



PROGRAMME DOCUMENT

Uganda



Empowered lives.
Resilient nations.

Programme Title: Community Resilience to Climate Change and Disaster Risks in Uganda

Programme Number: 00092244

Implementing Partner: Office of the Prime Minister

Start Date: April 2016 **End Date:** 31 December 2020 **PAC Meeting date:** 9 March 2016

Brief Description

Uganda is highly vulnerable to natural and man-made disasters. Economic loss to natural hazards alone is estimated at USD 3.1 million annually. The programme will contribute to adaptation, transformation and resilience building by reducing vulnerability to climate and disaster risk, through provision of integrated and mutually reinforcing upstream and downstream support to address four bottlenecks, namely: (a) gaps in policies and legal frameworks required to integrate and provide funding for climate change response and disaster risk reduction (b) gaps in capacities to implement climate change resilience and disaster risk reduction policies in an inclusive and coordinated manner, with guaranteed effectiveness and efficiency; (c) weak capacities for adoption and adaptation of emerging technologies and methods for low carbon emission and climate change resilience; and (d) weak public response to climate and disaster risk.

UNDP will provide timely quality upstream support to the Government of Uganda and stakeholders towards influencing processes for mainstreaming climate change resilience and disaster risk reduction strategies in national, sub-national, local policies, plans and budgets and other instruments like fiscal and economic instruments to stimulate responsible consumption and production. UNDP will equally support the learning process through South-South and Triangular Cooperation as well as the documentation of good practices to inform policies and national strategies.

As response to the high vulnerability of Uganda to climate Change impact and other forms of disasters, the CCR/DRR programme is expected to contribute to: (i) strengthened policy response, with special emphasis on integration, resourcing and provision of incentives and deterrents measures: (ii) strengthened national policy implementation capacities with emphasis on partnership building including enhanced role of the private sector, coordination and clarity of division of responsibility between central and decentralized levels; and (iii) strengthened role, capacity, resourcing and accountability of Local Governments in the processes of domestication of technologies and good practices as well as building of strong community resilience to climate change and other disasters.

Contributing Outcome (UNDAF/CPD):

Outcome 3.1.

By end 2020, natural resources management and energy access is gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

| | | |
|-----------------------------------|---------------------|--------------------|
| Total resources required: | \$22,932,000 | |
| Total resources allocated: | UNDP TRAC: | \$8,220,000 |
| | Donor: | |
| | Donor: | |
| | Government: | |
| | In-Kind: | |
| Unfunded: | \$14,712,000 | |

Agreed by:

| Government (MoFPED) | UNDP | Implementing Partner (OPM) |
|--|--|--|
| Hon. Mathias Kasajja Minister of Finance | Almaz Gebru Country Director | Christine Kintu Gwatudde Permanent Secretary |
| Date: 16 th May 2016 | Date: 01/06/2016 | Date: 31/05/16 |

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ACRONYMS AND ABBREVIATIONS

| | |
|---------|--|
| CCA | Climate Change and Adaptation |
| CCR/DRR | Climate Change Response and Disaster Risk Reduction |
| CPD | Country Programme Document |
| CSO | Civil Society Organisation |
| EAC | East African Community |
| EIA | Environmental Impact Assessment |
| EWS | Early Warning System |
| GDP | Gross Domestic Product |
| ICGLR | International Conference for the Greater Lakes Region |
| ICT | Information Communications and Technology |
| ID | Institutional Development |
| IGAD | Intergovernmental Authority on Development |
| IGG | Inclusive Green Growth |
| IP | Implementation Partner |
| LG | Local Government |
| MAAIF | Ministry of Agriculture, Animal Industry and Fisheries |
| MDA | Ministries, Departments and Agencies |
| MEAA | Ministry of East African Affairs |
| MEMD | Ministry of Energy and Mineral Development |
| MFI | Micro-finance Institutions |
| MFPEd | Ministry of Finance, Planning and Economic Development |
| MLHUD | Ministry of Lands, Housing and Urban Development |
| MLG | Ministry of Local Government |
| MSMEs | Micro, Small and Medium Enterprises |
| MWT | Ministry of Works and Transport |
| NAPA | National Adaptation Programme of Action |
| NCCP | National Climate Change Policy |
| NDP | National Development Plan |
| NECOC | National Emergency Coordination and Operation Centre |
| NEMA | National Environmental Management Authority |
| NGO | Non-Governmental Organisation |
| NRM | Natural Resources Management |
| OPM | Office of the Prime Minister |
| PES | Payment for Ecosystem Services |
| PSOs | Private Sector Organizations |
| PSSR | Peace, Security and Systems Resilience |
| RLCD | Rule of Law and Constitutional Democracy |
| RP | Responsible Party |
| SACCO | Savings and Cooperative Credit Organisation |
| SDG | Sustainable Development Goals |
| SEA | Strategic Environmental Assessment |
| SSC/ST | South-South and Triangular Cooperation |
| ULGA | Uganda Local Government Association |
| UNSG | United Nations Secretary-General |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNMA | Uganda National Metrological Authority |
| URA | Uganda Revenue Authority |
| USD | United States Dollar |

I. DEVELOPMENT CHALLENGE

Uganda's vision is to attain upper middle economy status by 2040. Uganda's economic and human development is closely tied to a number of climate-sensitive resources and sectors, such as agriculture, water, environment, natural resources, health, transport and housing. The second National Development Plan (NDP II) to operationalize realization of the vision recognizes that if climate and disaster risks are not prevented and mitigated, they could slow down Uganda's transformation. This is because Uganda is susceptible to natural hazards, of which 70 per cent are of hydro-meteorological origin and others of the geological origin. Examples include floods, droughts, thunderstorms, hailstorms, and landslides. Uganda experienced 2,500 disasters in the last decade, and in 2010-2011¹ rainfall variability costed the country about USD 1.2 billion. Natural hazards lowered the performance of the GDP by an average of 3.5 per cent between 2010 and 2014.² Uganda's multi-hazard profile shows that the proportion of people affected by hazards is 51 per cent for drought, 35 per cent for floods, 4 per cent for landslides, 4 per cent for storms, 1 per cent for hailstorms and 2 per cent for others.³ The 'hot spots' for disaster are the fragile dryland cattle corridor districts especially the Karamoja sub-region, mountainous and hilly areas of Mt. Elgon and Mt. Rwenzori sub-regions, south-western Uganda, low-lying areas and settlements in Kampala and Teso region.

Climate change will exacerbate disaster risks through the likely increase in weather and climate hazards; increases in the vulnerability of communities to natural hazards, particularly through ecosystem degradation, reductions in water, food, energy availability, and changes to livelihood patterns. It will add yet another stress to those of environmental degradation and rapid unplanned urban growth, further reducing communities' abilities to cope with even the existing levels of weather hazards. The ability of communities to respond to climate and disaster risks remains limited due to inadequate climate information and early warning (including monitoring) systems. The current systems are not functioning as optimally as they could to effectively support the adaptive capacity of local communities and key sectors. This constrains management and early warning activities, as well as restricts long-term planning, better knowledge of expected future climate change impacts, in particular those associated with the expected increase in frequency and intensity of droughts, floods and severe storms.

One of the lessons from the implementation of first National Development Plan was that there was inadequate preparedness to respond to natural hazards. In response, the Government has prioritised the integration of climate and disaster risk in its development pathway to avoid reducing the benefits derived from the production sectors and infrastructure development on livelihoods and overall development. In so doing, the government will reduce community vulnerability to disasters and enhance the adaptation of both people and ecosystems.

The relationship between disaster risk and poverty is bidirectional. Unless poverty and underlying inequality are addressed, disaster risk will continue to rise. Similarly, disaster losses aggravate the depth and breadth of poverty and undermine any progress towards poverty reduction and sustainable development. Despite past and ongoing efforts, Uganda has not yet reached the threshold for "Build Back Better" position with the consequence that costs are increasing amidst more frequent, intense and severe disasters.

Evidence is emerging that the impacts of climate change-related disasters exacerbate existing gender inequalities in accessing productive inputs including technology and sharing of benefits between men and women despite women representing a bigger proportion in agricultural labor force. In agricultural labour force for example, whereas the female to male ratio is 51:49, women are discriminated against because there are 10 per cent more males than females managing crop plots and earning twice more in wages. Women are most vulnerable to the impacts of climate

¹ Uganda integrated rainfall variability impacts, needs assessment and drought risk management strategy, 2010-2011

² World Bank-GoU: Uganda Rainfall Deficit 2010

³ <http://www.desinventar.net/DesInventar/profiletab.jsp?countrycode=uga>

change, notably food insecurity, water shortage and fuel wood scarcity because they are responsible for availing food, water and fuel wood at household. Men are also vulnerable and their vulnerability stems from their inability to provide for their families, a role they have traditionally played. This has challenged their self-worth and some cases led to domestic violence. The effects of climate change have also led to changes in gender roles, consequently making some men and women take on non-traditionally prescribed roles. These include women's engagement in income generating activities to provide for their families and men's involvement in fetching water from distant places during the dry season for domestic use.

The capacities of communities to adapt to climate change is compounded by over reliance on rain fed agriculture and unplanned rapid urbanization. Uganda has one of the highest urbanization rates globally at 5.3 per cent. Within the urban setting, climate variability compounds the problems of inadequate urban services including; waste management, urban infrastructure deficiencies and housing. The consequences are; flooding, health risks and pollution which complicate the adaptation capacities of the urban poor. In Kampala where over 50 per cent of the urban population lives in informal settlements with poor conditions, adaptation is essential to reduce the vulnerability of the urban population to the environmental perturbations.

Despite past and ongoing efforts, Uganda has not yet reached the threshold for climate change resilience⁴ and disaster risk reduction.⁵ The remaining bottlenecks to reaching a minimum threshold for CCR/DRR are: i) policy gaps related to integration and provision of funding for climate change response and disaster risk reduction policies and legal frameworks); ii) gaps in policy implementation capacity i.e. planning, mainstreaming, coordination, monitoring and evaluation; iii) weak capacities for adoption and adaptation of emerging technologies and methods for low carbon emission and climate change resilience; and iv) weak public response to climate change and disasters.

First, there are weaknesses in integrated policy making for CCR/DRR; limited domestication of regional and international obligations for CCR/DRR in legislation; weak regulatory frameworks for natural resources management (NRM), infrastructure and urban physical planning; land tenure systems limiting targeting of services to priority areas; lack of national physical plan, national urban policy; inadequate funding and fiscal decentralization; lack of incentives to promote responsible production, consumption and conservation of fragile ecosystems; and lack of disincentives to deter inefficient natural resource use.

Secondly at implementation level, there is weak horizontal and vertical coordination function; inadequate integration of CCR/DRR in sectoral policies, plans and budgets; low coverage of infrastructure for early warning systems; weaknesses in data quality among sectors and in disaster response; inadequate protocols for data sharing; limited coverage of spatial vulnerability and risk assessments; as well as low generation of evidence on social, economic and environmental costs and benefits to inform policy, investment choices and use of scarce financial resources. Others are limitations in regional planning; unplanned urban development; low adoption of ICT; poor infrastructure (offices, equipment and transport facilities); inadequate institutional capacity to plan, utilise and report on CCR/DRR financing.

Thirdly, limited involvement of the non-state actors, especially the private sector, CSOs, media, development partners and academia especially during the implementation at national and sub-

⁴ Resilience is the capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures. UNDP's Strategic Plan in a wider context considers it as an inherent as well as acquired condition achieved by managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain development momentum, and maximize transformative potential.

⁵ Disaster risk reduction is a conceptual framework of elements considered with the possibilities to minimize vulnerabilities and disaster risks throughout a society, to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards, within the broad context of sustainable development.

national levels was one of the weaknesses under NDP I implementation. There is limited knowledge among the private sector players on the opportunities for investing in climate smart technologies; inadequate public policy to incentivise investments in green technologies such as access to credit, taxation regimes.

Fourthly, there is low citizen involvement in climate change and disaster risk reduction due to limited awareness on the critical linkage between sustainable NRM and resilience building; low awareness on the use of meteorological services; low participation in natural resources governance processes due to low awareness on citizen rights; slow technological innovations and adoption particularly amongst women farmers despite being the majority labour force; limited availability of socially responsive, environmentally friendly and economically viable technological solutions for adaptation to climate risk. At societal level, there is failure to hold accountable those who perpetuate environmental crime; corruption; abuse of rule of law and weak public institutions, all symptoms of weak governance.

II. STRATEGY

Programme Alignment

This programme is designed to operationalize the country programme document (CPD) portfolio on *sustainable and inclusive economic development* (SIED) and particularly the component on climate change adaptation and disaster risk reduction. Uganda's approach to climate change adaptation and disaster risk reduction is to strengthen community resilience.

At Global level, the programme is directly aligned to SDG 13, and contributes to achievement of further nine goals, namely, no poverty; zero hunger; good health and wellbeing; quality education; clean water and sanitation; industry innovation and infrastructure; sustainable cities and communities; and life below water and life on land. It is also aligned to the Sendai Framework on Disaster Risk Reduction as well as UNDP Strategic Plan 2014-17, contributing to its outcome 5 "countries are able to reduce the likelihood of conflict and lower the risk of natural disaster including from climate change".

Meanwhile, at national level, the programme is aligned to Uganda's Vision 2040. It particularly responds to NDP II, which underscores the importance of the need for clear long-term policies and strategies for adapting to the impacts of climate change while following a low carbon development path through adaptation and mitigation policies and practices. It will also contribute to the achievement of the UNDAF outcome 3.1 "natural resources management and energy access that are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems; and strengthening community resilience".

Intervention logic.

The programme's intervention logic underpinning the model for community resilience building aims at tackling four major bottlenecks: (i) policy gaps related to integration and provision of funding in CCR/DDR policies and legal frameworks (ii) gaps in policy implementation capacity (particularly in the areas of partnership development and coordination; programme planning, monitoring and oversight; and mainstreaming of core programming principles (iii) weak capacities for adoption and adaptation of emerging technologies and methods for low carbon emission and climate change resilience, (iv) weak public response to climate change and disaster risks. In addressing these bottlenecks, the programme is in line with the UNDP programming principles, adopts the transformational development approach.

The programme will adopt a Transformational Development Approach⁶, which will consist of driving changes through stepwise elimination of above capacity gaps. In this regard, timely and adequate support will be provided to ensure that: (a) by 2017 Relevant MDAs and parliament have adequate Technical capacities and tools to address all gaps in policy, legal and regulatory frameworks, including incentive and deterrent measures, to promote an integrated approach to Climate Change Response (CCR) and Disaster Risk Reduction (DRR); (b) by 2018 relevant MDAs, LGs, private sector are able to develop an integrated CCR and DRR plan and its implementation framework, which is supported by a strong and inclusive partnership, a functional coordination mechanism and a performance monitoring tool; (c) by 2018, targeted MDAs are able to engage the private sector, LGs and relevant CSOs in adopting and adapting emerging low carbon and climate change resilience technologies and methods; and (d) Ultimately, by 2019, MDAs, LGs, CSOs and CBOs have the required technical, technological, operational and financial capacities to build and sustain community resilience to climate change and disasters (as illustrated by the blue arrows in Figure 1).

⁶ The process of profound and radical change that orients an organization into a new direction and takes it to an entirely different level of effectiveness

UNDP will apply an implementation approach that promotes **sustainability** through ensuring full national ownership of methods and processes, achievement of results exclusively through national capacity development and fostering institutionalization of relevant international best practices at all levels of state and non-state institutions. Special emphasis will be on advocating and supporting learning and innovation through South-South and Triangular Cooperation processes within Africa and beyond. Such an approach should allow UNDP to plan for a **stepwise exit** from the lowest stream support (adaptation of climate-resilient technologies and practices) towards highest stream support (evidence-based policy support).

| CCA-DRR Intervention Approach & UNDP's Exit Steps | | |
|--|----|---|
| Development Challenge /Bottlenecks | Ex | UNDP CPD Outputs Statement Structure |
| Title of the Result Area: Climate Change Response & Disaster Risk Reduction | | |
| Issue # 1 Policy gaps related to integration & provision of funding for CC response and DRR Policies and legal frameworks) | 4 | By 2017 , Relevant MDAs and parliament with adequate Technical capacities to: (a) update and strengthen national CC-response policies ; (b) integrate their key components into sectoral policies and strategies; and (c) develop all required legal frameworks that provide adequate funding , incentives and disincentive measures |
| Issue # 2: Gaps in Policy implementation capacity: planning;; mainstreaming; coordination; monitoring; evaluation | 3 | By 2018 , Relevant MDAs, LGs, Private sector with adequate Technical, operational and financial capacities to develop: (a) a integrated Climate Change and DRR plan and implementation framework ; (b) an inclusive coordination mechanism ; and (c) a performance measurement and reporting framework |
| Issue # 3: Weak capacities for adoption and adaptation of emerging technologies and methods for low carbon emission and climate change resilience | 2 | By 2018 , Relevant MDAs with adequate technical (SS/TC), Technological, operational and Financial capacities to engage the private sector, LGs and CSOs in adopting and adapting relevant emerging low carbon and climate change resilience technologies and methods |
| Issue # 4 Weak public response to Climate Change and disasters | 1 | By 2019 , Relevant MDAs, LGs, CSOs and CBOs With relevant technical, technological, operational and Financial capacities to raise public awareness and mobilize societal response towards building resilience to climate change and disasters, including domestication of relevant technologies and methods at the community level |

Figure 1 - Intervention Logic and Exit Strategy

Programme Theory of Change

Linked to progress in Natural Resource Management culture and practices in Uganda (IGG Programme), the **Theory of Change** for the CCRDRR programme is based on the understanding of the inter-relationships between the identified gaps and the assumption that if, by 2017 all gaps in policy, legal, regulatory frameworks are adequately addressed, conditions for implementing a fully integrated and effective CCR/DRR programme would have been met: (a) **at the central level**, in terms of expanded partnership, improved planning, coordination and development of progress tracking strategies and tools; (b) **at the decentralized level**, adequate capacities of Local Governments (technical, technological, operational and financial) for engaging local stakeholders, particularly the private sector and CSOs in support of local adoption and adaptation of low carbon and climate-resilient technologies and practices and their introduction into community practices; and (c) by the end of the programme cycle, the **process of domestication** of relevant technologies and methods is at its acceleration phase with full support and engagement of communities

(particularly women and young people), resulting in self-sustained strengthening of community resilience capacities in dealing with climate change and other forms of disasters.

Such a transformation process would be effective and sustainable only if all key assumptions agreed upon are true, namely those regarding the responsibilities of the government during the implementation of the **Sustainable and Inclusive Economic growth programme (SIED)**, and those related to development assistance approach by UNDP and its (international) partners.

III. RESULTS AND PARTNERSHIPS

Expected results

- Programme outcome: Natural resources management and energy access is gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

Programme outputs and key activity results

- 1. By 2017, relevant MDAs and parliament with adequate technical capacities to: (a) update and strengthen national climate change-response policies; (b) integrate their key components into sectoral policies and strategies; and (c) develop all required legal frameworks that provide adequate funding, incentives and disincentive measures:**
 - 1.1 Enhanced policy, legal and regulatory framework for climate change response and disaster risk reduction.
 - 1.2 Government meets regional and global commitments for CCR/DRR and influences policy, financing and governance discourse.
 - 1.3 Climate change response and disaster risk reduction integrated and mainstreamed in policies, plans and budgets of MDAs and local governments.
 - 1.4 Enhanced financing capacity for climate change and disaster risk reduction.
- 2. By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks.**
 - 3.1. Disaster risk governance enhanced through improved coordination, information sharing and inclusive participation.
 - 3.2. A strengthened and integrated functional climate information, early warning and response system established.
 - 3.3. A multi-level integrated and coordinated approach to disaster preparedness, management, response and recovery developed and strengthened.
 - 3.4. A national system for tracking and reporting on environment, CCR/DRR financing and expenditure strengthened.
 - 3.5. Strengthened capacities of cities for resilient development.
- 3. By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR.**
 - 3.1. Functional partnerships and platforms for implementing CCR/DRR innovative low carbon (green) technologies established between MDAs, LGs, CSOs and private sector.
 - 3.2 Capacity built amongst CSO actors for social engagement, technology transfer, training, awareness creation and advocacy on CCR/DRR.
 - 3.3. Capacity built among the private sector for social engagement, technology transfer, and advocacy on CCR/DRR.
- 4. By 2019, MDAs with relevant technical, technological, operational and financial capacities to engage citizens and communities in CCR/DRR.**

4.1. Mass public awareness created on CCR, early warning and disaster risk reduction and technologies.

4.2. Enhanced ecosystem based adaptation approaches.

Resources Required to Achieve the Expected Results

- In total, the programme requires USD 22,932,000 over the five-year period. The programme will work with, and support, the Office of the Prime Minister, seven ministries and authorities, civil society organizations, and the private sector to build the required capacities through the provision of technical, technological, operational and catalytic financial support at all phases of programme design, implementation and evaluation, with a special emphasis on innovation through south-south and triangular cooperation, and enhancement of community resilience through support to full domestication of relevant technologies and methods at the community level.
- UNDP will provide timely quality upstream support to the Government of Uganda and stakeholders towards influencing processes for mainstreaming climate change resilience and disaster risk reduction strategies in national, sub-national, local policies, plans and budgets and other instruments such as fiscal and economic instruments to stimulate responsible consumption and production. In achieve this, UNDP will deploy technical experts in-county, and facilitate targeted support through its global and regional network of experts.

Partnerships

- In addition to United Nations organizations, UNDP will strengthen existing partnerships with development partners and other stakeholders already active CCR/DRR, with a view to enhancing collaboration and complementarity across programmes. These include the East African Community, IGAD, and partnerships with non-traditional donors, including Brazil, China, India, the Republic of Korea, Russia, and South Africa. At the same time, UNDP will support the implementing partner and responsible parties under the programme to establish formal partnerships as a strategy for leveraging scarce technical, technological, human, operational and financial resources. In particular, partnerships will be promoted with telecommunication companies, private media houses, commercial banks, Microfinance Institutions (MFIs), Savings and Credit Cooperative Organisations (SACCOs), research institutions, professional bodies and entrepreneurs active in developing and transferring climate smart agriculture and conservation technologies and information. A partnership with the United Nations Kampala Pulse Lab will be established to utilize real-time ‘big-data’ information to support risk-informed decision on making.

Risks and Assumptions

The risks identified by the programme are (i) insecurity; (ii) currency depreciation; (iii) inflations; (iv) institutional re-structuring; and (v) poor governance (corruption, transparency, and accountability). These risks can threaten the achievement of results through the chosen strategy and the assumptions on which the programme results depends. The table below is an outline of the key risks including a description of the counter measures/management response (refer to the attached Risk Log in Annex 3).

Table: Programme risks and their mitigation actions

| # | Description | Type | Countermeasures / Management response |
|---|---|-----------|---|
| 1 | Post electoral processes likely to affect the start-up of implementation | Political | The Programme Board will maintain a neutral approach |
| 2 | Internal and regional conflicts spilling over to the country thereby inhibiting timely access to programme location | Political | The Programme Board will seek guidance from the political leadership. |

| # | Description | Type | Countermeasures / Management response |
|---|--|---------------|---|
| 3 | Some programme locations may not be accessible by programme staff or partners due to terror alerts | Other | The Programme Board will continuously relate to the relevant security agencies for updates of information |
| 4 | Depreciation of Uganda shilling against the foreign currencies | Financial | Programme Board will periodically analyse the impacts of such risks and optimise the use of funds |
| 5 | Inflation might affect the general price levels of programme inputs/consumables | Financial | Implementing Partner will continually monitor the change in unit prices of common user budget items |
| 6 | Institutional reforms may result in staff turn-over on the programme | Institutional | Implementing Partner will periodically hold meetings with RPs to get the status |
| 7 | Corruption may lead development partners to withhold or cancel aid to government | Financial | The Programme Board will ensure that national accounting, auditing and procurement processes are followed |

This programme assumes that on the part of Government of Uganda, there will be:

- Sustained political will and commitment towards preservation of Uganda's status as the "Pearl of Africa" through concrete actions at the political, policy and operational levels. This will lead to rapid transformation of young women and men into active protectors of the national environment, entrepreneurs and job creators.
- Opened space for inclusive participation of citizens and non-state actors (media, private sector, CSOs, academia) in the processes of domestication of good practices and building of an environment-friendly culture in Uganda.
- Empowered, committed and accountable local governments to enable creativity and social engagement at the local level – to enable scalability of locally successful experiences in NRM, CCA, livelihood expansion and job creation.
- Commitment towards enhanced national ownership of development processes and effective use of national human and financial resources to drive the transformational agenda.
- Commitment to meeting the agreed upon development outputs achievement deadlines.
- Assurance of institutional stability for continuity of transformational processes across NDPs.

The programme further assumes that UNDP will provide quality upstream support to Government of Uganda towards the achievement of its results.

Stakeholder Engagement

- The primary target beneficiaries are state and non-state actors, whose capacity will be strengthened to develop and implement climate and disaster responsive policies and programmes. This will in turn benefit sub-nationals institutions in facilitating resilience at community levels especially women who are the most involved in the use of natural resources (agriculture) and are disproportionately affected by climate change; young people and other groups will benefit from opportunities created through the various interventions.

South-South and Triangular Cooperation (SSC/TC)

- This programme will place special emphasis on advocating and supporting South-South and Triangular Cooperation. Such an approach should take Ugandans to a level where they can build on other similar countries' successes in building community resilience to climate and disaster risks.
- Further, UNDP will establish a catalytic fund to promote South-South and Triangular cooperation for innovation, knowledge transfer and development financing.

Knowledge

- The programme will engage a Learning and Knowledge Management Specialist to develop and operationalize a communication and publicity strategy aimed at helping teams

implementing different activities to learn from one another and share through among others - joint meetings, shared newsletters and publications and jointly organised exhibitions and trade fairs to show case best practices. To the extent possible, these will also be organised regionally and locally, especially when there are many implementing parties. The strategy will take advantage of the expanding ICT infrastructure in the country. The programme will also facilitate south to south and triangular learning visits.

Sustainability and Scaling Up

- UNDP will apply an implementation approach that promotes sustainability through ensuring full national ownership of methods and processes, achievement of results exclusively through national capacity development, integration of these interventions in development plans/budgets and fostering institutionalization of relevant international best practices at all levels of state and non-state institutions. UNDP will exit from the programme in a step-wise manner by progressively moving away from capacity building support at the downstream level, followed by midstream and lastly at the upstream policy level. This is because the support at the downstream level is aimed at generating community-level good practices and experiences to inform national strategies and policies. Thereafter, UNDP will exit from implementation support once duty bearers have sufficiently institutionalized good programme implementation practices. This will allow UNDP to focus on upstream strategic support to help accelerate progress towards Vision 2040. To ensure sustainability of capacity built, the programme will continuously promote national ownership and leadership in programme implementation as well as enhancing south-south and triangular cooperation and continuous learning.

Communication Strategy

The CCRDRR programme will adopt a Communication for Development (C4D) approach, which consists of using a two-way and horizontal communication approach to enhance sustainable democratic development in the areas of climate change response and disaster risk reduction.

Technical, technological, operational and catalytic funding support will be provided to targeted Local Governments, the Media and relevant CSO/CBOs to develop communication strategies and tools that are tailored to targeted communities' beliefs and values, as well as the social and cultural norms that shape the lives of their people, with the ultimate goal to: (i) amplify the voices of the people, particularly women, youth and other traditionally marginalized groups; (ii) facilitate their meaningful participation in policy debates; (iii) foster social changes needed to accelerate progress in climate change adaptation, disaster risk reduction and community resilience to all form of disasters; and (iv) promote changes at different levels of the society including in terms of listening, building trust, sharing knowledge and skills, debating, learning and influencing national policies.

For achieving the above objectives, responsible MDAs and partners will be supported technically, technologically, operationally and financially in their efforts to promote and strengthen people-centered communication channels – e.g. public hearings; public debates; public deliberations and stakeholder consultations; participatory radio and television programmes; community-based theatre and storytelling; social media; and web forums – that address issues related to climate change and disasters.

IV. PROGRAMME MANAGEMENT

Cost-Efficiency and Effectiveness

- The programme is expected to deliver results with available resources based on evidence on similar approaches used by UNDP, both in Uganda and globally, in supporting related programmes on improving policies and strategies for climate change response and disaster risk reduction. UNDP works to integrate issues of climate and disaster risk at the country level, and focuses on building resilience and ensuring that development remains risk-

informed and sustainable. UNDP maintains a US\$1.7 billion portfolio in climate change adaptation, mitigation and disaster risk reduction. Uganda, through UNDP's global network, will benefit from the lessons and successes drawn from this portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives, projects, and programmes, and through joint operations (e.g., monitoring or procurement) among others.

Programme Management

- The Programme Office will be based within the Office of the Prime Minister as part of in-kind support provided by the Government of Uganda. To support field-based activities and monitoring, the Programme will have access to, and support from UNDP's Area Offices in Gulu and Moroto. In addition, UNDP will explore, if required, access to other UN field offices.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

3.1. By end 2020, natural resources management and energy access are gender responsive, effective and efficient, *reducing* emissions, *negating* the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and *strengthening* community resilience

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

1. % of land under forest and wetlands
 B: Forest, 14; wetlands, 10.9 (2013)
 T: Forest, 18.5; wetlands, 10.9
 S: NDP II, 2016-2020: State of environment report

2: % of the target population with access to electricity and modern cooking energy, disaggregated by sex
 B: Electricity, 14; cooking, 10 (M/F: 49/51) (2013)
 T: Electricity, 18; cooking, 20 (M/F: 44/56)
 S: NDP II, 2016-2020: State of environment report

3. Economic loss from natural hazards (IRRF 5.2)
 B: \$3.1 million (2013)
 T: \$2 million
 S: Desinventar Disaster Database/ Government Annual Performance Report

Applicable Output from the UNDP Strategic Plan: Outcome 5 - countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.

Programme Title and Atlas Programme Number: Strengthening Community Resilience to Climate Change and Disaster Risks in Uganda (00092244)

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | DATA COLLECTION METHODS & RISKS | |
|--|--|-----------------------|----------|------|---|--------|--------|--------|--------|---------------------------------|------------------------------|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | FINAL |
| Output 1 By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize | 1.1 Number of target institutions that have developed, policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change and | Sector review reports | 63 | 2013 | 83 | 113 | 143 | 143 | 143 | 143 | Review sector review reports |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS | | |
|--|--|--|-----------|------|---|---------|---------|---------|---------|------------------|---------------------------------|---|---|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | FINAL | | | |
| NRM and climate change mitigation policies and strategies, including: (a) execution of priority gender-responsive investments that increase energy access and consumption efficiency and promote low-carbon and renewable modern energy services; and (b) scale-up of climate change mitigation / adaptation and disaster-risk management strategies | DRR mitigation and resilience initiatives | | | | | | | | | | | | |
| | 1.2 Percentage of sectors and institutions integrating climate change mitigation, disaster-risk recovery and resilience into development plans and budgets | National climate change finance analysis report; hazard, risk, & vulnerability profile reports | 20 | 2013 | 30 | 40 | 50 | 50 | 50 | 50 | 50 | 50 | Review Uganda national climate change finance analysis report; hazard, risk, and vulnerability profile reports; |
| | 1.3 Number of districts where local climate change adaptation fund is established and operational to provide financial resources for climate change adaptation interventions | MoLG data | 0 | 2015 | 0 | 7 | 15 | 15 | 15 | 15 | 15 | 15 | Review Government sector performance reports |
| Output 2 By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | 2.1 Existence of harmonised functional national climate information and early warning system | NECOC | No | 2014 | Partial | Partial | Partial | Partial | Partial | Yes | Yes | Review NECOC reports, early warning bulletins | |
| | 2.2 Extent to which a system exists to access, deliver, monitor, report and verify the use of environmental and climate finance on a scale of 1-4: i.e. 1 not adequately, 2 very partially, 3 partially, 4 largely | Overseas Development Institute reports | 3 Partial | 2013 | Partial | Partial | Partial | Partial | Partial | Fully functional | 4 Fully functional | Review Overseas Development Institute reports / Government annual performance reports | |
| | 2.3 Number of national/sub-national development and key sectoral plans that explicitly address disaster and/or climate risk management being implemented, | NECOC | 10 | 2013 | 20 | 30 | 40 | 50 | 60 | 60 | 60 | Review NECOC Bulletin | |

| EXPECTED OUTPUTS | OUTPUT INDICATORS | DATA SOURCE | BASELINE | | TARGETS (by frequency of data collection) | | | | | | DATA COLLECTION METHODS & RISKS | |
|--|---|----------------------------|--------------|------|---|--------------|--------------|--------------|----------------|----------------|---------------------------------|--|
| | | | Value | Year | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | FINAL | | |
| | disaggregated by those which are gender responsive (IRRF 5.3.1) | | | | | | | | | | | |
| Output 3 By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs to deliver on gender responsive CCR/DRR innovations | 3.1 Number. of functional platforms established to engage populations at all levels for sustainable environment and natural resources, CC-R and energy access | Sector performance reports | 0 | 2015 | 1 | 4 | 5 | 5 | 5 | 5 | 5 | Review Government sector performance reports |
| | 3.2 Number of gender responsive pilot and demonstration projects/business models adopted or scaled up by national partners | Sector performance reports | 31 | 2013 | 41 | 61 | 80 | 80 | 80 | 80 | 80 | Review Government sector performance reports |
| Output 4 By 2019, MDAs with relevant technical, technological, operational and financial capacities to engage men and women in CCR/DRR | 4.1 Percentage of target population with access to early warning (including climate information), disaggregated by gender | Sector performance reports | 3(M) 3(W) | 2013 | 4(M) 4(W) | 5(M) 5(W) | 7(M) 7(W) | 9(M) 9(W) | 12(M) 12(W) | 12(M) 12(W) | 12(M) 12(W) | Review Government sector performance reports |

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

| Monitoring Activity | Purpose | Frequency | Expected Action | Partners (if joint) | Cost (if any) |
|---|---|---|---|---------------------|---------------|
| Track results progress | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs. | Quarterly, or in the frequency required for each indicator. | Slower than expected progress will be addressed by programme management. | IP and relevant RPs | 50,000 |
| Monitor and Manage Risk | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk. | Annually/Quarterly | Risks are identified by programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | IP and relevant RPs | N/A |
| Learn | Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the programme. | At least annually | Relevant lessons are captured by the programme team and used to inform management decisions. | IP and relevant RPs | 100,000 |
| Annual Programme Quality Assurance | The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme. | Annually/Quarterly | Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance. | N/A | 25,000 |
| Review and Make Course Corrections | Internal review of data and evidence from all monitoring actions to inform decision making. | Annually/Quarterly | Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections. | IP and relevant RPs | N/A |
| Programme Report | A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an updated risk log with mitigation measures, and any | Annually, and at the end of the programme (final report) | Programme results, challenges and gaps transparently documented. | IP and relevant RPs | 100,000 |

| | | | | | | |
|---|--|----------|--|---------------------|-----|--|
| | evaluation or review reports prepared over the period. | | | | | |
| Programme Review (Programme Board) | The programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Programme Board shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant programme. | Annually | Any quality concerns or slower than expected progress will be discussed by the programme board and management actions agreed to address the issues identified. | IP and relevant RPs | N/A | |

Evaluation Plan

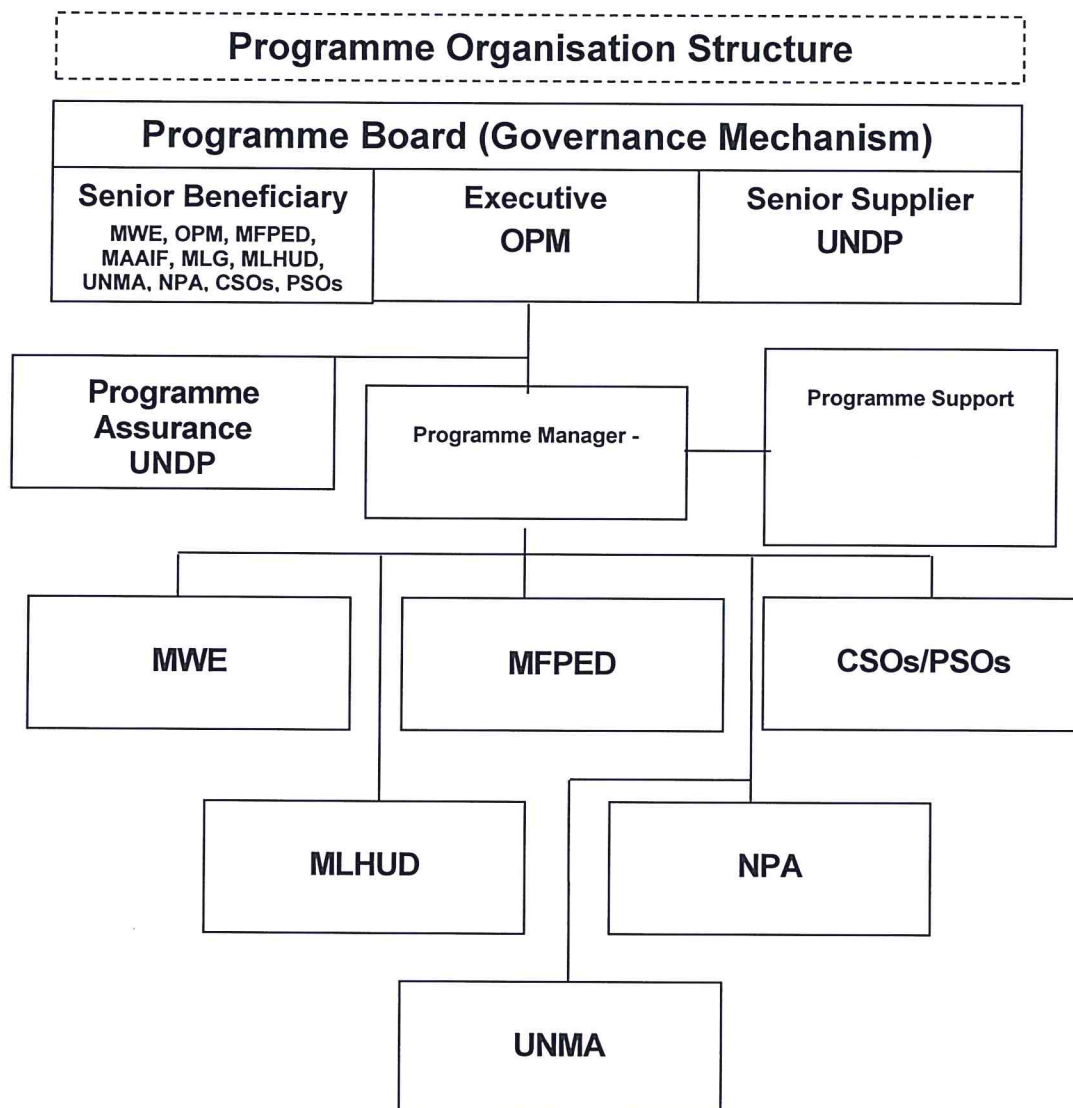
| Evaluation Title | Partners (if joint) | Related Strategic Plan Output | UNDAF/CPD Outcome | Planned Completion Date | Key Evaluation Stakeholders | Cost and Source of Funding |
|---|---|-------------------------------|-------------------|-------------------------|----------------------------------|----------------------------|
| Mid-term programme evaluation | Office of Prime Minister | Outcome 5 | Outcome 3.1 | December 2018 | IP, RPs, programme beneficiaries | \$30,000 [UNDP TRAC] |
| Terminal programme evaluation | Office of Prime Minister | Outcome 5 | Outcome 3.1 | November 2020 | IP, RPs, programme beneficiaries | \$30,000 [UNDP TRAC] |
| Mid-term Evaluation of gender mainstreaming in the UNDP programme | Ministry of Gender, Labour and Social Development | Outcome 4 | Outcome 3.1 | December 2018 | IP, RPs, programme beneficiaries | \$10,000 [UNDP TRAC] |

VII. MULTI-YEAR WORK PLAN

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|---|---|------------------------|-----------|-----------|---------|---------|-------------------|----------------|---|------------------|
| | | 2016 | 2017 | 2018 | 2019 | 2020 | | Funding Source | Budget Description | Amount |
| Output 1 By 2017, relevant MDASS and parliament with adequate technical capacities to: (a) update and strengthen national CC-response policies; (b) integrate their key components into sectoral policies and strategies; and (c) develop all required legal frameworks that provide adequate funding, incentives and disincentive measures | 1.1 Enhanced policy, legal and regulatory framework for climate change response and disaster risk reduction | 50,000 | 130,000 | 0 | 0 | 0 | OPM | UNDP Other | (63400) Learning costs / meetings / workshops | 180,000 |
| | 1.2. Government meets regional and global commitments for environment, CCR/DRR and influences policy, financing and governance discourse | 30,000 | 70,000 | 70,000 | 70,000 | 70,000 | MWE | UNDP Other | (63400) Learning costs / meetings / workshops (71600) Travel | 310,000 |
| | 1.3. Climate change response and Disaster Risk Reduction integrated and mainstreamed in policies, plans and budgets of MDAs and local governments | 50,000 | 480,000 | 150,000 | 70,000 | 50,000 | NPA | UNDP Other | (63400) National / regional consultations, meetings / workshops | 800,000 |
| | 1.4. Enhanced financing capacity for Climate change and disaster risk reduction | 40,000 | 90,000 | 200,000 | 0 | 0 | MFPED | UNDP Other | (63400) Learning costs / meetings / workshops | 330,000 |
| | Sub-Total for Output 1 | | | | | | | | | 1,620,000 |
| Output 2 By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | 2.1. Disaster risk governance enhanced through improved coordination, information sharing and inclusive participation | 30,000 | 120,000 | 150,000 | 150,000 | 150,000 | OPM | UNDP Other | (63400) Learning costs / meetings / workshops | 600,000 |
| | 2.2. A strengthened and integrated functional climate information, early warning and response system established | 40,000 | 1,200,000 | 1,774,920 | 730,000 | 30,000 | UNMA | UNDP Other | (72300) Materials, goods / equipment. | 3,774,920 |
| | 2.3. A multi-level integrated and coordinated approach to disaster preparedness, management, response and recovery developed and strengthened | 0 | 150,000 | 50,000 | 50,000 | 0 | OPM | UNDP Other | (63400) Learning costs / meetings / workshops 72300) Materials, goods / equipment. | 250,000 |
| | 2.4 A national system for tracking and reporting on environment, CCR/DRR financing and expenditure strengthened | 20,000 | 150,000 | 0 | 0 | 0 | MFPED | UNDP Other | (71400) Contract services | 170,000 |
| | 2.5. Strengthened capacities of cities for resilient development | 20,000 | 170,000 | 360,000 | 300,000 | 50,000 | MLHUD | UNDP Other | (71400) Contract services | 900,000 |
| Sub-Total for Output 2 | | | | | | | | | 5,694,920 | |

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | Planned Budget by Year | | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
|--|--|-------------------------------|------------------|------------------|------------------|------------------|----------------------|----------------|--|-------------------|
| | | 2016 | 2017 | 2018 | 2019 | 2020 | | Funding Source | Budget Description | Amount |
| Output 3 By 2018, relevant MDAs and non-state actors with adequate technical, technological, operational and financial capacities to adopt and adapt relevant emerging low carbon and climate change resilience technologies and methods | 3.1. Functional partnerships and platforms for implementing CCR/DRR innovative low carbon(green) technologies established between MDAs, LGs, CSOs and private sector | 10,000 | 120,000 | 120,000 | 130,000 | 120,000 | OPM | UNDP Other | (71400) Contract services | 500,000 |
| | 3.2 Capacity built among CSOs, NGOs and CBOs for social engagement, technology transfer, training, awareness creation and advocacy on CCR/DRR | 10,000 | 50,000 | 100,000 | 120,000 | 30,000 | CSOs | UNDP Other | (63400) Learning costs / meetings / workshops | 310,000 |
| | 3.3. Capacity built among the private sector for social engagement, technology transfer, and advocacy on CCR/DRR | 30,000 | 60,000 | 900,000 | 910,000 | 2,100,000 | PSOs MWE MFPED | UNDP Other | (71400) Contract services | 4,000,000 |
| | Sub-Total for Output 3 | | | | | | | | | 4,810,000 |
| Output 4 By 2019, relevant MDAs, LGs, CSOs and CBOs with relevant technical, technological, operational and financial capacities to raise public awareness and mobilize societal response towards building resilience to climate change and disasters, including domestication of relevant technologies and methods at the community level | 4.1. Mass Public awareness created on CCR, early warning and disaster risk reduction and technologies | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 | UNMA | UNDP Other | (71600) Travel: DSA and fuel for data gathering | 450,000 |
| | 4.2. Enhanced ecosystem based adaptation approaches | 50,000 | 1,370,000 | 1,550,000 | 1,600,000 | 1,430,000 | MWE | UNDP Other | (63400) Learning costs / meetings / workshops (71400) Contract services | 5,894,289 |
| Project Implementation Budget | | Sub-Total for Output 4 | | | | | | | | 6,343,396 |
| Support to Country Office Programme Implementation | Monitoring & Evaluation | 429,107 | 4,183,678 | 5,515,219 | 4,271,328 | 4,068,984 | | | | 18,468,316 |
| | Communication (1%) | 21,500 | 212,750 | 379,750 | 304,750 | 227,850 | | UNDP Other | (75700) Participation of counterparts (71600) Travel | 1,146,600 |
| | General Management Services (8%) | 5,000 | 45,550 | 72,970 | 60,950 | 44,850 | | UNDP Other | (63400) Learning costs / meetings / workshops | 229,320 |
| Administrative/Management Support Costs | Direct Project Costs | 39,000 | 380,233 | 510,856 | 396,930 | 371,648 | | UNDP Other | (72300) Materials and goods / equipment | 1,698,667 |
| | | 31,893 | 310,938 | 417,756 | 324,592 | 303,918 | | UNDP Other | (61300) Staff cost | 1,389,097 |
| TOTAL | | 526,500 | 5,133,150 | 6,896,550 | 5,358,550 | 5,017,250 | | | | 22,932,000 |

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Programme Board

The Programme Board comprises of MWE, OPM, MFPED, MAAIF, MLG, MLHUD, UNMA, NPA, and representatives from CSOs, the private sector and UNDP. All of these institutions but UNDP constitute Senior Beneficiary on the Board. The Executive role will be held by the Permanent Secretary, OPM or an official delegated by the Permanent Secretary to chair the Board. The Executive function is to represent government ownership on the Board. UNDP is the Senior Supplier. All institutions on the Board will be represented by their substantive heads or their designated representatives with authority to make decisions at the Board meetings. The development partners to the Board are those with complementary programmes in the country.

The Programme Board will serve as the highest policy organ of the Programme, responsible for overseeing smooth and timely implementation. Specifically, it will perform the following functions:

- i. Provide policy, strategic and oversight for the programme, including reaching consensus on all the necessary policy level decisions and approvals of annual work plans and budgets.
- ii. Ensures that the programme remains focused to contribute to UNDAF and NDP II.
- iii. Ensure that resources for the programme implementation are availed in time and used in conformity with approved and costed work plans.
- iv. Coordinate all responsible parties with respect to their activity result areas.

- v. Identify and partner with other UN agencies, development partners, CSOs and the private sector.
- vi. Ensures that the IP and RPs submit both technical and financial reports on time and in accordance with the UNDP standards.
- vii. Provide guidance on the qualities of key programme staff to be recruited and participate in the recruitment process.
- viii. Ensure professionalism, ethics and integrity in the implementation of the programme.
- ix. Provide ad-hoc direction and advice for exception situations when programme manager's tolerances are exceeded.
- x. Assess and decide on programme changes based on risk analysis.

The Senior Supplier

UNDP as Senior Supplier in the Board is represented by the Country Director or a designated representative. UNDP will cater for the interests of all parties by providing funding and technical assistance to the programme. UNDP will release funds on the basis of well formulated work plans and budgets by IPs and RPs, and approved by the Programme Board. UNDP will facilitate the procurement of goods and services. It will also take responsibility to identify and field missions for monitoring, mid-term review, end of programme evaluation and audits. UNDP will identify and field technical assistance from South-South Technical Cooperation to offer technical back stopping and international best practices. It will participate in the recruitment of programme technical staff.

The Implementing Partner

The Implementation Partner [IP] is the Office of the Prime Ministry. It is the authorised government entity with authority to approve and sign work plans as well as sign and certify all the deliverables under the programme.

Responsible Parties

The responsible parties will include; MWE, MFPED, MAAIF, MLG, MLHUD, UNMA, NPA, and selected CSOs and private sector organizations. They will be responsible to the IP for implementation of specific programme as relevant and outlined in the RRF.

National Programme Coordinator

The National Programme Coordinator will be an official seconded by the implementing partner. He/she should be at the level of a director or commissioner.

The specific tasks of the programme coordinator will include:

- i. Manage on day to day basis the programme activities, resources and subordinate staff.
- ii. Coordinate team work among RPs and maintain open communication with them.
- iii. Detect risks and challenges in time and inform the Programme Board in time.
- iv. Ensure that resources are used and dully accounted for in accordance with the laid down systems, procedures and practices.
- v. Participate in high policy level meetings that would add value to the implementation of the Programme.
- vi. Condense and summarise annual work plans and progress reports for timely submission to the Programme Board.
- vii. Coordinate internal and external missions, consultancies, audits among responsible parties
- viii. Organise retreats for responsible parties to share lessons, exchange ideas and build team work.
- ix. Maintain the safety of the programme assets.
- x. Appraise performance of support annually and inform the Programme Board.
- xi. At the end of the programme, prepare and summarize the programme deliverables in preparation for mandatory closure.

Programme Assurance

UNDP shall be responsible for programme assurance and that function will reside in UNDP's Sustainable and Inclusive Economic Development portfolio, which will provide technical assistance when needed. It will follow up on quality standards decided upon by the Board by keeping track of progress against the baselines or benchmarks. It will also perform regular monitoring activities, ensuring funds are released to the IP and RPs in time for the programme outputs and activities. In addition, UNDP will provide periodic evaluations to ensure that: the programme is being implemented as designed, maintains synergies with other projects and programmes, and is contributing to CPD and UNDAF outcomes.

The specific responsibilities will include:

- i. Ensure that decisions from the programme board are followed up and implemented.
- ii. Ensure that risks are controlled and monitored in time.
- iii. Maintain liaison with IP and RPs under the programme and offer technical back stopping.
- iv. Ensure that substantive reporting of the programme, accountability and use of resources is in conformity with UNDP standards.
- v. Participate in field monitoring, missions and relevant meetings.
- vi. Ensure that programme output decisions and activity definitions including description and quality criteria are recorded in ATLAS programme management module to facilitate monitoring and reporting.
- vii. On closure of the programme, ensure programme is operationally closed in ATLAS, ensure all financial transactions are in ATLAS and accounts closed financially in ATLAS.

UNDP Support Services

Upon request by Government, UNDP may provide direct programme services in the following areas:

- Assistance with and/or recruitment of long-term or short-term technical personnel in accordance with UNDP rules and regulations.
- Procurement of specific goods and services for the programme in cases where UNDP has a competitive advantage, e.g. import of specific goods or services from abroad. However, in general procurement will be done using national procurement systems and procedures where possible as long as key principles of competitiveness, accountability and transparency are followed.
- Identification and facilitation of training activities.

Programme Implementation Team

The Programme Team will consist of the following core local and international staff:

- Programme Manager –
- Climate and Disaster Risk Specialist
- Learning and Knowledge Management Specialist
- Early Warning Systems IT Specialist
- Finance and administrative Associate
- Drivers

The Programme Team is primarily responsible in providing management and support to the implementation of programme activities and will be complemented by staff from OPM at national and regional levels and by consultants who will be engaged at per the need of the programme and in accordance with the Annual Work Plans.

Responsible Party

- RPs are selected to act on behalf of the Implementing Partner on the basis of a written agreement or contract to purchase goods or provide services using the programme budget to carry out programme activities and produce outputs.
- All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner.

- Implementing Partners select and use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens.
- Responsible Parties may be UNDP, other UN agencies, Government agencies, NGOs, CSOs and private firms and should be listed in the annual work plan and draft terms of reference for their services attached to the programme document.

Programme Outcome Group

This Programme Outcome Group is made of a sector wide or inter-agency groups around each major outcome or thematic area in the existing national structure which is already charged with the coordination of the sector from a development perspective within the national context.

From a programme context, UNDP engages with the Outcome Group for the following:

- To acknowledge the national ownership of all development results.
- To partner and dialogue within a coordinated mechanism comprising all relevant initiatives, projects and programmes that are relevant to the corresponding outcome.
- To align and position UNDP contribution with planning, monitoring and evaluation processes at national level.
- When relevant, to use the Outcome Group to serve as a forum to appraise UNDP funded programme.
- To effectively use and disseminate monitoring and evaluation information for decision making and in future planning and programming.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- Country has signed the Standard Basic Assistance Agreement (SBAA)
- Country has not signed the Standard Basic Assistance Agreement (SBAA)
- Regional or Global project

2. Implementing Partner:

- Government Entity (NIM)
- UNDP (DIM)
- CSO/NGO/IGO
- UN Agency (other than UNDP)
- Global and regional projects

This programme document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Uganda and UNDP, signed on April 1, 1977.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

IX. ANNEXES

Programme Quality Assurance Report

| | | |
|--|--|------------------------------------|
| OUTPUT 1: By 2017, relevant MDAs and parliament with adequate technical capacities to: (a) update and strengthen national CC-response policies; (b) integrate their key components into sectoral policies and strategies; and (c) develop all required legal frameworks that provide adequate funding, incentives and disincentive measures | | |
| Activity Result 1.1 (Atlas Activity ID) | Enhanced policy, legal and regulatory framework for climate change response and disaster risk reduction | Start Date: 2016 End Date: 2017 |
| Purpose | To create enabling environment for all sectors, individuals and duty bearers to reduce risk | |
| Description | Evidence based analytical studies on CCR/DRR for key sectors; benchmarking of best international practices for integrated legal, regulatory and institutional framework for CCR/DRR; review of selected policies and legislation for their effectiveness in integrating CCR/DRR and incentives for sustainable NRM; formulation of new legislation, or revision of existing legislation and formulation and/or revision of selected regulations, standards, codes of practice, standard operating procedures, environmental and social safeguards to enhance climate and disaster proofing | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Number of new or revised policies, laws and regulations that integrate CC/DRR | Physical documentation | Annually |
| 2. Number of regulations, standards, and codes of practice, that enhance climate and disaster proofing for public and private investments | Physical documentation | Annually |
| OUTPUT 1: By 2017,MDAs with adequate technical capacity and integrate CC/DRR to develop an integrated CC/DRR policy, legal and regulatory frameworks | | |
| Activity Result 1.2 (Atlas Activity ID) | Government meets regional and global commitments for environment, CCR/DRR and influences policy, financing and governance discourse | Start Date: 2016 End Date: 2017 |
| Purpose | To promote regional and global engagement and advocacy on CCR/DRR | |
| Description | Preparing in an all-inclusive manner its progress and achievements on regional and international commitments; attending regional and global meetings by policy makers, technical and interest groups and strengthening coordinated and integrated regional approaches, policies, operational procedures, standards and communication system for CCR/DRR | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Number of reports made on regional and international commitments | Physical documentation | Annually |
| 2. Number of regional and global meeting where Uganda was represented | Attendance register | Annually |
| OUTPUT 1: By 2017,MDAs with adequate technical capacity and integrate CC/DRR to develop an integrated CC/DRR policy, legal and regulatory frameworks | | |
| Activity Result 1.3 (Atlas Activity ID) | Climate change response and disaster risk reduction integrated and mainstreamed in policies, plans and budgets of MDAs and local governments | Start Date: 2016 End Date: 2017 |
| Purpose | To mainstream CCR/DRR in policies, plans and budgets | |

| | |
|--------------------|--|
| Description | Development of common methodologies for vulnerability and risk assessments and monitoring; baseline vulnerability assessments, risk response and recovery measures; benchmarking and standardising best practice tools and systems for integrated CCR/DRR and resilience building; multi-disciplinary and participatory formulation of user-friendly guidelines, check-lists for integrated CCR/DRR and resilience; formulation and implementation of an integrated monitoring, reporting and evaluation framework; integration of gender-responsive, climate change strategies and indicators into plans; production of National status reports on climate and disaster management mainstreaming and financing; production of selected local governments level reports on climate and disaster management mainstreaming and financing; by-laws or ordinance that promote CCR/DRR at eco-regional or landscape level in order to achieve big scale effect. |
|--------------------|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|-------------------------------|--------------------|
| 1. Number of policies, plans and strategies that integrated CCR/DRR | Independent evaluation report | Annually |
| 2. Number of people trained in mainstreaming processes | Progress Report | Annually |
| 3. Number of state of environment Reports made | Physical verification | 2020 |

OUTPUT 1: By 2017, MDAs with adequate technical capacity and integrate CC/DRR to develop an integrated CC/DRR policy, legal and regulatory frameworks

| | | |
|--|--|------------------------------------|
| Activity Result 1.4 (Atlas Activity ID) | Enhanced financing capacity for climate change and disaster risk reduction | Start Date: 2016 End Date: 2017 |
|--|--|------------------------------------|

| | |
|----------------|--|
| Purpose | To mobilise financial resources for CCR/DRR and to introduce fiscal/economic instruments to stimulate responsible consumption and production |
|----------------|--|

| | |
|--------------------|--|
| Description | Benchmarking best international practices in raising resources from multiple national and international sources including the use of fiscal/economic instruments for CCR/DRR; gathering and wide dissemination of evidence on existing fiscal incentives/disincentives and other economic instruments in selected vulnerable sectors; training MDAs, private sector and CSOs to mobilise financial resources |
|--------------------|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|----------------------------------|--------------------|
| 1. Financial resources mobilised | Public expenditure review report | 2017, 2020 |
| 2. Number of CSOs, private sector spending on CCR/DRR | Independent study report | 2017, 2020 |

OUTPUT 2: By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks

| | | |
|--|--|------------------------------------|
| Activity Result 2.1 (Atlas Activity ID) | Disaster risk governance enhanced through improved coordination, information sharing and inclusive participation | Start Date: 2016 End Date: 2018 |
|--|--|------------------------------------|

| | |
|----------------|--|
| Purpose | To strengthen roles, responsibilities and coordination for CCR/DRR |
|----------------|--|

| | |
|--------------------|--|
| Description | Supporting national level structures for CCR/DRR to systematically adopt an integrated and inclusive approach for coordination; development of standard operating procedures(SOPs) for CCR/DRR and making the inventory on existing and use of different data and information sources on CCR/DRR and promote harmonisation |
|--------------------|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|------------------|--------------------|
| 1. Number of coordination meetings held | Quarterly report | Quarterly |
| 2. Number of users / contributors utilizing the inventory | Annual report | Annually |

| OUTPUT 2: By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | | |
|--|---|------------------------------------|
| Activity Result 2.2 (Atlas Activity ID) | A strengthened and integrated functional climate information, early warning and response information established | Start Date: 2017 End Date: 2018 |
| Purpose | To improve mitigation, preparedness, management and recovery through generation, sharing and dissemination of information | |
| Description | National information and communication strategy on disasters and disaster risk reduction; expand the existing network of meteorological and hydrological monitoring stations; develop, update integrated and interactive databases on hazards and disasters and to disseminate risk maps; development of improved methods for predictive multi-risk assessments; development of protocols for sharing weather/disaster/information. | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Number of meteorological and hydrological stations reporting | Independent valuation report | 2018, 2020 |
| 2. Number of integrated databases | Quarterly and annual reports | Annually |
| 3. Number of formal protocols for information sharing functioning | Protocol verification | 2018, 2020 |
| OUTPUT 2: By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | | |
| Activity Result 2.3 (Atlas Activity ID) | A multi-level integrated and coordinated approach to disaster preparedness, management, response and recovery developed and strengthened | Start Date: 2016 End Date: 2018 |
| Purpose | To support building of critical capabilities for integrated CCR/DRR | |
| Description | Assessing the technical, operational and financial, human and technological capacities for CCR/DRR; development and implementation of disaster preparedness and contingency plans. | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Categories of capacity gaps identified | Needs assessment report | 2017 |
| 2. Number of contingency plans developed | Independent evaluation report | 2018 |
| OUTPUT 2: By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | | |
| Activity Result 2.4 (Atlas Activity ID) | A national system for tracking and reporting on environment, CCR/DRR financing and expenditure strengthened | Start Date: 2017 End Date: 2018 |
| Purpose | To improve monitoring and report on CCR/DRR expenditure | |
| Description | Benchmarking of best practices of tracking and reporting on environment, CCR/DRR; conducting baseline expenditure review for environment, CCR/DRR for the period 2010-2015; improving public sector accounting, financing and audit systems. | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. CCR/DRR expenditure as a % of GDP | Baseline and follow-up public expenditure review reports | 2016, 2020 |
| OUTPUT 2: By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks | | |
| Activity Result 2.5 (Atlas Activity ID) | Strengthened capacities of cities for resilient development | Start Date: 2016 End Date: 2018 |
| Purpose | To improve living conditions for the poor and those in marginal urban areas and settlements | |
| Description | Undertaking gender sensitive vulnerability and climate risk assessments in selected urban areas; development of urban land use plans; development or strengthening of | |

| | existing building codes, standards, restoration and reconstruction; capacity building of umbrella professional bodies and other associations for engineers, contractors, architects, real estate agents, waste and garbage collectors | |
|---|---|--------------------|
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Number of use plans and hazard maps made | Physical verification | 2018, 2020 |
| 2. Number of regulations/codes for urban infrastructure development | Physical verification | 2018, 2020 |
| 3. Number of people trained | Attendance sheets | 2018, 2020 |

OUTPUT 3: By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR

| | | |
|--|---|------------------------------------|
| Activity Result 3.1 (Atlas Activity ID) | Functional partnerships for implementing CCR/DRR innovative low carbon(green) technologies established between MDAs, LGs, CSOs and private sector | Start Date: 2016 End Date: 2018 |
|--|---|------------------------------------|

| | | |
|----------------|---|--|
| Purpose | To promote leveraging of scarce financial, human and physical resources for CCR/DRR | |
|----------------|---|--|

| | | |
|--------------------|--|--|
| Description | Establishment and functioning of integrated CCR/DRR platforms at national and sub-national level; selected MDAs to identify, screen and promote a range of pro-poor, gender sensitive, affordable and environmentally benign proven technological innovations; dialogue, cooperation and networking for enhancing informed engagement among MDAs, research institutions, practitioners and policy makers, sector working groups and platforms working on CCR/DRR; exhibitions, showcases, demonstrations and awards; seed capital through commercial banks, MFIs, SACCOS for youth, CSOs and private sector; incentives for private sectors to engage in disaster responses; establishment of public-private sector partnerships mechanisms. | |
|--------------------|--|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|-------------------------------|--------------------|
| 1. Number of formal partnerships | Agreements signed | 2018, 2020 |
| 2. Number of exhibitions, demonstrations held | Quarterly reports | Quarterly |
| 3. USD raised as seed capital | Independent evaluation report | 2018, 2020 |

OUTPUT 3: By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR

| | | |
|--|--|------------------------------------|
| Activity Result 3.2 (Atlas Activity ID) | Capacity built among MDAs for public and social engagement, technological transfer, training, awareness creation and advocacy on CCR/DRR | Start Date: 2016 End Date: 2018 |
|--|--|------------------------------------|

| | | |
|----------------|---|--|
| Purpose | To build capacities for engagement, lobbying and advocacy | |
|----------------|---|--|

| | | |
|--------------------|--|--|
| Description | Promote networks and learning among the disaster experts, managers and planners. | |
|--------------------|--|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|-------------------|--------------------|
| 1. Number of networking opportunities facilitated | Attendance sheets | Quarterly |

OUTPUT 3: By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR

| | | |
|--|---|------------------------------------|
| Activity Result 3.3 (Atlas Activity ID) | Capacity built among CSOs, NGOs and CBOs for social engagement, technology transfer, training, awareness creation and advocacy on CCR/DRR | Start Date: 2016 End Date: 2018 |
|--|---|------------------------------------|

| | | |
|----------------|--|--|
| Purpose | Build capacity across the non-state sector to engage across all areas of climate change response and disaster risk reduction | |
|----------------|--|--|

| | | |
|--------------------|--|--|
| Description | Profiling CSOs, NGOs, CBOs active in NRM/CCR/DRR; train CSOs, NGOs and CBOs in using proven methodologies and tools; network and coalition building among CSOs, NGOs and CBOs. | |
|--------------------|--|--|

| Quality Criteria | Quality Method | Date of Assessment |
|---|---|------------------------------------|
| 1. Number of non-state actors supported | Quarterly reports | Quarterly |
| 2. Impact of non-state actors engagement | Independent evaluation report | 2018, 2020 |
| OUTPUT 3: By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR | | |
| Activity Result 3.4 (Atlas Activity ID) | Capacity built among the private sector for social engagement, technology transfer, and advocacy on CCR/DRR | Start Date: 2016 End Date: 2018 |
| Purpose | Build the capacity on non-state actors to engage and build capacity within their own organizations on CCR/DRR | |
| Description | Supporting regional, national, sub-national, private sector associations, professional bodies to create awareness and train their members and EIA/SEA practitioners in the adoption and updating of gender sensitive CCR/DRR business practices and codes of practice | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Number of entities and males and females sensitised and trained | Attendance sheets | Annually |

| OUTPUT 4: By 2019, MDAs with relevant technical, technological, operational and financial capacities to engage citizens and communities in CCR/DRR | | |
|--|--|------------------------------------|
| Activity Result 4.1 (Atlas Activity ID) | Mass Public awareness created on Climate change early warning and disaster risk reduction technologies | Start Date: 2016 End Date: 2019 |
| Purpose | Empower citizens with knowledge on climate change response and early warning to enable them make risk-informed and undertake climate smart. decisions | |
| Description | Train the media; benchmark evidence disaggregated by gender, eco-region, key vulnerable sectors; promote the use, application and affordability of recent information, communication and space technologies; sharing and learning through showcasing innovative, pro-poor models of successful early warning, use of indigenous knowledge, disaster responses, climate-smart technology adoptions, restoration of degraded eco-system and public-private partnerships; evidence disaggregated by gender, eco-system and very vulnerable sectors. | |
| Quality Criteria | Quality Method | Date of Assessment |
| 1. Public perception and satisfaction index | Independent evaluation report | 2018, 2020 |
| 2. Number of media professionals trained | Attendance sheets | Annually |
| Output 4: By 2019, relevant MDAs, LGs, CSOs and CBOs with relevant technical, technological, operational and financial capacities to raise public awareness and mobilize societal response towards building resilience to climate change and disasters, including domestication of relevant technologies and methods at the community level | | |
| Activity Result 4.2 (Atlas Activity ID) | Enhanced ecosystem based adaptation approaches | Start Date: 2016 End Date: 2019 |
| Purpose | Increase awareness and use of ecosystem based adaptation approaches at all levels. | |
| Description | Supporting LGs at eco-region/landscape level to conduct in multi-disciplinary manner vulnerability assessment; providing support to LGs to adopt and upscale a mix of environmentally friendly, economically viable and socially responsive climate smart practices and technologies and supporting LGs in land use planning including protection, conservation and gazetted natural resources offering communal eco-system services | |

| Quality Criteria | Quality Method | Date of Assessment |
|---|-------------------------------|---------------------------|
| 1. Public perception and satisfaction index | Independent evaluation report | 2018, 2020 |
| 2. Number of Local Governments that adopted climate smart practices | Independent evaluation report | 2020 |

Social and Environmental Screening Template

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

QUESTION 1: How Does the Programme Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Programme mainstreams the human-rights based approach

The programme has adopted an all-inclusive and participatory strategy for its implementation. During the design, stakeholders and programme beneficiaries participated in various workshops to provide input on development challenges, existing bottlenecks and strategy. The design phase made deliberate efforts to facilitate active participation of persons with disabilities, women and youth. The programme implementation strategy includes specific interventions aimed at raising public awareness and mobilize societal response towards building resilience to climate change and disasters, including domestication of relevant technologies and methods at community level. This is expected to empower right holders to demand for climate change resilient building actions from duty bearers.

Briefly describe in the space below how the Programme is likely to improve gender equality and women's empowerment

The programme will have focus on gender sensitive planning and implementation to ensure the highest gains are made for gender equity. Many of the programme beneficiaries will be women, especially within the agricultural sector where they often make up the majority of smallholder farmers, yet are most vulnerable to climate shocks and variability. In the food insecure and disaster prone communities, women often bear the brunt of the vagaries of the weather, low productivity, and disrupted livelihoods. By focusing on tailored products that include gender-sensitive adoption strategies, the programme will ensure that women are empowered to benefit from the information and can cope with climate change impacts. Many women will benefit from increased awareness and support on climate change risks and how to incorporate the information in their trades thereby protecting their livelihoods and enhancing adaptive capacities

Briefly describe in the space below how the Programme mainstreams environmental sustainability

The programme is expected to have limited environmental impacts but significant environmental benefits. The programme will support adoption and scale-up of low carbon technological innovations for climate change adaptation, in addition to restoring ecosystem functionality in climate risk prone areas. It will also support improvement of regulatory framework, standards and codes of practice that climate proof physical infrastructure and decision making tools like Environmental Impact Assessment, Strategic Environmental Assessment.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?
Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Programme.

QUESTION 3: What is the level of significance of the potential social and environmental risks?
Note: Respond to Questions 4 and 5 below before proceeding to Question 6

QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?

| Risk Description | Impact and Probability (1-5) | Significance (Low, Moderate, High) | Comments |
|--|-------------------------------------|---|---|
| Climate smart agriculture activities near protected areas may increase human wildlife conflict between cultivators working hard to increase their production and the wild life searching for food [add additional rows as needed] | I = 3 P = 1 | Low | <i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i> This risk shall be minimized through creating awareness on the provisions of the laws, policies and regulations that affect national parks, wetlands and river banks, but also encouraging project beneficiaries to plant cover crops that provide buffer between the forest and the farmlands. |

QUESTION 4: What is the overall Project risk categorization?

| Select one (see SESP for guidance) | Comments |
|--|----------|
| Low Risk <input checked="" type="checkbox"/> | |
| Moderate Risk <input type="checkbox"/> | |
| High Risk <input type="checkbox"/> | |

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

| Check all that apply | | Comments |
|---|-------------------------------------|----------|
| <i>Principle 1: Human Rights</i> | <input type="checkbox"/> | |
| <i>Principle 2: Gender Equality and Women's Empowerment</i> | <input type="checkbox"/> | |
| <i>1. Biodiversity Conservation and Natural Resource Management</i> | <input checked="" type="checkbox"/> | |
| <i>2. Climate Change Mitigation and Adaptation</i> | <input type="checkbox"/> | |
| <i>3. Community Health, Safety and Working Conditions</i> | <input type="checkbox"/> | |
| <i>4. Cultural Heritage</i> | <input type="checkbox"/> | |
| <i>5. Displacement and Resettlement</i> | <input type="checkbox"/> | |
| <i>6. Indigenous Peoples</i> | <input type="checkbox"/> | |
| <i>7. Pollution Prevention and Resource Efficiency</i> | <input type="checkbox"/> | |

Final Sign Off

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

SESP Attachment 1. Social and Environmental Risk Screening Checklist

| Checklist Potential Social and Environmental Risks | |
|---|------------------------|
| Principles 1: Human Rights | |
| 1. Could the Programme lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups? | Answer (Yes/ No) |
| 1. Could the Programme lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups? | No |
| 2. Is there a likelihood that the Programme would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ⁷ | No |
| 3. Could the Programme potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups? | No |
| 4. Is there a likelihood that the Programme would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them? | No |
| 5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Programme? | No |
| 6. Is there a risk that rights-holders do not have the capacity to claim their rights? | No |
| 7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Programme during the stakeholder engagement process? | No |
| 8. Is there a risk that the Programme would exacerbate conflicts among and/or the risk of violence to programme-affected communities and individuals? | No |
| Principle 2: Gender Equality and Women's Empowerment | |
| 1. Is there a likelihood that the proposed Programme would have adverse impacts on gender equality and/or the situation of women and girls? | No |
| 2. Would the Programme potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits? | No |
| 3. Have women's groups/leaders raised gender equality concerns regarding the Programme during the stakeholder engagement process and has this been included in the overall Programme proposal and in the risk assessment? | No |
| 4. Would the Programme potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i> | No |
| Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below | |
| Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management | |

⁷ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

| | | |
|--|---|-----|
| 1.1 | <p>Would the Programme potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?</p> <p><i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i></p> | No |
| 1.2 | <p>Are any Programme activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?</p> | Yes |
| 1.3 | <p>Does the Programme involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)</p> | No |
| 1.4 | <p>Would Programme activities pose risks to endangered species?</p> | No |
| 1.5 | <p>Would the Programme pose a risk of introducing invasive alien species?</p> | No |
| 1.6 | <p>Does the Programme involve harvesting of natural forests, plantation development, or reforestation?</p> | No |
| 1.7 | <p>Does the Programme involve the production and/or harvesting of fish populations or other aquatic species?</p> | No |
| 1.8 | <p>Does the Programme involve significant extraction, diversion or containment of surface or ground water?</p> <p><i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i></p> | No |
| 1.9 | <p>Does the Programme involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)</p> | No |
| 1.10 | <p>Would the Programme generate potential adverse transboundary or global environmental concerns?</p> | No |
| 1.11 | <p>Would the Programme result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Programme) need to be considered.</i></p> | No |
| <p>Standard 2: Climate Change Mitigation and Adaptation</p> | | |
| 2.1 | <p>Will the proposed Programme result in significant⁸ greenhouse gas emissions or may exacerbate climate change?</p> | No |
| 2.2 | <p>Would the potential outcomes of the Programme be sensitive or vulnerable to potential impacts of climate change?</p> | No |
| 2.3 | <p>Is the proposed Programme likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?</p> <p><i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i></p> | No |

⁸ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

| Standard 3: Community Health, Safety and Working Conditions | | |
|--|---|----|
| 3.1 | Would elements of Programme construction, operation, or decommissioning pose potential safety risks to local communities? | No |
| 3.2 | Would the Programme pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)? | No |
| 3.3 | Does the Programme involve large-scale infrastructure development (e.g. dams, roads, buildings)? | No |
| 3.4 | Would failure of structural elements of the Programme pose risks to communities? (e.g. collapse of buildings or infrastructure) | No |
| 3.5 | Would the proposed Programme be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? | No |
| 3.6 | Would the Programme result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)? | No |
| 3.7 | Does the Programme pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning? | No |
| 3.8 | Does the Programme involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)? | No |
| 3.9 | Does the Programme engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)? | No |
| Standard 4: Cultural Heritage | | |
| 4.1 | Will the proposed Programme result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Programmes intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) | No |
| 4.2 | Does the Programme propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? | No |
| Standard 5: Displacement and Resettlement | | |
| 5.1 | Would the Programme potentially involve temporary or permanent and full or partial physical displacement? | No |
| 5.2 | Would the Programme possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)? | No |
| 5.3 | Is there a risk that the Programme would lead to forced evictions? ⁹ | No |
| 5.4 | Would the proposed Programme possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources? | No |
| Standard 6: Indigenous Peoples | | |

⁹ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

| | | |
|---|--|----|
| 6.1 | Are indigenous peoples present in the Programme area (including Programme area of influence)? | No |
| 6.2 | Is it likely that the Programme or portions of the Programme will be located on lands and territories claimed by indigenous peoples? | No |
| 6.3 | <p>Would the proposed Programme potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Programme is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?</p> <p><i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Programme would be categorized as either Moderate or High Risk.</i></p> | No |
| 6.4 | Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned? | No |
| 6.5 | Does the proposed Programme involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples? | No |
| 6.6 | Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? | No |
| 6.7 | Would the Programme adversely affect the development priorities of indigenous peoples as defined by them? | No |
| 6.8 | Would the Programme potentially affect the physical and cultural survival of indigenous peoples? | No |
| 6.9 | Would the Programme potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? | No |
| Standard 7: Pollution Prevention and Resource Efficiency | | |
| 7.1 | Would the Programme potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts? | No |
| 7.2 | Would the proposed Programme potentially result in the generation of waste (both hazardous and non-hazardous)? | No |
| 7.3 | <p>Will the proposed Programme potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Programme propose use of chemicals or materials subject to international bans or phase-outs?</p> <p><i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i></p> | No |
| 7.4 | Will the proposed Programme involve the application of pesticides that may have a negative effect on the environment or human health? | No |
| 7.5 | Does the Programme include activities that require significant consumption of raw materials, energy, and/or water? | No |

1. Risk Analysis

| | | | | | | |
|---|--|--|---------------------------|--|------------------------------|--|
| Programme Title: Community Resilience to Climate Change and Disaster Risks | | | Award ID: 00092244 | | Date: 16 October 2015 | |
|---|--|--|---------------------------|--|------------------------------|--|

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|-----------------|-----------|---|---|----------------------|--|-------------|-----------|
| 1 | Post electoral processes likely to affect the start-up of implementation | October 2015 | Political | High because elections will be carried out under multi-party dispensation ; impact may be medium if there are many losers P = 4 I = 3 | The Programme Board will maintain a neutral approach | Programme Board | Consultant during programme formulation workshop | Oct 2015 | No change |
| 2 | Internal and regional conflicts spilling over to the country thereby inhibiting timely access to programme location | October 2015 | Political | Medium because of fluid situation in Southern Sudan and Burundi; impact may be low because it will be localised P = 3 I = 1 | The Programme Board will seek guidance from the political leadership. | Programme Board | Consultant during programme formulation workshop | Oct 2015 | No change |
| 3 | Some programme locations may not be accessible by programme staff or partners due to terror alerts | October 2015 | Other | Low because of the vigilance of both institutions and individuals against terrorism; impact is medium because terrorism threatens peoples lives P = 1 I = 3 | The Programme Board will continuously relate to the relevant security agencies for updates of information | Programme Board | Consultant during programme formulation workshop | Oct 2015 | No change |
| 4 | Depreciation of Uganda shilling against the foreign currencies | October 2015 | Financial | Medium because of multiple causes; impact likely to be low monetary policy is timely improved by the central bank P = 3 I = 1 | Programme Board will analyse the impacts of such risks and optimise the use of funds | Programme Board | Consultant during programme formulation workshop | Oct 2015 | No change |
| 5 | Inflation might affect the general price levels of programme inputs/consumables | October 2015 | Financial | Low as it tends to be mainly seasonal e.g during and soon after elections; impact likely to be low because elections will be carried out once during the programme's lifespan P = 1 I = 1 | IP will continually monitor the change in unit prices of common user budget items | Implementing Partner | Consultant during programme formulation workshop | Oct 2015 | No change |

| | | | | | | | | | |
|---|---|--------------|---------------|---|--|----------------------|--|----------|-----------|
| 6 | Institutional reforms may result in staff turnover on the programme | October 2015 | Institutional | <p>Low as there is no massive restructuring exercise planned; impact low because the staff could be replaced from the open labour market</p> <p>P = 1 I = 1</p> | IP will periodically hold meetings with RFPs to get the status | Implementing Partner | Consultant during programme formulation workshop | Oct 2015 | No change |
| 7 | Corruption scandals may lead development partners to withhold or cancel aid to government | October 2015 | Financial | <p>Medium as controls in public sector financial management systems are not yet strong; impact will be low as government capacity to contribute to national budget is systematically improving</p> <p>P=3 I=1</p> | Programme Board will ensure that national accounting, auditing and procurement processes are followed. | Programme Board | Consultant during programme formulation workshop | Oct 2015 | No change |

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

1. Programme Board Terms of Reference and TORs of Key Management Positions

Programme Board (*also called Programme Steering Committee*): The Programme Board will be the group responsible for making by consensus, management decisions for a programme when guidance is required by the Programme Manager, including recommendation for UNDP/Implementing Partner approval of programme plans and revisions. In order to ensure UNDP's ultimate accountability, Programme Board decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager. In addition, the Programme Board plays a critical role in UNDP commissioned programme evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning. Programme reviews by this group are made at designated decision points during the running of the programme, or as necessary when raised by the Programme Manager. This group will be consulted by the Programme Manager for decisions when Programme Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Programme Board may review and approve programme quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It will be the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It will ensure that required resources are committed and arbitrate on any conflicts within the programme or negotiate a solution to any problems between the programme and external bodies. In addition, it will approve the appointment and responsibilities of the Programme Manager and any delegation of its Programme Assurance responsibilities. Potential members of the Programme Board have been reviewed and recommended for approval during the PAC meeting. Representative(s) of other stakeholders have been included in the Board as appropriate. The objective is to create a mechanism for effective programme management. This group contains four roles:

Programme Director (*also called Executive*): individual representing the programme ownership to chair the group. There is only one programme executive, who will be a national counterpart. Typically held by Government Cooperating Agency or UNDP.

Development Partners (*also called Supplier*): individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the programme. Typically includes Implementing Partners, UNDP, and donors.

Beneficiary Representative: individuals or groups of individuals representing the interests of those who will ultimately benefit from the programme. The primary function within the Board is to ensure the realization of programme results from the perspective of programme beneficiaries. Often CSO representative(s) can fulfil this role.

Programme Assurance: Programme Assurance is the responsibility of each Programme Board member; however, the role can be delegated. The programme assurance role supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. Programme Assurance will be independent of the Programme Manager; therefore, the Programme Board cannot delegate any of its assurance responsibilities to the Programme Manager. A UNDP Programme Officer, or M&E Officer, typically holds the Programme Assurance role on behalf of UNDP.

Programme Manager -: The Programme Manager has the authority to run the programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Programme Manager is responsible for day-to-day management and decision-making for the programme. The Programme

Manager's prime responsibility is to ensure that the programme produces the results (outputs) specified in the programme document, to the required standard of quality and within the specified constraints of time and cost. The Implementing Partner appoints the Programme Manager, who should be different from the Implementing Partner's representative in the Outcome Board. Prior to the approval of the programme the Programme Developer role is the UNDP staff member responsible for programme management functions during formulation until the Programme Manager from the Implementing Partner is in place.

Programme Support: The Programme Support role provides programme administration, management and technical support to the Programme Manager as required by the needs of the individual programme or Programme Manager. It is necessary to keep Programme Support and Programme Assurance roles separate in order to maintain the independence of Programme Assurance. Programme support shall be comprised of (i) Learning and Knowledge Management Specialist, (ii) Early Warning and Systems IT Specialist (iii) Climate and Disaster Risk Reduction Specialist (iv) Programme Finance and Administrative Associate and (v) Drivers.

2. Programme Manager Terms of Reference

Background

Uganda is highly vulnerable to natural and man-made disasters. Economic loss to natural hazards alone is estimated at USD 3.1 million annually. The programme will contribute to adaptation, transformation and resilience building by reducing vulnerability to climate and disaster risk, through provision of integrated and mutually reinforcing upstream and downstream support to address four bottlenecks, namely: (i) gaps in policies and legal frameworks required to integrate and provide funding for climate change response and disaster risk reduction (ii) gaps in capacities to implement climate change resilience and disaster risk reduction policies in an inclusive and coordinated manner, with guaranteed effectiveness and efficiency; (iii) weak capacities for adoption and adaptation of emerging technologies and methods for low carbon emission and climate change resilience; and (iv) weak public response to climate and disaster risk. UNDP will provide timely quality upstream support to the Government of Uganda and stakeholders towards influencing processes for mainstreaming climate change resilience and disaster risk reduction strategies in national, sub-national, local policies, plans and budgets and other instruments like fiscal and economic instruments to stimulate responsible consumption and production. The programme will build the required capacities of MDAs and key stakeholders (CSOs, NGOs, CBO and MSMEs) through provision of technical, technological, operational and catalytic financial support at all phases of programme design, implementation and evaluation, with special emphasis on innovation through south-south and triangular cooperation, and enhancement of community resilience through support to full domestication of relevant technologies and methods at the community level. This intervention, designed on the basis of an agreed upon theory of change, will substantially contribute reduction of economic loss from climate related disasters.

Specifically, the programme is expected to contribute to the attainment of the National Development Plan II objective on sustainably increasing production, productivity and value addition in key growth sectors. The five (5) year UNDP funded programme will be implemented by Office of the Prime Minister. Other Ministries, Departments and agencies (MDAs) that will support implementation of programme interventions, that is, Responsible Parties (RPs) include: Ministry of Water and Environment, Ministry of Lands, Housing and Urban Development, National Planning Authority, Uganda National Meteorology Association, Selected Civil Society Organizations/Private Sector Organizations; Finance, Planning and Economic Development (MoFPED).

The programme is expected to achieve the following outputs:

- 1) By 2017, MDAs with adequate technical capacity and integrate CC/DRR to develop an integrated CC/DRR policy, legal and regulatory frameworks;
- 2) By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks
- 3) By 2018, relevant MDAs and non-state actors with adequate technical, technological, operational and financial capacities to adopt and adapt relevant emerging low carbon and climate change resilience technologies and methods
- 4) By 2019, relevant MDAs, LGs, CSOs and CBOs with relevant technical, technological, operational and financial capacities to raise public awareness and mobilize societal response towards building resilience to climate change and disasters, including domestication of relevant technologies and methods at the community level

Scope of Work

The Programme Manager is responsible for the running, day-to-day management and decision-making for the programme on behalf of the Programme Board. The National CCR/DRR Policy Specialist shall have the prime responsibility to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

Specifically, the Programme Manager is responsible for:

- a) Overall programme management including:
 - (i) Managing the realization of programme outputs through activities;
 - (ii) Provision of direction and guidance to programme implementation team and responsible parties;
 - (iii) Liaising with the Programme Board and UNDP to assure the overall direction and integrity of the programme;
 - (iv) Identification and obtaining any support and advice required for the management, planning and control of the programme; and
 - (v) Programme administration.

- b) Running the programme including:
 - (i) Preparing the programme annual work plans and review reports for consideration by the Programme Board and Programme Assurance. In preparing the programme annual review report, the programme manager will ensure that successes, challenges, lessons learnt and best practices are documented and incorporated;
 - (ii) Preparing the programme quarterly work plans and progress reports (progress against planned activities and budget) and submit to the Programme Assurance;
 - (iii) Mobilizing personnel, goods and services to initiate activities, including drafting TORs and work specifications; and overseeing all contractors' work;
 - (iv) Managing requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
 - (v) Implementing and monitoring the activities of the programme against the approved annual work plan and established quality criteria;
 - (vi) Monitor events as determined in the programme monitoring schedule and communication plan, and update the plan as required;
 - (vii) Monitoring financial resources and accounting to ensure accuracy, reliability of financial reports and proper management of funds consistent with UNDP requirements and budget planning control systems;
 - (viii) Preparing and submitting financial reports to UNDP on a quarterly basis;
 - (ix) Managing and monitoring the programme risks as initially identified in the Programme Brief appraised by the External Programme Appraisal Committee (E-PAC), submit new risks to the Programme Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log; and
 - (x) Update the Atlas Project Management module if external access is made available.

- c) Closing a programme
 - (i) Prepare Final Programme Review Reports to be submitted to the Programme Board and the Outcome Board;
 - (ii) Identify follow-on actions and submit them for consideration to the Programme Board;
 - (iii) Manage the transfer of programme deliverables, documents, files, equipment and materials to national beneficiaries;
 - (iv) Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Qualifications and Experiences

- Master's degree in Development Studies, Public Policy, Public Administration, Economics, Social Sciences, Project Management or related fields;
- Additional specialization in climate and disaster risk management issues would be an advantage.

- Minimum 7 years of relevant experience at the national or international level in development of which minimum 3 years' experience in project management;
- Experience of working with government or international organizations will be preferred;
- Hands on experience on economic and social development issues (policy and strategic) will be preferred;
- Outstanding communication, interpersonal and presentation skills management and organizational skills;
- Experience in the use of computers and office software packages, (MS Word, Excel, and Power Point, etc.). Advanced knowledge of spread sheet, database and research packages will be an asset;
- Familiarity with the working environment and professional standards of international organizations and national and state governments;
- High quality reports and knowledge products (samples may be requested as reference);
- Ability to work independently and under pressure.

3. Learning and Knowledge Management Specialist Terms of Reference

The programme shall require the services of one Knowledge Management Specialist based in the Programme Management Unit with 50 percent travel to the field. The Learning and Knowledge Management Specialist shall report to the Programme Manager.

Purpose

To strengthen the capacities of the Programme Management Unit and participating government and community institutions to facilitate effective programme implementation, and to implement and oversee a CC adaptation knowledge management programme. The position will be based in Kampala, with at least 50% field travel.

Key Responsibilities and Duties

The main responsibilities and duties of the Learning and Knowledge Management Specialist will include gathering and analyzing programme information and effectively communicating results to programme beneficiaries and, management. Other responsibilities include the following activities:

- a. Design and implement a KM Strategy to identify, analyze, document and disseminate lessons learned;
- b. Consider the GIS/geospatial nature of products in KM outputs, including spatially analytical maps, while designing the KM Strategy;
- c. Ensure that TORs for consultants recruited by the programme also incorporate mechanisms to capture and share lessons learned through their inputs to the programme, and to ensure that the results are reflected in the reporting system described above;
- d. Consolidate a culture of lessons learning involving all programme staff and allocate specific responsibilities, to document, package and disseminate lessons frequently;
- e. Establish and manage a Knowledge Management Fora for knowledge sharing on climate change adaptation, mitigation and disaster risk reduction and support the programme in organizing related workshops and trainings events for climate change adaptation knowledge dissemination to all stakeholders;
- f. Facilitate exchange of experiences by supporting and coordinating programme participation in workshops and support development of the programme website and any other existing network of local government;
- g. Identify and participate in additional networks, for example scientific or policy-based networks that may also yield lessons that can benefit programme implementation.
- h. Ensure effective KM of key programme activities, including CCR-DRR learning and knowledge materials
- i. Clarify the responsibility to explore, introduce and manage various KM tools relevant to the programme, with particular focus on climate change adaptation/ mitigation; disaster risk reduction and ecosystems based adaptation;
- j. Ensure KM of important programme activities;
- k. Assist all technical team members in the knowledge management of their respective fields, with particular attention to programme activities
- l. Support in the assessment of national as well as programme policies and processes, providing recommendations to improve programme performance, and to make field implementation practical and effective;
- m. Other tasks as directed.

Minimum Qualification and Experience

- Masters degree in natural resource management, agricultural economics, information and communication technology or related discipline
- At least 7 years of professional experience in relevant fields with at least 3 years of experiences in knowledge management work
- Sound knowledge and skills in documentation and dissemination
- Strong research and report writing skills
- Extensive experience in institutional strengthening and participatory processes
- Ability to develop and foster external organizational relationships and applied representation skills
- Proficiency in computer, information and communication technology
- Fluency in written and spoken English.

4. Climate and Disaster Risk Specialist Terms of Reference

The programme shall require the services of a Climate and Disaster Risk Specialist based in the Programme Management Unit with significant travel to the field. The Climate and Disaster Risk Specialist shall report to the Programme Manager.

Purpose

To strengthen the capacities of the Programme Management Unit and participating government and community institutions, the Climate and Disaster Risk Specialist will provide technical assistance in support of effective programme implementation. The position will be based in Kampala.

Key Responsibilities and Duties

The main responsibilities and duties of the Climate and Disaster Risk Specialist will include the provision of technical assistance in support of effective programme implementation. Specifically responsibilities include the following activities:

- a. Provides policy and advisory services to determine optimised approaches for enhanced development effectiveness in support of disaster and climate risk management processes;
- b. Provides management support to resilience and disaster and climate risk management processes which is needs-based and conducted in an effective and principled manner in the best interests of affected and vulnerable populations
- c. Ensures the establishment of a knowledge culture with effective advocacy tools,
- m. Other tasks as directed.

Minimum Qualification and Experience

- Masters degree in natural resource management, agricultural economics, information and communication technology or related discipline;
- At least 5 years of professional experience in relevant fields with at least 3 years of experiences in knowledge management work;
- Sound knowledge and skills in documentation and dissemination;
- Strong research and report writing skills;
- Extensive experience in institutional strengthening and participatory processes;
- Ability to develop and foster external organizational relationships and applied representation skills;
- Proficiency in computer, information and communication technology; and
- Fluency in written and spoken English.

5. Early Warning Systems IT Specialist Terms of Reference

The programme shall require the services of a Early Warning Systems IT Specialist based in the Programme Management Unit with significant travel to the field. The Early Warning Systems IT Specialist shall report to the Programme Manager.

Purpose

To strengthen the capacities of the Programme Management Unit and participating government and community institutions, the Early Warning Systems IT Specialist will provide technical services in support of the national integration early warning system.

Key Responsibilities and Duties

The main responsibilities and duties of the Early Warning Systems IT Specialist will include the provision of technical assistance in support of the national integration early warning system. Specifically responsibilities include the following activities:

- a. Provides advisory services in the full implementation of the national early warning system;
- b. Support the enhancement of technical aspects of the National Emergency Coordination and Operations Centre;
- c. Provides knowledge management services and training to stakeholders, both at the national and district levels;
- d. Support innovation through south-south and triangular cooperation, and leverage regional and international best practices.
- e. Ensures the establishment of a knowledge culture with effective advocacy tools,
- f. Other tasks as directed.

Minimum Qualification and Experience

- Masters degree in subjects related to natural disaster management, emergency planning, risk reduction, early warning systems, rural livelihood, community development, natural resources management, or similar.
- At least 5 years of professional experience in relevant technical fields;
- Strong research and report writing skills;
- Good knowledge of possible Climate Change impacts, droughts and floods on agriculture, the rural environment and livelihoods.
- Ability to transfer analytical results into simple and workable project activities and a sustainable, community-based early warning system; and
- Fluency in written and spoken English.

6. Programme Finance and Administrative Associate Terms of Reference

The programme may also require the services of a programme associate to provide programme administration, management and technical support to the Programme Manager as may be required in the implementation of interventions and monitoring of programme activities and utilization of financial resources. The provision of any programme support on a formal basis is optional.

The support to be provided by the Programme Associate includes:

- a) Provision of administrative services:
 - (i) Setting up and maintaining programme files;
 - (ii) Collecting programme related information data;
 - (iii) Updating plans
 - (iv) Administering the quality review process
 - (v) Administering Programme Board meetings
- b) Programme documentation management:
 - (i) Administering programme revision control
 - (ii) Establishing document control procedures
 - (iii) Compiling, copying and distributing all programme reports
- c) Financial Management, Monitoring and reporting:
 - (i) Assist in the financial management tasks under the responsibility of the Programme Manager;
 - (ii) Ensures full compliance of financial processes and financial records in accordance with UNDP rules, regulations, policies and strategies;
 - (iii) Preparing requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
 - (iv) Processing and reviewing all requests for funds from responsible parties and ensure proper accountability of all funds disbursed to all programme partners;
 - (v) Establish and maintain books of accounts and prepare all relevant financial reports promptly;
 - (vi) Maintaining the internal expenditure control system;
 - (vii) Ensuring proper and strict cash management system;
 - (viii) Ensure the prudent use of financial, physical and human resource of the programme; and
 - (ix) Discharge and fulfil all statutory requirements and obligations on behalf of the programme.

- d) Provision of technical support services
 - (i) Provide technical advices
 - (ii) Review technical reports
 - (iii) Monitor technical activities carried out by responsible parties.