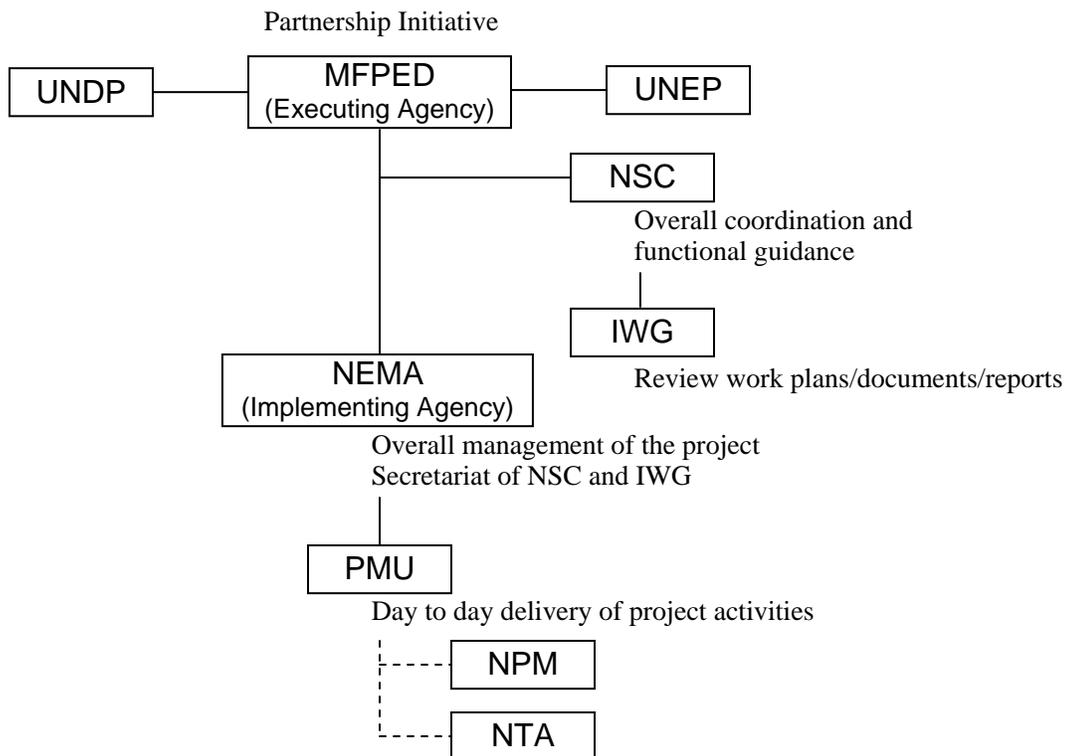
The Project will be executed under the national execution (NEX) modality, in accordance with UNDP guidelines. Given the pilot nature of the work to be undertaken and the need to feed national results into a global monitoring and evaluation exercise that UNDP and UNEP will present to the 2nd meeting of the International Council on Chemicals Managements (ICCM 2) in 2009, an International Support Services component is included in the project. This component will be implemented directly through the Montreal Protocol-Chemicals Unit of UNDP, and will cover the following activities: technical expert consultancies, contributions of invited experts from specialized agencies as needed during project implementation, as well as reporting and evaluation activities.

NEMA will be responsible for the overall management of the project. The Project Management Unit (PMU) will be responsible for day to day delivery of project activities to achieve the specified results including use of inputs in producing outputs as set forth in the AWP to the required standard of quality and within the specified constraints of time and resources. The Project Management Unit will be responsible for sub-contracting as agreed in consultation with NEMA and UNDP. Subsequently, UNDP shall review the TORs between the Project Management Unit and the sub-contractor as they relate to the work plan, before their finalization.

The Ministry of Finance, Planning and Economic Development (MFPED) will be the executing agency for the project in accordance with the national execution (NEX) modality.

The project assurance role will be played by NSC. Additionally UNDP will carry out project assurance including ensuring appropriate project management milestones are managed and completed.

Organization Chart of Management Arrangements



5.3. Financial Accountability

NEMA shall be responsible for ensuring that the allocated resources for the annual work plan are utilized effectively in funding the envisaged activities. It will also maintain records and controls for ensuring the accuracy and reliability of the annual work plan's financial information. The accounting system in place shall ensure that such disbursements are within the approved funds budgets. The accounting system shall track the advances received and disbursed besides capturing expenditure records by direct payments made by UNDP on behalf of the implementing agency.

5.4. Reporting

NEMA shall provide to UNDP through ALD with periodic reports of progress, activities, achievements and results as required by UNDP, the SAICM Secretariat and UNEP, the Fund Trustee.

Financial reporting and auditing as per UNDP Financial Regulations:

As per the above mentioned regulations, NEMA will submit reports in the formats provided by UNDP clearly agreed upon at the inception workshop as per the HACT & FACE guidelines.

NEMA will prepare a final financial report and submit it to the UNDP Resident Representative no later than two months after project completion or following the termination of the present agreement as per the CPAP. An inventory of supplies and equipment shall be attached to the report.

5.5. Project Monitoring and Evaluation

Project monitoring and evaluation will be conducted in accordance with established UNDP procedures and will be provided by the national project manager with support from the UNDP Country Office (UNDP-CO) and UNDP MPU/Chemicals. Aligned with SAICM Quick Start Programme Trust Fund requirements, this project also includes an independent national monitoring and evaluation component.

Additionally, in the broader context of SAICM implementation and this pilot project fulfilling the role of establishing a replicable methodology for the integration of sound management of chemicals in national development strategies, Uganda, UNDP and UNEP will work towards collecting information on a set of national pre-SAICM activities in order to be able to design global indicators that, in future, will allow for the evaluation of the value-added that SAICM implementation brings to global management of chemicals.

ONGOING PROJECT MONITORING AND REPORTING

Day to day monitoring of implementation progress will be the responsibility of the Project Management Unit, based on the project's annual work plan (AWP). The Project Management Unit should inform UNDP of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by the UNDP-CO as per the UNDP guidelines and procedures. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

UNDP requires that *Annual Monitoring* occur through a **Tripartite Project Review (TPR)** meeting held once a year. This is the highest policy-level meeting of the parties directly involved in the implementation of a project. The National Project Manager (NPM) prepares an **Annual Project Report (APR)** and submits it to the UNDP-CO, the Government of Sweden and UNDP MPU/Chemicals for review and comments. The APR is a UNDP requirement and part of UNDP-CO central oversight, monitoring and project management. It is a self -assessment report by project management to the CO. The format of the APR is flexible but should include the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- AWP, CAE and other expenditure reports
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation or formulation.

INDEPENDENT EVALUATION

The independent monitoring and evaluation will focus on the projects outcomes, outputs and indicators as outlined in the “Strategic Results Matrix” and their contribution to the CP outcomes. This project will be subject to evaluations in accordance with the policies and procedures established for this purpose by

UNDP/UNEP. Self-evaluation of programme activities, with partners, coordinated by the Project Management Unit will be undertaken on a quarterly basis.

AUDIT CLAUSE

The Government will provide the UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP managed activities according to the established procedures set out in the UNDP Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of Government, or by a commercial auditor engaged by Government.

6.0 Legal Context

The Country Programme Action Plan (CPAP) shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the Republic of Uganda and the United Nations Development Programme, signed by the parties on 29th April 1977 and other relevant articles.

Revisions may be made to this project document with the signature of the United Nations Development Programme Resident Representative only, provided he or she is assured that the other signatory of the project has no objection to the proposed changes, in the case of revisions which do not involve significant changes in the immediate objectives, output or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.

This document, together with the CPAP signed by the Government and UNDP constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

ANNEX 1: Uganda Letter of Intent

08/08 '06 TUE 08:42 FAX 25641257521

NEMA KAMPALA

001



NATIONAL ENVIRONMENT MANAGEMENT AUTHORITY (NEMA)

NEMA/9.14

August 07, 2006

Maged Younes

Head, Chemicals Branch
Division of Technology, Industry and
Economics (DTIE)
UNEP

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Dr. Suely Carvalho

Chief and Principal Technical Adviser
Montreal Protocol Unit - Chemicals
Environment and Energy Group
Bureau for Development Policy
UNDP

Fax: +1 906 69 47

E-mail: suely.carvalho@undp.org

Dear Sir/Madam

RE: LETTER OF INTENT

I hereby acknowledge receipt of your fax dated 3rd August, 2006.

I am pleased to confirm my Government and Institution's interest in the proposed UNEP/UNDP partnership initiative for the implementation of the Strategic Approach for International Chemicals Management (SAICM), and our intent to submit an application, based on this joint initiative, to the first round of submissions for the Quick Start Programme Trust Fund under SAICM by the 18 August 2006 deadline.

Yours sincerely


Aryamanya-Mugisha, Henry
EXECUTIVE DIRECTOR

NEMA House

Plot 17, 19 & 21, Jinja Road

P.O Box 22255, Kampala, Uganda

Tel: 256-41 - 251064/251065/251068

256-41 - 342758/342759/342717

Fax: 256-41 - 257521/232680

E-mail: info@nemaug.org

Website: www.nemaug.org

ANNEX 2: Terms of Reference: International Consultant

DRAFT Terms of Reference (ToRs) Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM

International Consultant

Background

The Strategic Approach to International Chemicals Management (SAICM), adopted February 2006, supports the achievement of the WSSD goal to ensure that, by the year 2020, chemicals are produced and used in ways that minimize significant adverse impacts on the environment and human health. Two major value-added features of the Strategic Approach, relative to the international management of chemicals work that preceded it, are:

- *A strengthened focus on improved cross-sectoral governance for the sound management of chemicals at the national and local levels (i.e. rather than addressing chemicals on a chemical by chemical for chemicals class basis exclusively); and*
- *Recognition that for sound management of chemicals to be advanced significantly beyond the pre-SAICM situation, there will need to be much stronger links established with the development planning priorities, processes and plans of developing countries.*

In support of these two prominent value-added features of SAICM, UNEP and UNDP have developed a Partnership Initiative to help client countries to:

- Assess their sound management of chemicals regimes relative to the strategic objectives of the SAICM Overarching Policy Strategy, and put in place a plan to begin addressing gaps in the national regime; and,
- Improve the incorporation of national sound management of chemicals priorities into the national development discourse and planning agenda.

This partnership initiative draws on the unique support services that can be provided by the cooperating agencies:

UNDP Support Services

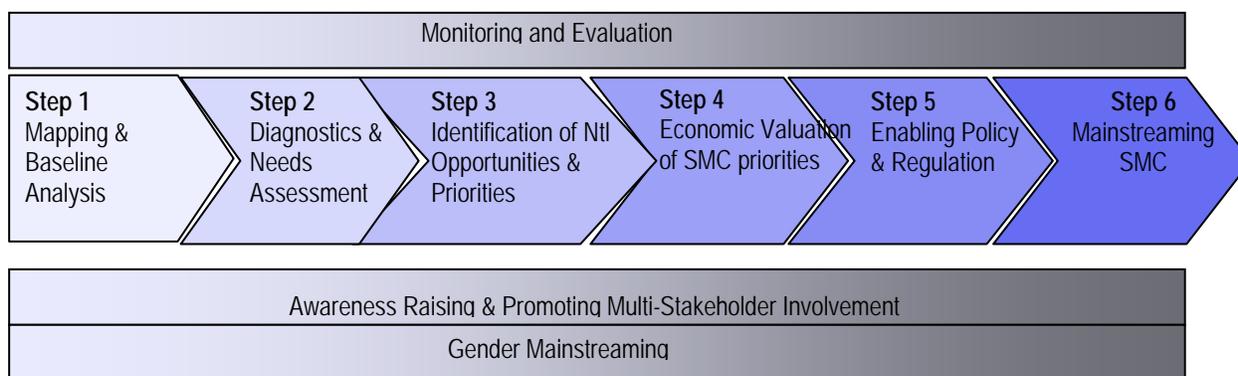
- Capacity development
- Integrated policy design
- Support to MDG-based national development assessment and investment planning processes
- Implementation at the country level

UNEP Support Services

- Normative development
- Technical analysis
- Piloting of innovative approaches – synergies with the UNEP-WHO Health and Environment Linkages Initiative (HELI)
- Science-based guidance and knowledge services

Consulting Support Requirements

In conceptualizing the Partnership Initiative in support of SMC mainstreaming, UNDP and UNEP contemplated the steps that countries typically go through to advance their national SMC regimes. These steps can be described generically as follows:



These steps have been articulated in two guidance documents, a policy guide and a more detailed technical guide, which will be tested in pilot project countries, specifically Zambia, Uganda, Ecuador and Cambodia. The objectives of the pilot projects are:

1. To take these countries through the entire process for mainstreaming SMC into MDG-based development planning;
2. In the process, to test the above noted guidance documents and take note of needed revisions for these documents discovered in the process of actual trial application; and
3. Draw lessons learned from the mainstreaming pilot projects and compile these experiences for presentation at the second meeting of the International Conference on Chemicals Management (ICCM 2) (essentially the SAICM governing body) scheduled for the first quarter of 2009.

Additional pilot projects might also be required as work progresses, but would be the subject of a different contract or budget expansion.

For this purpose, UNDP, on behalf of the UNEP-UNDP Partnership Initiative for the Implementation of SAICM, requires a senior expert (or experts as part of a firm) in the fields of SMC and on-the-ground development planning to provide high level technical advice to the pilot projects.

The consultant(s) will:

- a) Participate in the kick-off mission for each project to assist with guiding/training the larger national project team on the guidance materials and other issues related to the pilot projects;
- b) Be available to provide technical advice to the process throughout from the consultant's home office via email and teleconference;
- c) Review and provide guidance and technical comment on project documents at various relevant stages of the pilot projects;
- d) Participate in a second mission to each country as the international consultant expert for the main multi stakeholder workshop that will be held for each pilot project at an appropriate strategic point during the process to discuss project results; and
- e) Be prepared to make up to one additional trip to the country during the life of the pilot project in the event that UNDP determines a need for problem solving or as a contribution to high level discussions about down-road work activities arising from the pilot projects.

It is expected that each pilot project country will require 40 days of international consultant support over approximately an 18 month period. In addition the international consultant will assist with revisions of the guidance documents as needed during the process which is anticipated to require up to an additional 10 days.

The consultant will be expected to work closely and in an iterative fashion with the designated UNDP and UNEP managers for the pilot projects

Travel and communication expenses will be provided according to UNDP guidelines.

Consultant Qualifications

The consultant (or consultants as part of a firm) will be a recognized international expert with respect to:

1. SMC policy and practice at the global, regional, and developed and developing country levels;
2. Development work in developing countries in Asia, Africa and Latin America with an emphasis on the environment, public health, program and project design, and financial mechanisms;
3. The SAICM process, preferably having participated in key SAICM international meetings in order to have a good grasp of the main elements of SAICM and the ICCM process, its strategic objectives and multi-sectoral character;
4. Demonstrated experience in addressing the issues associated with mainstreaming SMC in national development planning, including regarding the MDGs;
5. Demonstrated strong working experience with the two lead agencies, UNDP and UNEP, and other key agencies of the IOMC in order to help foster and facilitate cooperative pilot project results under the initiative; and
6. Language capacities to operate in English.

ANNEX 3: Terms of Reference: National Project Manager

DRAFT Terms of Reference (ToRs) Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM

National Project Manager

Background:

The Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM is being advanced to assist the Government, through the National Environmental Management Authority (NEMA), to take up the second and third strategic priorities of the Strategic Approach to International Chemicals Management (SAICM) Quick Start Programme (QSP), namely:

- “the development and strengthening of national chemicals management institutions, plans, programmes and activities to implement the Strategic Approach, building upon work conducted to implement international chemicals-related agreements and initiatives”; and,
- “undertaking analysis, interagency coordination, and public participation activities directed at enabling the implementation of the Strategic Approach by integrating – i.e. mainstreaming – the sound management of chemicals in national strategies, and thereby informing development assistance cooperation priorities”.

The activities listed above will be executed by the national Project Management Unit (PMU) within the National Environment Management Authority (NEMA) which is the national implementing agency for the project. The PMU will be managed by the National Project Manager (NPM).

Duties and responsibilities:

The National Project Manager represents the project at the highest levels at the national level, conducts overall management of the project, coordinates with UNEP/UNDP personnel involved in the project, and coordinates the involvement of project staff at the national level.

He/she is responsible for the overall management of the Project including (inter alia):

- Facilitating project initiation and preparing periodical/final work plans and reports (performance and financial) to incorporate comments of the national government
- Notifying of and briefing about the project to related organizations, including requesting that each organization designates a project contact point charged with project communications, gathering information in support of the project and identifying stakeholders among their constituencies
- Building a comprehensive database of organizations by category (ministerial, academia, private sector, etc.)
- Developing project documents including National Chemical SMC Situation Report, several workshop reports and National Plan of Action
- Developing the priority setting background document including the criteria and objectives for setting national priorities for strengthening SMC governance
- Ensuring that Activities Area 2* are completed promptly in the first phases of the project.
- Liaising with UNEP/UNDP and the appropriate involved government officials and national stakeholders regarding the completion of Activity Areas 3 and 4*
- Providing general technical support and advice to the Project

(* refer to outline of Activity Areas in project document)

Qualifications and Experience:

- Senior management position in a lead agency for chemicals management at the national level (e.g. Environment or Health);
- 10 years of experience in managing major, complex projects including project scheduling and meeting deadlines, and assuring that projects are developed and delivered effectively taking into consideration gender equality issues;
- Working knowledge of environmental and health management capacity, professionals and stakeholders at the national level;
- Capacity building experience would be an asset; and
- Experience working with UN Agencies would be an asset.

ANNEX 4: Terms of Reference: National Technical Assistant

DRAFT Terms of Reference (ToRs) Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM

National Technical Assistant

Background:

The Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM is being advanced to assist the Government, through the National Environmental Management Authority (NEMA), to take up the second and third strategic priorities of the Strategic Approach to International Chemicals Management (SAICM) Quick Start Programme (QSP), namely:

- “the development and strengthening of national chemicals management institutions, plans, programmes and activities to implement the Strategic Approach, building upon work conducted to implement international chemicals-related agreements and initiatives”; and,
- “under-taking analysis, interagency coordination, and public participation activities directed at enabling the implementation of the Strategic Approach by integrating – i.e. mainstreaming – the sound management of chemicals in national strategies, and thereby informing development assistance cooperation priorities”.

The activities listed above will be executed by the national Project Management Unit (PMU) within the National Environment Management Authority (NEMA) which is the national implementing agency for the project. The PMU will be constituted of the National Project Manager (NPM) assisted by the National Technical Assistant.

Duties and responsibilities:

The National Technical Assistant will assist the National Project Manager (NPM) in the day to day running of the project activities. Specifically, the responsibilities of the Technical Assistant will be to:

- i. Participate in day-to-day activities relating to project implementation and provide assistance to the National Project Manager;
- ii. To be responsible for day to day communication with project partners;
- iii. Participate in the Project Management Unit and the National Steering Committee (NSC) and the Interagency Working Group (IWG) meetings, preparing the minutes of the meetings and distributing them to participants and maintaining the day to day records of project implementation;
- iv. Assist in organizing workshops and training programmes;
- v. Assist in developing project documents including National Chemical SMC Situation Report, several workshop reports and National Plan of Action;
- vi. Assist in developing the priority setting background document including the criteria and objectives for setting national priorities for strengthening SMC governance
- vii. Assist in preparing work plans and budgets for all project activities;
- viii. Assist in preparing the requisite progress reports on implementation of project activities;
- ix. Prepare the requisite accountabilities for the project funds (prepare Cash Advance Statements and Quarterly Expenditure accounts);
- x. Make arrangement and preparing the necessary documentation for all payments for activities under the project;

- xi. Manage the payroll and cash reserves of the project;
- xii. Compile the financial documentation to be submitted regularly;
- xiii. Liaise with the Finance and Administration Department and the Bank to ensure timely availability of resources including financial, human and equipment;
- xiv. Maintain the registers for inventory of non-expendable equipment and ensure that the equipment is safe and in proper working conditions; and
- xv. Maintain the project website.

Qualifications and Experience

The Technical Assistant shall possess the following qualifications and experience:

- A university degree in chemistry, environmental sciences, natural sciences, or economics. A combination of these qualifications together with accounting qualifications is preferred.
- Minimum of 1 year experience assisting in project management.
- Experience in project implementation.
- Familiarity with financial and technical rules, regulations and procedures relevant to project implementation.
- Good communication and management skills.
- Computer skills especially use of spreadsheets and accounting profession packages.

ANNEX 5: UNDP/UNEP Partnership Initiative

Introduction

Two significant value-added features of SAICM relative to the international sound management of chemicals work that preceded it are:

- A strengthened focus on improved cross-sectoral governance for the sound management of chemicals at the national and local levels (i.e. rather than addressing chemicals on a chemical-by-chemical or chemical class basis exclusively); and
- Recognition that for the sound management of chemicals to be advanced significantly beyond the pre-SAICM situation, there will need to be much stronger links established with the development planning priorities, processes and plans of developing countries.

In support of these two prominent value-added features of SAICM, UNEP and UNDP have developed a partnership initiative to help client countries to:

1. Assess their sound management of chemicals regimes relative to the strategic objectives of the SAICM Overarching Policy Strategy, and put in place a plan to begin addressing gaps in the national regime; and
2. Improve the incorporation of national sound management of chemicals priorities into the national development planning agenda (e.g. Poverty Reduction Strategic Plans, Country Assistance Strategies, UN Development Frameworks, etc.).

This partnership initiative will draw on the unique support services that can be provided by the cooperating agencies, including guidance that is being developed applicable to the second and third QSP strategic priorities. To start, the initiative will identify three “champion” case study countries, which will self-select consistent with the principle of country driven programming. Ultimately, the initiative will test guidance materials and advance practical examples that can be replicated by other countries to advance the second and third QSP strategic priorities, which are fundamental to SAICM implementation overall.

The Initiative Concept

For the conceptualization of this initiative, UNEP and UNDP contemplated the steps that countries typically go through to advance their national sound management of chemicals regimes. These steps can be described generically as:

- (a) Initial chemicals profiles/inventories (i.e. what chemicals, where, how much, produced, used etc.)
- (b) Basic data on areas of high risk/exposure for the environment and human health within the country (e.g. serious chemical contamination of a major fishery, contaminated sites impacting food production, stockpiles destroying ground water, etc.);
- (c) Qualification of the links between major chemical problem areas and human health and environmental quality (i.e. analyzing and explaining the linkages in understandable language for policy decision-makers);
- (d) Developing or filling-out an integrated chemicals management program (i.e. understanding what is needed to enhance SMC-related governance capacity relative to the countries chemicals profile so that current problems can be addressed and future problems prevented);

- (e) Quantification/estimation of the costs of inaction/benefits of action in major chemical risk areas from (c) above (i.e. the economic analysis that can be compelling for national planning and finance ministries; speaking the development planner's language); and
- (f) Mainstreaming in development planning to foster national budget commitments in partnership with donor assistance to address the most serious problems/potential benefits at the nexus between sound management of chemicals and sustainable forms of development.

Different countries will, of course, have different starting points for these steps depending upon how well developed their current SMC regime is. The UNEP/UNDP partnership initiative, however, is being advanced to support countries that:

- i) Already have a national chemicals profile/inventory in place; and
- ii) Have a strong sense of where they have or at least suspect having major chemicals management problems/exposure risks.

The rationale for this approach is that if countries are too early in the generic a-f steps outlined above, they are unlikely to be successful candidates at this time for movement all the way to mainstreaming (step f) in just one project.²

UNEP and UNDP Support to the Country

To support this initiative, UNEP and UNDP will bring their extensive and well known experience in providing support to client countries with respect to chemicals management issues including, for example, being implementing agencies for the POPs Focal Area of the Global Environment Facility. In addition to years of accumulated experience, UNDP has, since the adoption of SAICM in 2006, invested in the development of a guidance document to assist national governments and UNDP Country Teams to recognize and assess opportunities for incorporating the SMC into national development priorities, processes and plans. The guide is one tool within the UNDP's new Integrated Package of Services (IPS) mechanism for enhancing its assistance to partner countries through a holistic approach to sustainable development.

The "mainstreaming guide" addresses considerations for integrating sound management of chemicals into the three core IPS services:

1. *SMC's application to Millennium development Goals (MDGs)*, including diagnostics, investment and planning;
2. *SMC's relevance to widening policy options and choices via national, sectoral and other policy reforms and frameworks* needed to accelerate equitable growth and promote long-term human development;
3. *Strengthening national capacity for effective service delivery* at national and local levels as applicable to incorporating goals, objectives and activities for SMC within national plans and sector strategies.

² The countries that are farther behind in the development of their SMC regimes require help with their initial, first and second step chemicals management work. This support is available through various mechanisms, including IGOs, but the UNEP/UNDP cooperative initiative would not be well suited to these countries since incorporating the development planning-oriented analysis would occur too soon for these countries to take full advantage of the support that will be provided under the initiative.

Part I of the guide provides background on sound management of chemicals, the synergies that exist between SMC and prominent development goals, and broad sectoral concerns at the country level, and the current capacity of developing nations for SMC.

Part II of the guide elaborates on the steps or “entry points” for determining SMC capacity building needs and priorities and for integrating SMC into national plans and sector-based strategies. Each step is accompanied by a description of key considerations and includes “how-to” information that provide a greater level of detail for country decision makers and managers engaged in development and implementation of plans, and monitoring and reporting on their progress, and for UN Country Teams whose support for country-driven plans and projects includes advice, assessment and evaluation.

The steps identified in the guidance document are compatible with the UN programming sequence for harmonized and integrated programming at the country level as undertaken by the UN system in partnership with developing nation governments and other key development partners. The UN programming process includes:

- Assessment;
- Analysis;
- Prioritizing development challenges;
- Clarifying expected results and the roles of different actors;
- Designing country programmes and projects; and
- Monitoring and evaluation.³

In addition, UNEP will bring to the partnership initiative its recent work done jointly with WHO on the Health and Environment Linkages Initiative (HELI), which aims to provide a coherent approach to value the services that ecosystems provide to human health, and ensure that they are reflected in decision-making processes. The initiative promotes an intersectoral approach to decision-making that includes consideration of the full range of environmental and health impacts of decisions and emphasizes that efforts to protect environmental health should be integrated with, and support, national development plans as well as sustainable development objectives.

The initiative has successfully established multisectoral teams to apply and field test the HELI approach to key environment and health issues in Thailand, Uganda and Jordan. Results are presented to both through public launching, and technical workshops sharing the methods used. Regional workshops on integrated health and environment assessment were held and generated regional proposal including follow up on current initiatives, development of new pilot projects, and a regional consultation process.

For ministries of environment, health, finance and planning, little guidance exists on how to link improved environmental management to health outcomes; how to value health-environment links and impacts in monetary terms; how to conduct assessments in a systematic manner; and how to integrate such assessments into development plans and poverty reduction strategies. The HELI toolkit includes:

- Health and Environment Linkages Knowledge Base: A joint WHO-UNEP health and environment linkages web portal. It contains nearly 1,000 links to critical resources in the world of environment and health, organized by categories relevant to policy-making. The portal provides access to tools for decision-making, including: burden of diseases assessment, impact assessment and economic valuation. A second section of the website offers policy-relevant knowledge base in five areas of priority risk, including vector-borne disease; agro-chemicals;

³ See United Nations, 2004 for more information.

water, health and ecosystems; air quality (indoor and urban); and climate change. Policy briefs emphasize synthesis of issues in terms relevant to government sectors; illustration of best practice policy approaches and their cost-effectiveness; and easy access to materials for training, guidance and other resources.

- Improved Tools for Linked Environment and Health Decision-Making, including:
 - Global review of needs of decision-makers in environment and health issues, and opportunities for action that helped orient the entire range of HELI's activities;
 - Two critical reviews of the existing methodologies that support decision making and proposed ways to adapt and improve them to a wide range of settings; and
 - Technical guidance to support the conduct of integrated health and environment assessments incorporating economic valuation.

Other Applicable Criteria for Country Participation

This partnership initiative is also stressing the following additional criteria for country participation:

- *Geographic distribution:* The start-up of this initiative will include one country in Asia, one in Latin America and one in Africa.
- *Cross-sectoral balance:* Links to the development agenda is itself an intensive cross-sectoral integration exercise, although different countries will stress different sectors (e.g. agriculture, environment, health, industry and labour) with respect to mainstreaming priority sound management of chemical issues in their development planning. The cross-sectoral features for each country's work under this initiative will emerge out of the work to be completed.
- *Engagement of stakeholders:* Moving SMC issues into the development-planning context will help ensure broad stakeholder discussion of these issues consistent with typical development planning processes. This initiative will produce the documentary materials that will communicate effectively in the planning processes, and the participating countries, by supporting this initiative, are expressing their willingness to follow-through on this work.
- *Significant and sustainable follow-on activities:* The participating countries will capitalize on the support of this initiative to incorporate sound management of chemicals priorities within their national development plans, which will significantly increase prospects for follow-on activities under national budgets and donor assistance arrangements.
- *Co-financing from other sources:* The participating countries are committing in-kind support for this project. In addition, UNDP has made significant investments into the development of its mainstreaming guidance material to prepare for this initiative, which will be tested and refined in cooperation with country partners under this work.
- *Contribute to risk reduction:* This initiative targets mainstreaming into national development planning with the goal of improving mobilization of resources that will be needed to address significant, priority environment and human health risks associated with the unsound management of chemicals. This is a major rationale for the entire initiative.

Lessons Learned Report

Because this project is part of the broader UNEP/UNDP initiative, which will test guidance materials and advance practical examples that can be replicated by other countries to advance the second and third QSP strategic priorities, a "Lessons Learned Report" will be produced in the interests of continuous improvement with respect to work in other developing countries.

UNEP/UNDP will discuss the “Lessons Learned Report” with the SAICM QSP Implementation Committee to advance shared experiences among the IGOs that will continue to work with developing countries on SAICM implementation.

ANNEX 6: Terms of Reference: National Steering Committee

DRAFT Terms of Reference (ToRs) Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM

National Steering Committee

Background:

Under SAICM Quick Start Programme, Uganda in partnership with UNEP and UNDP developed a proposal for implementation of SAICM which has been approved for funding. The project's main goal is to strengthen focus on improved cross-sectoral governance for the sound management of chemicals (SMC) at the national and local levels and establish stronger SMC links with national development planning priorities, processes and plans. The expected output of the project is a National Plan for Strengthening SMC Governance which will be prepared with participation and guidance of a cross-sectoral inter-ministerial coordinating body with full participation of stakeholders.

The project is intended to review the existing actions in the area of chemicals management in order to advance the sound management of chemicals by identifying gaps and proposing concrete projects and priorities to incorporate chemical safety issues into the development agenda of Uganda.

To oversee and guide the implementation of the project activities, a National Steering Committee (NSC) has been proposed which is composed of representatives from:

- the Prime Minister's Office (Poverty Eradication Department);
- Ministry of Finance, Planning and Economic Development (MFPED);
- Ministry of Internal Affairs (Government Analytical Laboratories);
- Ministry of Local Government;
- Ministry of Water and Environment;
- Ministry of Agriculture, Animal Industry and Fisheries;
- Ministry of Health;
- Ministry of Tourism, Trade and Industry;
- Ministry of Education and Sports;
- Ministry of Gender, Labour and Social Development;
- Ministry of Energy and Mineral Development;
- Uganda Revenue Authority (URA);
- National Planning Authority (NPA);
- Uganda National Bureau of Standards (UNBS);
- Makerere University (Department of Chemistry);
- National Drug Authority (NDA);
- Uganda Cleaner Production Center (UCPC);
- Uganda Electricity Transmission Company Limited (UETCL);
- Uganda Manufacturers Association (UMA);
- Climate Development Initiative (CDI);
- National Association of Plantation Workers of Uganda (NAPWU);
- New Vision Printing and Publishing Company Limited; and
- Health, Safety and Environment Committee for Oil Companies (Total Uganda)

Functions of the National Steering Committee (NSC):

In general, the National Steering Committee will be responsible for policy input, functional guidance and overall coordination of the project activities among the national stakeholders.

Specific Terms of Reference:

Consistent with the function above, the specific Terms of Reference for the National Steering Committee are to:

- i. Provide advice and policy guidance and oversee the implementation of the project;
- ii. Approve the establishment and oversee the work of the Interagency Working Group (IWG)
- iii. Approve a detailed work plan and timetable for the National Plan for SMC development taking into consideration of the time constraint;
- iv. Undertake monitoring and evaluation of project activities;
- v. Review sectoral work plans and ensure that cross-sectoral issues are adequately addressed;
- vi. Oversee the priority setting background document including the criteria and objectives for setting national priorities for strengthening SMC governance;
- vii. Review and make inputs on project documents including action plans and strategy documents;
- viii. Ensure that the outcomes of the projects are integrated into government priority development programmes;
- ix. Spearhead further resources mobilization for implementation of the project outcome;
- x. Canvass the necessary support for implementation of project activities and output at all levels of policy and decision-making

In the execution of its work, the NSC will hold regular and extra-ordinary committee meetings. A Secretariat of NSC will be served by NEMA.

Outputs:

The expected output of the project is a National Plan for Strengthening SMC Governance with the development needs and priorities of Uganda and resources addressed.

Duration:

The tenure of the National Steering Committee is limited to the duration of the project (up to 18 months)

Remuneration:

Each member of the National Steering Committee will earn a seating allowance and transport refund for every meeting attended.

ANNEX 7: Terms of Reference: Interagency Working Group

DRAFT Terms of Reference (ToRs) Uganda / UNEP / UNDP Partnership Initiative for the Implementation of SAICM

Interagency Working Group

Background:

Under SAICM Quick Start Programme, Uganda in partnership with UNEP and UNDP developed a proposal for implementation of SAICM which has been approved for funding. The project's main goal is to strengthen focus on improved cross-sectoral governance for the sound management of chemicals (SMC) at the national and local levels and establish stronger SMC links with national development planning priorities, processes and plans. The expected output of the project is a National Plan for Strengthening SMC Governance which will be prepared with participation and guidance of a cross-sectoral inter-ministerial coordinating body with full participation of stakeholders.

The project is intended to review the existing actions in the area of chemicals management in order to advance the sound management of chemicals by identifying gaps and proposing concrete projects and priorities to incorporate chemical safety issues into the development agenda of Uganda.

In order to plan and implement the project activities in more coordinated manner, an Interagency Working Group (IWG) shall be established with approval of the National Steering Committee. IWG will be composed of representatives from NSC representing the following organizations:

- Ministry of Finance, Planning and Economic Development (MFPED);
- Ministry of Internal Affairs (Government Analytical Laboratories);
- Ministry of Water and Environment;
- Ministry of Agriculture, Animal Industry and Fisheries (Agricultural Chemicals Board);
- Ministry of Health;
- Ministry of Tourism, Trade and Industry;
- Ministry of Gender, Labour and Social Development;
- Ministry of Energy and Mineral Development
- Uganda Revenue Authority (URA);
- Department of Chemistry – Makerere University; and
- National Drug Authority (NDA)

Functions of the Interagency Working Group (IWG):

In general, the Interagency Working Group will be responsible for review of periodical/final work plans and reports, and coordination of the sectoral and cross-sectoral project activities among the national stakeholders

Specific Terms of Reference:

Consistent with the function above, the specific Terms of Reference for the Interagency Working Group are to:

- i. Review and revise as appropriate a detailed work plan and timetable for the National Plan for SMC development taking comments by NSC into consideration;

- ii. Review and revise as appropriate sectoral work plans ensuring that cross-sectoral issues are adequately addressed;
- iii. Review and revise as appropriate project documents including National Chemical SMC Situation Report, several workshop reports and National Plan of Action;
- iv. Provide policy guidance and assistance in developing the priority setting background document including the criteria and objectives for setting national priorities for strengthening SMC governance;
- v. Facilitate the organization of multi-stakeholder workshops;
- vi. Propose a path forward to integrate the outcomes of the projects into government priority development programmes;

In the execution of its work, the IWG will hold regular and extra-ordinary committee meetings. A Secretariat of the IWG will be served by NEMA.

Outputs:

The expected output of the project is a National Plan for Strengthening SMC Governance with the development needs and priorities of Uganda and resources addressed.

Duration:

The tenure of the Interagency Working Group is limited to the duration of the project (up to 18 months)

Remuneration:

Each member of the Interagency Working Group will earn a seating allowance and transport refund for every meeting attended.