



**MINUTES OF EXTERNAL PROJECT APPRAISAL COMMITTEE MEETING FOR  
INCLUSIVE**

**SIED PORTFOLIO**

**9th MARCH 2016**

**SHERATON KAMPALA HOTEL**

**Prepared by:**

1. Mr. Nicholus Burunde (1<sup>st</sup> Secretary).....
2. Ms. Hadijah Nabbale (2<sup>nd</sup> Secretary).....

**Approved by:**

Ms. Maris Wanyera, Commissioner, DARC, MoFPED (on behalf of PSST MoFPED), Chairperson

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- 1. Opening remarks by Ms. Maris Wanyera – Commissioner, DARC, MoFPED**
  - 1.1 Explained to the members that the purpose of the day’s meeting is to appraise the projects in the Sustainable and Inclusive Economic Development Portfolio
  - 1.2 Acknowledged the presence of the different stakeholders.
  - 1.3 Appealed to members to take note on a number of issues as they discussed ie;
  - 1.4 Whether the programme is aligned with the GoU priorities in the NDPII
  - 1.5 Whether the activities in the work plan are achievable
  - 1.6 Whether the management structure is conducive to deliver the results of each project
  - 1.7 She explained to the members that the development of the project was participatory involving all stakeholders especially government counter-parts.
- 2. Opening remarks by Ms. Almaz Gebru – UNDP Country Director**
  - 2.1 Welcomed the members and appreciated all stakeholders who participated in the designing of the projects
  - 2.2 Re-echoed that UNDP is partner with GoU and therefore the projects are GoU with support from UNDP
  - 2.3 She also echoed on the continued good relationship that started in April 1977 which UNDP has had with government of Uganda through MoFPED as the executing entity.
  - 2.4 She thanked partners for their participatory support during project development process.
- 3. PRESENTAION OF THE UNDP COUNTRY PROGRAMME 2016-2020 BY PATIENCE ALIDRI**

Copy Presentation in Annex
- 4. PRESENTATION OF INCLUSIVE GREEN GROWTH PROJECT BY PAUL MAFABI – DIRECTOR MoWE**

Copy Presentation in Annex
- 5. PRESENTATION OF STRENGTHENING COMMUNITY RESILIENCE TO CLIMATE CHANGE & DISASTER RISKS (SCORE) PROGRAMME BY MENYA GERALD – COMMISSIONER OPM**

Copy presentation in Annex
- 6. COMMENTNTS FROM MEMBERS**
  - 6.1 Alex Asiimwe MoGLSD- On IGG lacks a key institution which is MoGLSD.
  - 6.2 Under the Programme Governance and management arrangements, MoGLSD is omitted as a senior beneficiary and needs to be included.
  - 6.3 Twesime Fred from MoFPED- Clean and renewable sustainable energy, there are already ongoing interventions by World bank and Private Sector Foundation

Uganda and therefore there is need for alignment of the already existing activities to avoid duplication.

- 6.4 Requires seeing the measures to be taken to implement the Policies and frameworks.
- 6.5 Kareem-UNDP, advised to have a proactive stance to mainstream gender in the projects
- 6.6 Joseph Walugembe also advised that the projects should be inclusive including PWDs and women and other vulnerabilities.
- 6.7 Edith Katebe Kasajja, Deputy ED NPA. The Sector of Water and environment does not have a sector development plan to be aligned to the NDP II. Failure to do so, there is a law that protects NPA to do so. She also added that the budget is big but it is not going to communities.
- 6.8 SCORE as a title of the Project document is not suitable for the project. The team should re-think the acronym of the project

## **7. RESPONSE**

- 7.1 In response to Alex, he was advised that MoGLSD is key to implement some activities in the programme
- 7.2 To Fred, there is already a situation analysis to assess what has already been done by other key players.
- 7.3 Lack of funds has been key as to why some policies have not been implemented.
- 7.4 There are issues of ethics, integrity, transparency hinder the implementation of the policies and laws
- 7.5 The Chairperson clarified to the members that the projects are supposed to be sustained by the government and that UNDP is setting the ground for GoU to implement the priorities of the NDPII
- 7.6 In response to the communities being supported, Onesmus clarified that half of the budget is targeted for communities but still the institutions could not be neglected.
- 7.7 There is indeed no Sector development Plan for Water and environment and therefore there is need to have it.
- 7.8 The team Agreed to change the project title from SCORE to a better fitting acronym.
- 7.9 The Chairperson asked the members whether they can endorse the two projects.
- 7.10 *All members unanimously agreed to endorse the two projects and the chairperson emphasized that the team puts the comments into consideration.*

## **8. PRESENTATION ON KNOWLEDGE MANAGEMENT: M&E AND COMMUNICATION**

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## **9. COMMENTS**

- 9.1 To what extent is the M&E going to track impact to the beneficiaries.
- 9.2 In response to the above question, Polly Mugisha of UNDP clarified that there are several intervals at which the project has impacted on the communities. The mid-term and terminal assessment are the stages at which the project will assess its impact to the communities.
- 9.3 UNDP also takes some global assessments to evaluate the impact of the projects. Also there are indicators which are the baselines on which the projects are to be delivered.

**10. PRESENTATION OF THE WAY FORWARD BY MR. POLLY MUGISHA (UNDP TEAM LEADER MSU/M&E SPECIALIST)**

Copy Presentation in Annex

**11. COMMENTS**

- 11.1 Project Accounts are needed urgently
- 11.2 The way forward requires serious commitment not normal commitment
- 11.3 Does the partners prefer to recruit project staff by themselves or UNDP
- 11.4 Clearance from the Solicitor General is required for the projects
- 11.5 The chairperson clarified that these are programme documents and not finance documents and therefore they don't need the SG's clearance.

**ANNEXES:**

**1. Programme**



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**UNDP Sustainable, Inclusive Economic Development External Project Appraisal  
Committee (EPAC) Meeting**

**Sheraton Hotel, Kampala – 9th March 2016**

**Chair: Ministry of Finance, Planning and Economic Development**

<b>Time</b>	<b>Session</b>	<b>Responsible</b>
<b>8:30am – 8:45am</b>	<b>Arrival and Registration</b>	<b>UNDP</b>
<b>9:00am – 9:30am</b>	<b>Introductory remarks from</b> <b>i) Government (MofPED)</b> <b>ii) UNDP Country Director</b>	<b>MOFPED</b>
<b>9:30am – 9:50am</b>	<b>Overview of the UNDP/GoU Country Programme 2016-2020</b>	<b>UNDP</b>
<b>9:50am - 10:10am</b>	<b>Presentation of the Green Inclusive Growth Programme</b>	<b>GOU/UNDP</b>
<b>10:10am-10:30am</b>	<b>Plenary discussion</b>	<b>MOFPED</b>
<b>10:30am–11:00am</b>	<b>Tea Break</b>	<b>Hotel MGT</b>
<b>11:00am-11:20am</b>	<b>Presentation of the Strengthening Community Resilience to Climate Change and Disaster Risks in Uganda (SCORE-Uganda) Programme</b>	<b>GOU/UNDP</b>

<b>Time</b>	<b>Session</b>	<b>Responsible</b>
<b>11:20–11:40am</b>	<b>Plenary discussion</b>	<b>MOFPED</b>
<b>11:40am –12:00pm</b>	<b>Presentation on Knowledge Management-M&amp;E and Communication</b>	<b>GOU/UNDP</b>
<b>12:00pm–12:20pm</b>	<b>Plenary discussion</b>	<b>MOFPED</b>
<b>12:20 pm – 12:50pm</b>	<b>Way forward</b>	<b>UNDP</b>
<b>12:50 pm – 13:00 pm</b>	<b>Closing remarks by Government</b>	<b>MOFPED</b>
<b>13:00 pm – 14:00 pm</b>	<b>Lunch Break</b>	<b>HOTEL MGT</b>
<b>14:00 pm</b>	<b>Departure at Leisure</b>	<b>MOFPED/UNDP</b>

## Annex 2: E-PAC Suggested Way-Forward



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### UNDP/GOU External Project Appraisal Committee (EPAC) Meeting of the New UNDP Programme

Sheraton Hotel, Kampala – 9th March 2016

#### E-PAC Suggested Way-Forward

	Action	Responsible party	Timeline
1.	<b>Endorse project document</b>	E-PAC Stakeholders/participants	1 <sup>ST</sup> March for Governance pillar & 9th March 2016 for SIED
2.	<b>Finalize the project document :</b> Incorporate/ revise based on the recommendations of the E-PAC meeting/ revised Prodoc	UNDP/IP/RP	By Fri 11 March 2016
3.	<b>Constitute project boards</b>	UNDP/IP/RP	Week of 15 March 2016
4.	<b>Approve staff structure, finalize staff and projects re-alignment</b>	UNDP	Week of 15 March 2016
4.	<b>Approve and sign project documents</b>	MoFPED, UNDP & IP	Week of 21 March 2016
5.	<b>Complete and produce project plans</b> The following plans described in the steps below should be produced for review by the project board: <ul style="list-style-type: none"> <li>ü Annual work plan for the first year (and subsequent years as required);</li> <li>ü Procurement plan;</li> </ul>	IP/RPs	Week of 21 March 2016

	<ul style="list-style-type: none"> <li>ü Project management arrangements;</li> <li>ü Monitoring and Evaluation Framework, including Project monitoring schedule plan;</li> <li>ü Updated risk log</li> </ul>		
7.	<b>Agree on project formal approval signatories</b>	UNDP/IP/RPs	Week of 21 <sup>st</sup> March 2016
8.	<b>Complete the following attachments for each project document:</b> <ul style="list-style-type: none"> <li>i. Detailed terms of reference for key project positions (suggested key technical advisors, project manager);</li> <li>ii. Standard agreements, such as Project Cooperation Agreement (PCA)- when a Civil Society Organization (CSO) is implementing partner - and cost-sharing agreement;</li> <li>iii. Standard Letter of Agreement between implementing partner and responsible parties for the implementation of the project.</li> </ul>	IP/UNDP  UNDP/IP/RP	By 8 <sup>th</sup> April 2016
9.	<b>Complete HACT Assessment for RPs/IPs</b>	UNDP	By 30 March 2016
10.	<b>Complete project board meetings by reviewing project plans</b>	UNDP	Week of 28 <sup>th</sup> March 2016
11.	<b>Approve/sign Revised project AWP/QWPs</b>	UNDP	Week of 28 <sup>th</sup> March 2016
12.	<b>Conduct HACT training for RPs/IPs</b>	UNDP	By 30 April 2016
13.	<b>Conduct RBM training for RPs/IPs</b>	UNDP	By April 30, 2016
15.	<b>Recruit respective staff as per new structure</b>	UNDP	By May 30, 2016
16.	<b>Conduct Project quarterly/Annual portfolio Reviews</b>	UNDP	April/July/Oct/

### **Annex 3: Presentations: Green Inclusive Growth**

### **Annex 4: Strengthening Community Resilience (SCORE) to Climate Change & Disaster Risks Programme**





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## **Project Title: Green Inclusive Growth**

**Presentation to External Project Appraisal  
Committee Meeting  
Sheraton Hotel Kampala, 9<sup>th</sup> March 2016**



### **Basic Facts**



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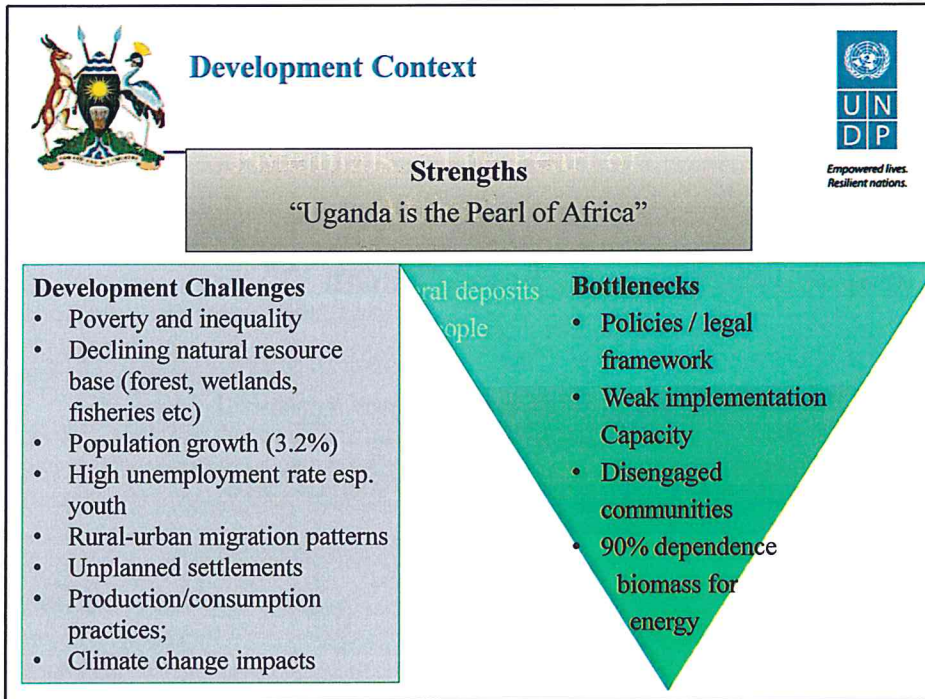
**Time Frame:** 2016-2020

**Budget:** US\$ 17,900,000.

**Implementation Modality:** National Implementation Modality (NIM)

**Executing Agency:** Ministry of Finance, Planning and  
Economic Development

**Implementing Partner:** Ministry of Water and Environment



**Linkage to NDP 2, SDGs, UNDAF/CPD**

Sustainable Development Goals	Second National Development Plan	UNDAF and UNDP CPD
1-No poverty; 7-Renewable energy; 8-Decent work and economic growth;  <b>Also contributes to other SDGs:</b>	Objective 1: Increase Sustainable Production, Productivity and Value Addition in Key Growth opportunities	Outcome 3.1: By end 2020, <b>natural resources management and energy access</b> are gender responsive, effective and efficient, reducing emissions, <b>negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems</b> , and strengthening community resilience.

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## Project introduction



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- Strengthening sustainable natural resources management for job creation and improved livelihoods.
- Through an integrated approach.
- Provide technical, technological, operational and financial support to the relevant Ministries Departments and Agencies (MDAs) and non-state institution.



## Project strategy



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Development Issues/Bottlenecks	UNDP CPD Output/ Structure
<b>Issue # 1: gaps in policies and legal framework for NRM, Livelihood and Job Creation</b>	<ul style="list-style-type: none"> <li>• By 2017; OPM, NEMA and MWE to work with relevant MDAs and partners to strengthen and link policies and legal/regulatory frameworks for natural resource management, including provisions for incentive and disincentive measures</li> </ul>
<b>Issue # 2: Inadequate capacities for “coherent” implementation of existing policies on natural resources management, livelihoods and job creation, including capacities for innovation and adaptation</b>	<ul style="list-style-type: none"> <li>• By 2018, NEMA, MWE and LGs to work in coordination with relevant MDAs, PSFU and CSOs to operationalize NRM policies and legal frameworks in view of establishing strong linkages between NRM, livelihood and Job creation.</li> </ul>
<b>Issue # 3: Inadequate capacities for engaging Communities in natural resources management and climate change response efforts</b>	<ul style="list-style-type: none"> <li>• By 2019, MoLG, NEMA, MWE, LGs and other relevant MDAs, Media and CSOs to raise awareness and engage the public in NRM, promote and document good community practices that link NRM to improved livelihood and job creation.</li> </ul>
<b>Issue # 4: Over dependence on Biomass</b>	<ul style="list-style-type: none"> <li>• By 2020, Relevant MDAs, selected LGs, CSOs and Research institutions to develop models of cost-effective alternative energy solutions for domestic needs and determine scalability</li> </ul>

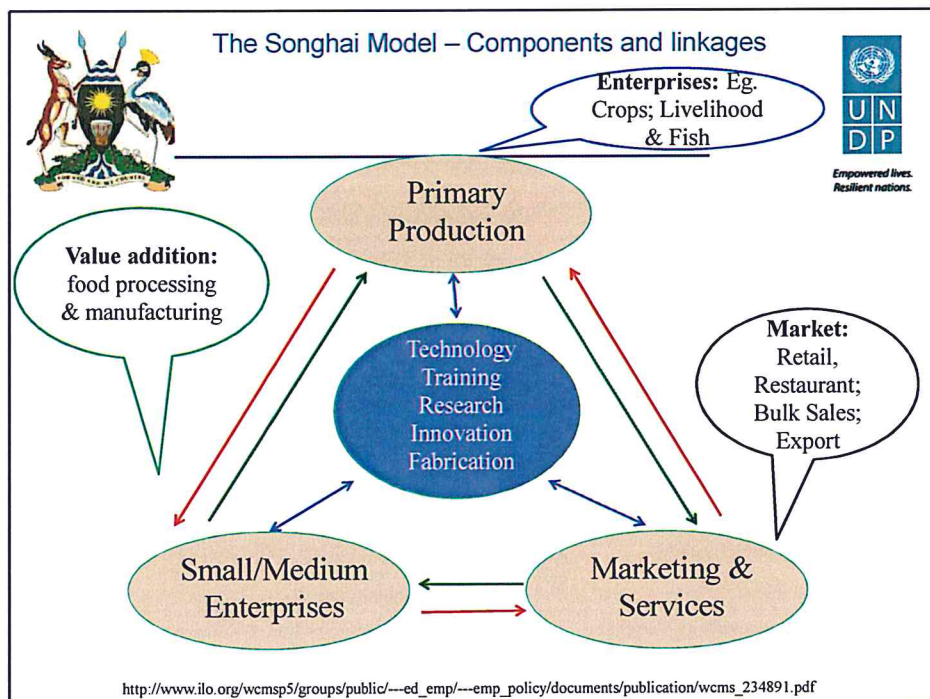


## Game Changer - Songhai Model



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- Songhai model was founded in 1985 by a Nigerian priest, Father Godfrey Nzamujo in Benin.
- It involves organic and sustainable production, training /research centres, and development of innovative techniques in agriculture and handicrafts, using local human and natural resources and a holistic approach rather than isolated interventions.
- In 28 years, it has spread from 1 to 6 centres in Benin, 11 in Nigeria, 1 in Congo Brazzaville, 1 in Liberia, and 1 in Sierra Leone.
- Involves community empowerment through supporting rural development and Green jobs creation.





## Target beneficiaries and geographical focus



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- National coverage with special focus on Northern, Eastern, dry-land districts (Cattle corridor), Lake Victoria & Kyoga crescent, mountainous regions of Elgon and Rwenzori.
- Secondary beneficiaries shall be relevant MDAs and non state actors whose capacity will be strengthened.
- Primary beneficiaries will be women (adult), youth (young females and males) and Persons with Disabilities (PWDs) for sustainable NRM, livelihoods and job creation



## Project Results



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Output 1 and Budget	Key Activity Results
<p>By end 2018; Relevant MDAs With adequate Technical and financial capacities to strengthen and link policies and legal/regulatory frameworks for natural resource management, livelihood and job creation including provisions for incentive measures</p> <p><b>US\$ 3,500,000</b></p>	<ol style="list-style-type: none"> <li>1. Policies and strategies for environment, natural resources, livelihoods and job creation strengthened and integrated.</li> <li>2. Legal and regulatory frameworks for enhancing natural resource management, livelihood and job creation improved.</li> <li>3. Knowledge and empirical evidence generated for supporting policy, technical and operational decisions.</li> </ol>



### Project Results (Cont'd)



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Output 2 and Budget	Key activity Results
<p>By 2018, Relevant MDAs and LGs with relevant Technical, technological, operational and financial capacities to operationalize NRM policies and legal frameworks in view of establishing strong linkages between NRM, livelihood and Job creation.</p> <p><b>US\$ 9,000,000</b></p>	<ol style="list-style-type: none"> <li>1. Enforcement of environmental management regulations and laws within the communities strengthened.</li> <li>2. Adopt and pilot the Songhai Model for youth and women empowerment in Uganda.</li> <li>3. Support youth innovation for NRM, job creation and livelihoods.</li> </ol>



### Project Results & Partnerships (Cont'd)



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Output 3 and Budget	Key activity results
<p>By 2019, Relevant MDAs, LGs, Media and CSOs With adequate Technical, technological, operational and financial capacity to raise awareness and engage the public in NRM, promote and document good community practices that link NRM to improved livelihood and job creation (CSOs).</p> <p><b>US\$ 1,400,000</b></p>	<ol style="list-style-type: none"> <li>1. Capacity of relevant CSOs and other non-state actors strengthened to support implementation.</li> <li>2. Partnership in implementing innovative and scalable market-based solutions in NRM, JC and livelihood developed.</li> </ol>



## Project Results & Partnerships (Cont'd)



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Output 4 and Budget	Key activity Results
<p>By 2020, Relevant MDAs, selected LGs, CSOs, CBOs, and Research institutions with adequate technical (SS/TC), technological, operational and Financial capacities to develop models of cost-effective alternative energy solutions for domestic needs and determine scalability</p> <p><b>US\$ 4,000,000</b></p>	<ol style="list-style-type: none"> <li>1. Implementation of the Sustainable Energy for All Agenda supported.</li> <li>2. Access to clean sustainable energy sources for productive services and household use promoted.</li> <li>3. Energy Enterprises, financing services, community platforms for energy access supported.</li> </ol>



## Project Sustainability



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- Focus on capacity development support at all levels of the project i.e upstream policy level, mid stream implementation level and down stream community engagement).
- However project shall gradually exit from community level engagement and implementation support to focus on upstream policy coordination support with time.
- Promotion of national ownership, enhancing South-South Cooperation (SSC) and continuous learning.
- Integrating project outputs into national and sub national plans and budgeting to foster ownership.
- Leveraging resources from government and other development partners in integration and scale through Government cost sharing and in-kind co-financing.



## Project Scale/ Scaling up



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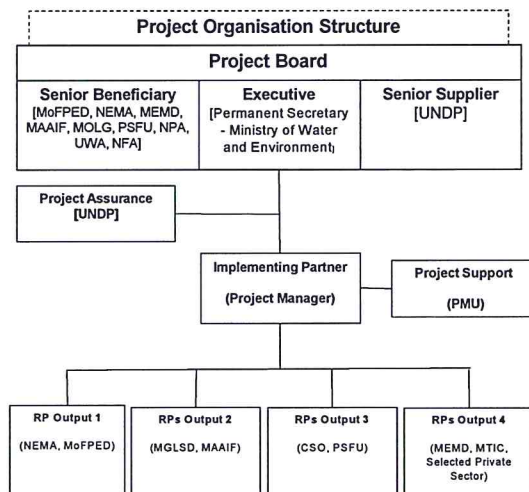
- Project will compliment on-going and past UNDP and GoU initiatives through scale up of successful small grant initiatives in biodiversity and sustainable land management and livelihoods interventions.
- The project shall document and share experiences, best practices and lessons from implementation of the Songhai model and scale it up at mid term.
- Support adoption and scale-up of sustainable energy solutions at institutional and household levels e.g. Photo voltaic cells (Solar)/ mini hydro, improved cook stoves and biogas.



## Project Governance/Management Arrangements



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## SOCIAL AND ENVIRONMENTAL SCREENING REPORT

NAME OF PROJECT – GREEN INCLUSIVE GREEN GROWTH  
PROJECT



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



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**Project integration of the overarching Principles of Human rights, Gender equality, women empowerment and Environmental sustainability to strengthen Social and Environmental Sustainability?**

- 1. Human rights:** The project integrates a human rights based approach through participation of right holders and duty bearers in project activities; addressing discrimination of disadvantaged groups through proper geographical and beneficiary targeting and incorporation of strategies for energy access and alternative livelihoods for marginalized communities.
- 2. Gender equality and women's empowerment:** The project is plans to improve gender equality and women's empowerment through targeting women (adult), youth (young females and males) and Persons with Disabilities (PWDs) especially the poor. The project has integrated gender related concerns in the design and implementation strategies; Gender disaggregated targets and indicators and targeting underserved communities/groups and women.
- 3. Environmental sustainability:** The project aims to address key drivers of natural resources degradation through strengthening capacity for coherent policy harmonization, efficient implementation, engaging communities in natural resources management and climate change response efforts and reducing overdependence on biomass energy sources using inefficient technologies.



## Part B. Identifying and Managing Social and Environmental Risks



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### Potential Social and Environmental Risks-

No potential social and environmental risks were identified.

Overall Project risk categorization- Low risk

### Part C. Decision options

1. Approved because there is no need for ESIA or SESA \_\_\_\_\_
2. Approved pending incorporation ESIA or SESA plan and budget \_\_\_\_\_
3. Not approved pending incorporation ESIA or SESA plan and budget \_\_\_\_\_



## End of Presentation



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- Thank you very much



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## Strengthening Community Resilience (SCORE) to Climate Change & Disaster Risks Programme



### Basic Facts

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- **Time Frame:** 2016-2020
- **Total Budget:** USD 22,932,000
- **Implementation Modality:** National Implementation Modality
- **Executing Agency:** Ministry of Finance, Planning and Economic Development





## Development Context



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- Uganda’s economic & human development is closely tied to climate-sensitive resources and sectors.
- Uganda experienced 2,500 disasters in the last decade, Natural hazards lowered GDP performance (2010-2014).
- 70 per cent of disasters are hydro-meteorological.
- Impacts of climate change-related disasters compound existing gender inequalities in accessing productive inputs.
- Cost of climate change adaptation estimated at around USD 406m over the next five years (2015-2020).
- Inaction costs 20 times more than adaptation.



## Strengths



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- Policy frameworks and institutions in place;
- Abundant Natural Resources;
- National Emergency Coordination and Operations Center;

### Development Challenges

- High susceptibility to natural hazards.
- Vicious circle: demography-poverty-enviro. degradation-vulnerability to disaster impact;
- Weak climate information and Early warning syst. Capacities;
- Over reliance on rain-fed agriculture & unplanned rapid urbanization;
- Increasing climate variability;

### Bottlenecks

- Weaknesses in Climate change response/DRR policies & Regulatory frameworks;
- Gaps in policy implementation: fragmentation, low efficiency and effectiveness;
- Limited involvement of Non-State Actors;
- Weak community response to disasters





## Theory of Change



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Gear Box

- Uganda's economic and human development is tied to climate-sensitive resources and sectors.
- Achieving Vision 2040 will depend on the extent to which people and systems respond to climate variability and disaster risks.
- CCR & DRR efforts are smart investment in our common future- save lives, protect the most vulnerable, maintain political stability and business continuity.
- Strengthening community resilience to climate change and disaster risks reduces economic stress



## Alignment to Global & National Frameworks



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- **SDG 13: Take urgent action to combat climate change and its impacts;**
- **NDP2: Objective 1 Increase Sustainable Production, Productivity and Value Addition in key growth sectors;**
- **UNDAF/Country Programme Outcome 3.1. Natural Resource Management and Climate Change Resilience;**







## Brief Programme Description



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Suppressing climate & disaster stresses on the economy by increasing capacity of selected communities to manage CC & natural disasters.

### Key Strategies:

1. Integration of climate change adaptation (CCA) and disaster risk reduction (DRR) in government policies and legal frameworks;
2. Policy implementation capacity-planning, coordination, monitoring, and evaluation
3. Capacities for adoption and adaptation of emerging technologies
4. Citizen engagement & empowerment towards CC and disasters.



## Target Areas/ Groups & Beneficiaries



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### Target Groups

- National: MDAs and non-state actors;
- Sub-national institutions;

### Regional Focus

- Cattle corridor, mountainous areas and municipalities.

### Beneficiaries

- National/Macro: MDAs and non state actors;
- Sub-national (meso): LGs, non state actors;
- Micro: community groups;
- Vulnerable groups: women and youth;





## Programme End Game



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4.2 million men and women with improved access to climate information and early warning

SCORE Uganda Intervention Approach & UNDP's	
Development Bottlenecks	UNDP CPD Outputs Statement Structure
Issue # 1: Policy gaps related to integration & provision of funding for CC response & DRR Policies & legal frameworks	<b>By 2017, Relevant MDAs and parliament</b> 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; M&E	<b>By 2018, Relevant MDAs, LGs, Private sector</b> with adequate 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 CCR	<b>By 2018, Relevant MDAs</b> with adequate 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	<b>By 2019, Relevant MDAs, LGs, CSOs and CBOs</b> With capacities to raise public awareness and mobilize societal response towards building resilience to CC and disasters, including domestication of relevant technologies and methods at the community level





## Programme Results



Outputs	Key Activity Results
<p><b>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</b></p> <p><b>(\$1,990,000)</b></p>	<p><b>1.1</b> Enhanced policy, legal and regulatory framework for climate change response and disaster risk reduction</p> <p><b>1.2.</b> Government meets regional and global commitments for CCR/DRR and influences policy, financing and governance discourse</p> <p><b>1.3.</b> Climate change response and Disaster Risk Reduction integrated and mainstreamed in policies, plans and budgets of MDAs and local governments.</p> <p><b>1.4.</b> Enhanced financing capacity for Climate change and disaster risk reduction</p>



## Programme Results



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Outputs	Key Activity Results
<p><b>2. By 2018, MDAs with adequate technical, operational and financial capacities to implement CCR/DRR policies and regulatory frameworks</b></p> <p><b>(\$7,340,000)</b></p>	<p><b>2.1.</b> Disaster risk governance enhanced through improved coordination, information sharing and inclusive participation</p> <p><b>2.2.</b> A strengthened &amp; integrated functional climate information, early warning &amp; response system established.</p> <p><b>2.3.</b> A multi-level integrated and coordinated approach to disaster preparedness, management, response and recovery developed and strengthened</p> <p><b>2.4.</b> A national system for tracking and reporting on environment, CCR/DRR financing and expenditure strengthened</p>





## Programme Results



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Outputs	Key Activity Results
<p><b>3. By 2018, MDAs with adequate technical, technological, operational and financial capacities to engage the private sector, LGs and CSOs in CCR/DRR</b></p> <p><b>(USD \$1,430,000)</b></p>	<p><b>3.1. Functional partnerships and platforms for implementing CCR/DRR innovative low carbon(green) technologies established between MDAs, LGs, CSOs and private sector</b></p> <p><b>3.2 Capacity built CSO actors for social engagement, technology transfer, training, awareness creation and advocacy on CCR/DRR</b></p> <p><b>3.3. Capacity built among the private sector for social engagement, technology transfer, and advocacy on CCR/DRR</b></p>



## Programme Results



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Outputs	Key Activity Results
<p><b>4. By 2019, MDAs with relevant technical, technological, operational and financial capacities to engage citizens and communities in CCR/DRR</b></p> <p><b>(USD\$ 8,420,000)</b></p>	<p><b>4.1. Mass Public awareness created on CCR, early warning and disaster risk reduction and technologies</b></p> <p><b>4.2. Enhanced ecosystem based adaptation approaches</b></p>







## Game Changers

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Resilient nations.

- **Climate change as a business opportunity for private sector**



## Partnership Strategy

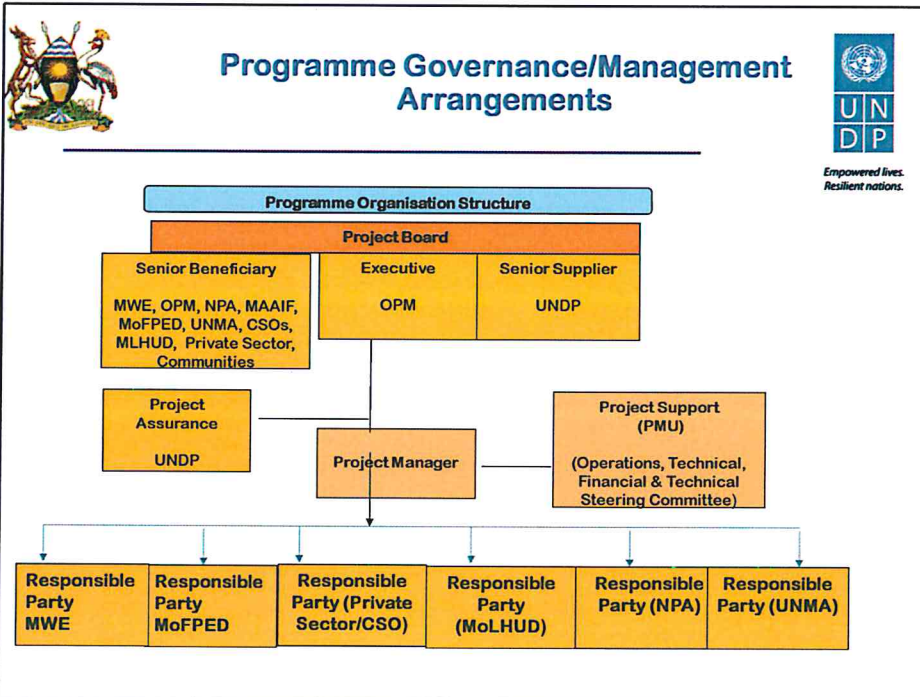
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- **Leverage United Nations organizations;**
- **Strengthen existing partnerships with Development Partners;**
- **Enhance East African Community/ IGAD partnerships;**
- **Build non-traditional donors, including Brazil, China, India, the Republic of Korea, Russia, & South Africa;**
- **Establish a catalytic fund to promote South-South & Triangular cooperation for innovation, knowledge transfer and development financing**





**Environmental Screening Report**

**Mainstreaming of human-rights approach**

- All inclusive and participatory strategy for implementation;
- Participation of persons with disabilities, women & youth;
- Specific interventions aimed at raising public awareness and mobilize societal response towards building resilience to climate change and disasters.





## Environmental Screen Report (cont.)

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### Improving gender equality & women empowerment

- Gender sensitive planning and implementation;
- In agricultural sector, many women will benefit.
- Gender-sensitive adaptation strategies;
- Women access to climate & early warning information;
- Awareness and support on climate change risks.



## Environmental Screening Report (Cont..)

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### Mainstreaming Environmental Sustainability

- Support adoption and scale-up of low carbon technological innovations for climate change adaptation;
- Improvement of regulatory framework, standards and codes of practice that climate proof physical infrastructure and decision making tools.





## Part B. Identifying and Managing Social and Environmental Risks

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### Potential Social and Environmental Risks

- 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

### Level of significance of the potential social and environmental risks- Low

- Social & environmental assessment & management measures
- Creating awareness on the provisions of the laws,
- Encouraging project beneficiaries to plant cover crops that provide buffer between the forest and the farmlands.

**Overall Project risk categorization: Low**



## END OF PRESENTATION

---



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**Thank you!!**





**Annex 5. PRESENTATION OF UNDP COUNTRY PROGRAMME BY PATIENCE ALIDRI – ACD**



THE REPUBLIC OF UGANDA

**Theory of Change (TOC): Impressive Performance**



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- **GDP growth of 6.4% over 2 decades & poverty has reduced 54% (1992) to 19.7% in 2013.**
- **Transitioned from fragile post-war state to multi-party democracy.**
- **Improvements in good African Governance score of (56.1/100)**
- **Northern Ug has been stabilized & integrating into national economy.**
- **National agenda has shifted from poverty reduction to transformation**
- **Progress in EA regional integration – infrastructural development, common markets etc.**
- **New prospects for exploitable extractives.**

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# CPD TOC: Development Challenges



Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth



- Unequal distribution of economic growth dividends plus high pop. growth rate.
- Rapid degradation of natural resources.
- High vulnerability to multiple hazards



- Evolving democracy.
- Weak public service delivery
- Regional instability

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# CPD ToC: Transformation Logic



Strengthening Uganda's Competitiveness for Sustainable Wealth Creation, Employment and Inclusive Growth



Sustainable & Inclusive Economic Development by 2035



Governance – by 2020  
(The Enabler)



Human Capital Development By 2025 (The Driving Force)

Focus of other UN agencies

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# ToC: Evidence

## Evidence on Good Governance from Botswana and Mauritius:

- Constitutional democracy fosters national development by creating political stability and an environment conducive to investment.
- Efficient and effective national resource allocation systems facilitate the equitable distribution of growth dividends.
- Strong public institutions combat corruption & improve service delivery.
- Strong security and justice systems enhance social cohesion, peace and stability thus guaranteeing sustainable development.

## Evidence on Sustainable & Inclusive Economic Development

- For sustainable development, government investments in the priority sectors should be matched with rapid progress in environmental protection, natural resources rehabilitation & resilience to CC & disaster risks.
- Exclusiveness can reverse development progress.



## UNDP UGANDA PROGRAMME PORTFOLIO (2016-2020)

**Inclusive & Effective Governance Portfolio**

- Rule of Law
- Constitutional Democracy
- Institutional Strengthening, Transparency, & Accountability
- Peace, Security & System Resilience

**Sustainable & Inclusive Economic Development Portfolio**

- Natural Resources Management;
- Adaptation & Resilience to Climate Change & Disaster Risks.
- Green Growth, Livelihoods & Employment.



## Rationale for Integrated Governance Programme



### Rule of Law and Constitutional Democracy (RLCD).

*Is Engine* of progress towards constitutional democracy, institutional effectiveness, sustainable peace and security and, subsequently, investment attraction and sustainable economic growth.



### Institutional Development Accountability & Transparency

Strong & effective institutions that guarantee transparency & accountability in the use and management of national resources and effectively enforce the principle of Zero Tolerance to Corruption are assimilated to a **Gear Box**.



This will propel Ug in the right direction within its ambitious development pathway & adequate progress pace towards 2040

### Peace, Security and System Resilience (CoPASS)

Without peace, the country would be comparable to a car that, despite good engine and gear box, lacks **Wheels** to move forwards.

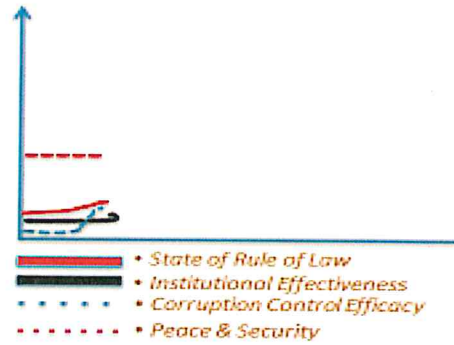
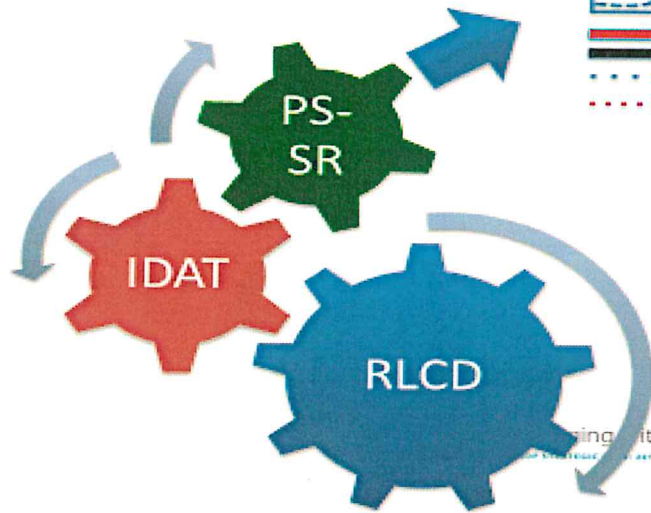
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## Hypothetical Governance Transformational Model for Uganda



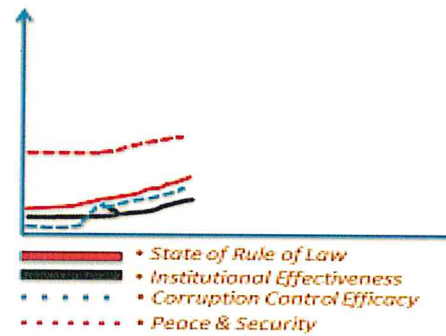
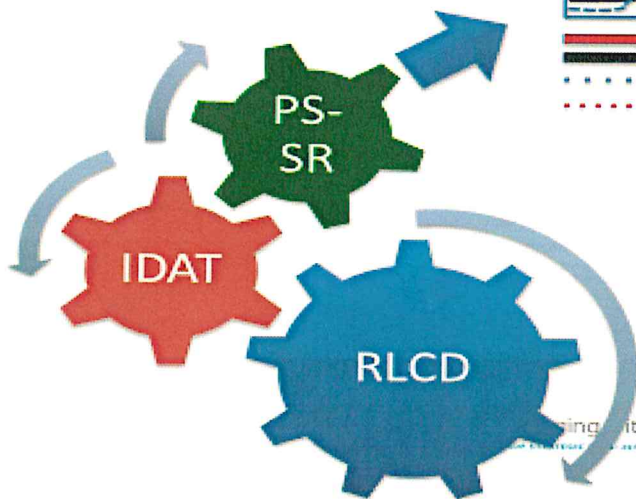
**Governance TD Hypothetical Model  
Based on Botswana & Mauritius' Experiences**



## NDP-2



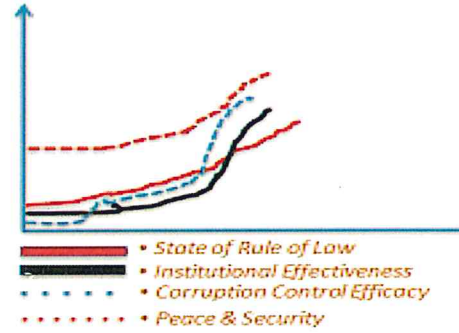
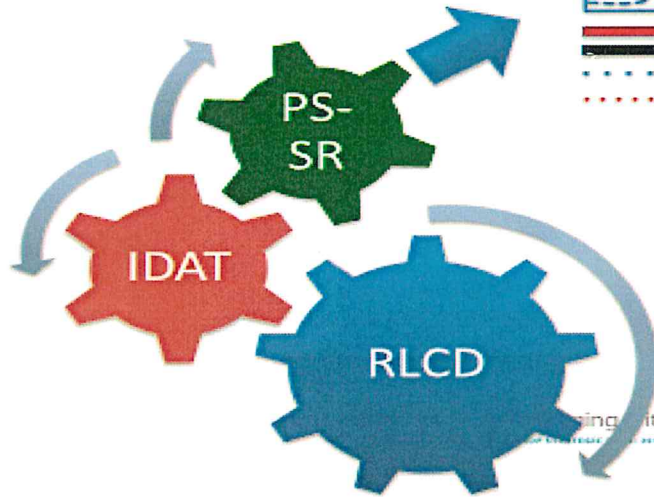
**Governance TD Hypothetical Model  
Based on Botswana & Mauritius' Experiences**



## NDP-3



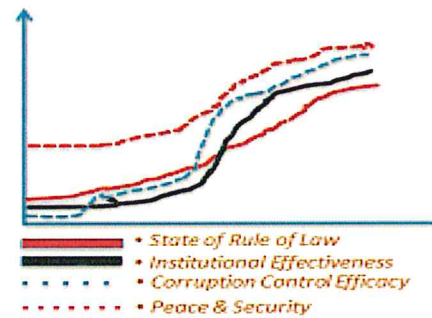
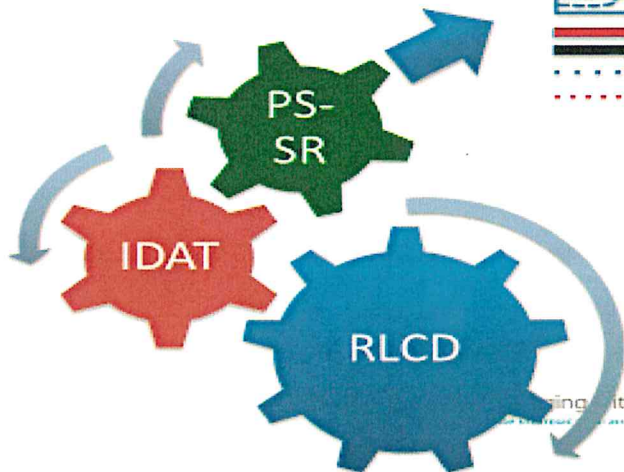
**Governance TD Hypothetical model  
Based on Botswana & Mauritius'  
Experiences**



## NDP-4



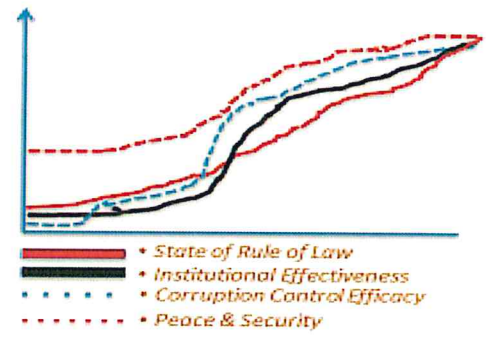
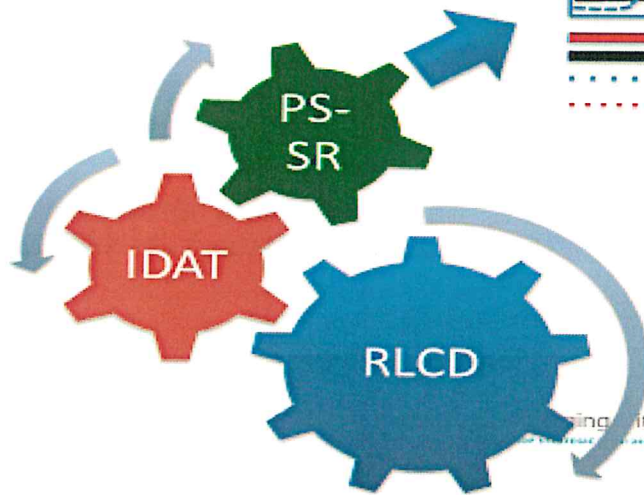
**Governance TD Hypothetical Model  
Based on Botswana & Mauritius'  
Experiences**



## NDP-5



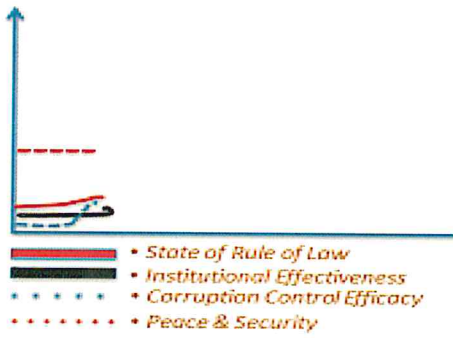
**Governance TD Hypothetical model  
Based on Botswana & Mauritius' Experiences**



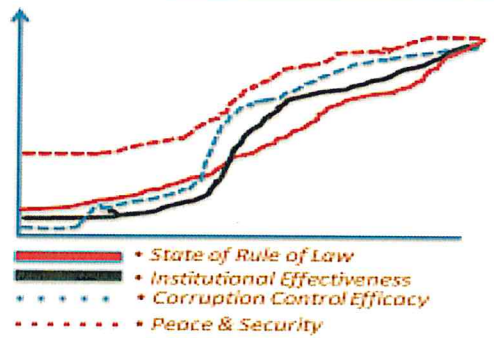
**NDP-6**



**Governance TD Hypothetical Model  
Based on Botswana & Mauritius' Experiences**



**NDP-2**



**NDP-6**

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## Key Assumptions for Transformation Results in “Governance”

- **GoU** guarantees strong political will and commitment towards enhanced and sustained good governance to ensure rule of law, a constitutional democracy, regulatory quality, government effectiveness and a culture of accountability and zero tolerance for corruption.
- **UN/UNDP** provides quality up-stream capacity development support for strengthened national capacities fully in line with national priorities.

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## PORTFOLIO II:

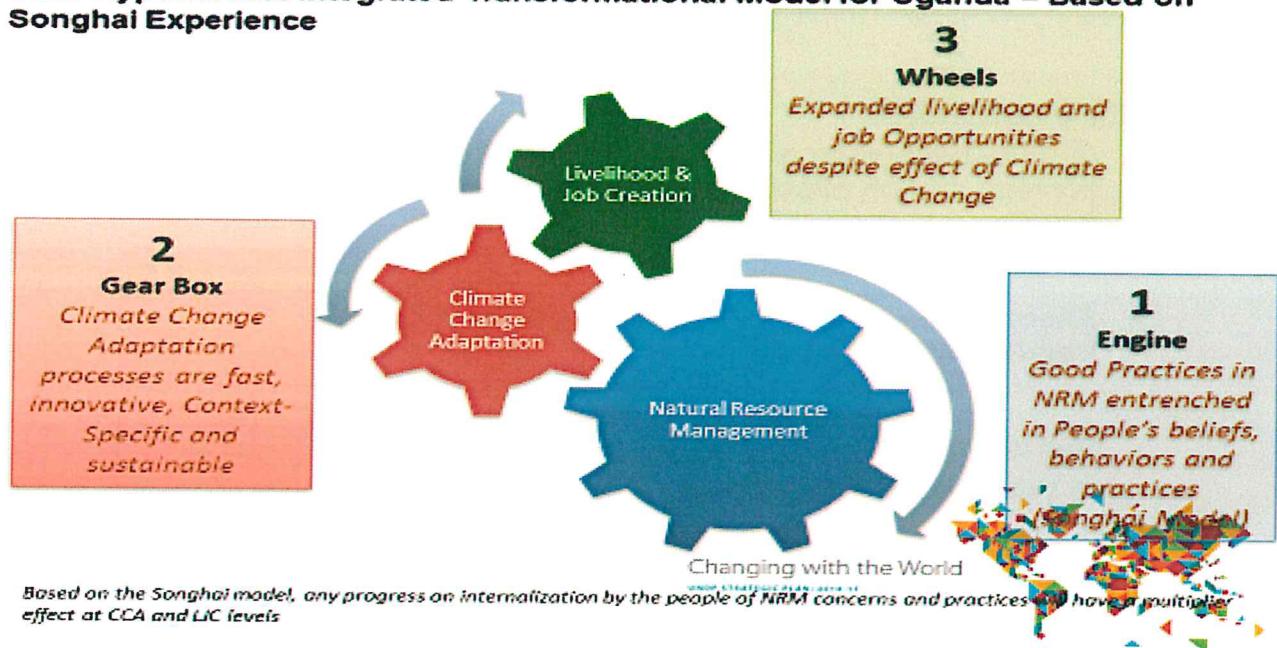
### Sustainable & Inclusive Economic Development (SIED)

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## SIED Hypothetical Integrated Transformational Model for Uganda – Based on Songhai Experience



## Key Assumptions for Transformational Development Results in “SIED Portfolio”

### Related to Government of Uganda

- **Sustained political will & commitment to protect the “Pearl of Africa”.**
- **Empowered, committed & accountable Local Governments to enable creativity and social engagement at the local level.**
- **Assurance of institutional stability for continuity of transformational processes across NDPs (NB: sudden changes MDA mandates and staffing..)**
- **Commitment to enhanced national ownership of development processes & effective use of national resources to drive the transformational agenda.**
- **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.**

## Key Assumptions for Transformational Results in SIED

### Related to UNDP

- **Quality up-stream support** for strengthened policies, programme implementation effectiveness & efficiencies, focusing on: innovation, learning and institutionalization of best practices at all levels;
- **Effective leveraging of resources** in favor of GoU-led transformational plan.
- **Full adherence to the mutual accountability framework** reflected in the development results.

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## PROGRAM PRIORITY TARGET AREA & POPULATIONS

### **Northern & Eastern Regions**

- **The two poorest regions.**
- **Both programme portfolios will converge here.**

### **Targeting Groups**

- **The poor (19.7%) of population.**
- **Women: 51% of pop; limited economic assets & politics.**
- **Youth: (18-30 yrs) 18.4% of pop; high unemployment.**
- **Elderly, HIV/AIDS infected/affected; adolescent girls; female headed HH; widows; single mothers: access to justice and community security.**

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## PARTNERSHIPS

### South-South & Triangular Cooperation examples:

- Botswana, Ghana, Trinidad & Tobago and Norway on Extractives.
- Republic of Korea on local economic development.
- BRICS on governance /economic development

### UN Collaboration/DaO with agencies, examples as:

- UN Women & OHCHR on democratic elections, human rights and gender
- UNFPA on maternal acceleration framework
- UNICEF on social protection
- UNEP, ILO(+ YEE convergence) on green economy and green jobs for youth and women
- FAO, UNHABITAT, UNIDO on sustainable production & consumption initiatives.

### DP Partnerships examples:

- Democratic Governance Facility on rule of law and constitutional democracy
- DFID & World Bank on institutional development, Accountability & Transparency
- DFID/USAID on Karamoja Resilience
- GEF on environment protection

### Regional Collaboration examples:

UNDP will work with AU, IGAD, ICGLR, EAC and RECSA on regional peace and security issues

### Others:

- Private Sector (E.g. PSEU, Enterprise Uganda)
- Bill Gates, Master Cards
- Academia
- Media

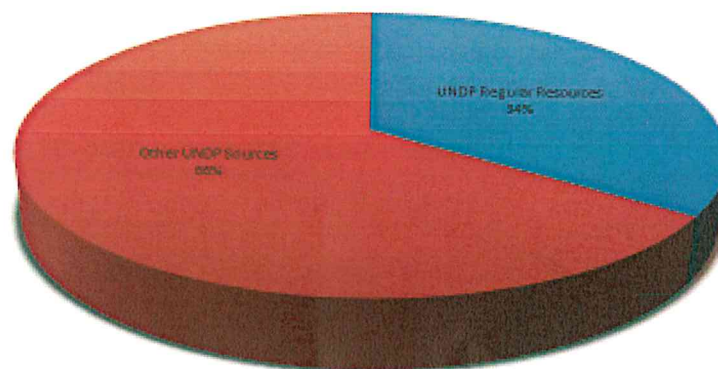
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21

## RESOURCES REQUIRED TO DELIVER ON UNDP PROGRAMME FOR UGANDA (2016-2020)

Total Budget USD (\$) 140,497,000



■ UNDP Regular Resources ■ Other UNDP Sources

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22

### Other Sources of Funding

Resources Stream	Amount (USD\$)	Comments
GOU Cost-sharing	7.5 Million	To be explored with GOU
Other UNDP mobilized Resources	84.8 Million	
<b>Sub-Total</b>	<b>92.3 Million</b>	

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23

## A Transformed Uganda!!



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24

**ANNEX 6: PRESENTATION ON KNOWLEDGE MANAGEMENT, M&E AND COMMUNICATION BY POLLY MUGISHA – UNDP**



**UNDP/GOU External Project Appraisal Committee (EPAC) Meeting of the UNDP Programme**

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*Empowered lives.  
Resilient nations.*

**Presentation on Knowledge management:  
M&E & communication**

**Sheraton Hotel, Kampala – 1<sup>st</sup> March 2016**



## 1. Knowledge management: M&E & communication

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- KM is the process of capturing, developing, sharing, & effectively using organizational **knowledge**.
- Refers to a multi-disciplinary approach to achieving organizational objectives
- explicit knowledge sharing is determined by the following criteria:
  - ✓ **Articulation**
  - ✓ **Awareness**
  - ✓ **Access**
  - ✓ **Guidance**
  - ✓ **Completeness (Authenticity/Reliability)**



## 2. KM Tools/Learning Resources by category/Mechanisms

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- **Groupware systems** e.g Team-works
- **Intranet and extranet/UNDP website**: Host relevant tools & guidelines e.g. Practice Workspaces, On-demand Web, User Guide, Toolkits,
- **Data ware houses**: Contain information ranging from measurements of performance to competitive intelligence e.g PMDs
- **Document management system**: Data on respective portfolios
- **Interaction and socialization**) Socio-media
- **Involvement of partners** in certain organizational processes (e.g. programme design)
- Implementation of **learning plan**



### **3. Learning methods available for the country office**

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- Free online courses
- Paid online courses
- Participation in role-specific w/shops
- In-house training events: 'brown bag lunches' or group learning sessions
- External learning events:



### **4. Knowledge management Support :**

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- KM A catalytic fund established to promote SSC/T for innovation, knowledge transfer and development financing
- UNDP to leverage RSC expertise to support knowledge management



## 5a. Project Monitoring & Evaluation



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- **Data collection & availability**
- Data sources include the UBOS, HDR reports, the WB studies & other global reports.
- Disaggregated by sex, age and region, wherever relevant and possible.
- Quarterly/annual project monitoring with partners.
- Quarterly/Annual Portfolio reviews
- Mid term (2018)/Terminal evaluation (2020)
- HACT, spot checks, and financial audits, will complement



## 5b. Project Monitoring & Evaluation



Empowered lives.  
Resilient nations.

### **Partnerships**

- Partnership with relevant institutions e.g. MoFPED, UBOS, OPM, NPA etc.
- Collaborate with DPs to support national statistical & research institutions & academia in evidence-based, gender-sensitive studies
- Multi-year research to inform SDGs
- Participation in UNDAF results groups for a harmonized approach to tracking outcome indicators
- 5% budget allocation for the Project M&E





## 6. Project/Programme Communication

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Resilient nations.

### Key Considerations

- ✓ **Goals/Results:** What are your (thematic area/project)'s goals? These goals should be specific and realistic
- ✓ **Target Audiences:** Identify target audiences that form the key groups that need to be reached; e.g govt, CSOs, donor etc
- ✓ **Key messages:** For each audience/group develop clear & concise messages targeted to them. *Results based messages*
- ✓ **Channels/tools:** To send these messages out? advocacy, outreach, or branding
- ✓ **1% budget allocation:** for the Project communication
- ✓ **Evaluation: Measure success?** What are the indicators/success stories



END OF PRESENTATION

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Resilient nations.

# Thank You

**Annex: 7. List of participants**

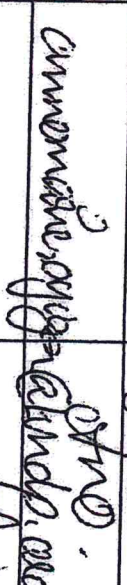

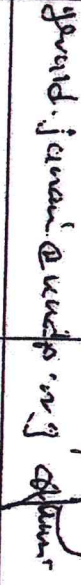

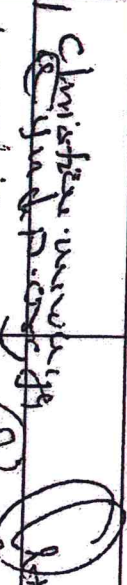


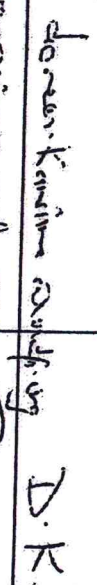
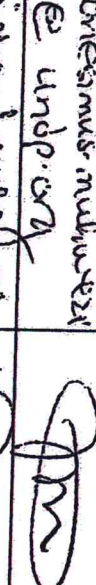
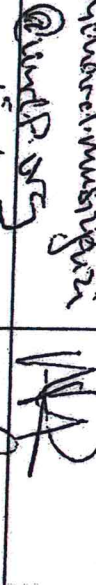

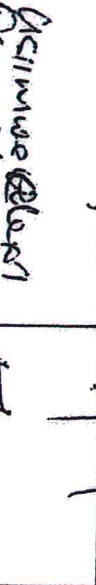


REGISTRATION FORM FOR THE UNDP E-PAC MEETING (SIEDPILLAR)

9<sup>th</sup> March 2016 at Sheraton Hotel Kampala

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undp

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**REGISTRATION FORM FOR THE UNDP E-PAC MEETING (SIED PILLAR)**

9<sup>th</sup> March 2016 at Sheraton Hotel Kampala

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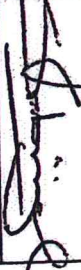


**REGISTRATION FORM FOR THE UNDP E-PAC MEETING (SIEDPILLAR)**

9th March 2016 at Sheraton Hotel Kampala

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