



**PROGRAMME DOCUMENT**

Uganda



United Nations  
Development Programme

**Programme Title: Inclusive Green Growth for Poverty Reduction (IGGPR)**

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

**Start Date: April 2016 End Date: June 2020**

**PAC Meeting date: 9<sup>th</sup> March 2016**

**Brief Description**

Uganda, the “Pearl of Africa”, is endowed with abundant natural resources, upon which the economy and livelihood of over 80% of the population largely depends. However, this natural resource base is declining at an alarming rate.

Four outstanding bottlenecks are hindering national efforts in addressing the increasing degradation of natural resources, namely: (i) gaps in policies and legal framework for integrated/coordinated efforts in Natural Resource Management (NRM), livelihood and job creation (ii) inadequate capacities for coherent and efficient implementation of policies on natural resources management, livelihoods and job creation, including capacities for innovation, adaptation and development of home-grown solutions (iii) inadequate capacities for engaging communities in natural resources management and climate change response efforts (iv) and, overdependence on biomass energy sources using inefficient technologies. UNDP will provide technical, technological, operational and financial support to the relevant Ministries Departments and Agencies (MDAs) and non-state institutions so that: (a) at the upstream level, by 2017 policies and legal/regulatory frameworks are strengthened<sup>1</sup> and linked for NRM, livelihood and job creation, (b) at mid-stream level, by 2018 NRM policies and legal frameworks are operationalized in a coordinated manner, (c) at downstream level, by 2019 the public will be empowered to engage in sustainable NRM and, (d) by 2020 cost-effective alternative energy solutions for domestic needs are scaled-up. The primary beneficiaries of the programme are the women (adult), youth (young females and males) and Persons with Disabilities (PWDs) especially the poor who will have improved quality of natural resources as a result of reduced degradation and improved livelihoods and greener jobs through applying more sustainable practices due to the programme interventions. The programme will deploy among other approaches, the Songhai Model to empower communities.

The programme is expected to impact directly on reduction of poverty and inequalities by creating job and entrepreneurship opportunities for women, young people and other traditionally marginalised groups such as disable. The approach and results are expected to be sustained through: (i) its inherent focus on preservation of the environment and its natural resources; (ii) the potential for self-financing as observed in the Songhai model (Benin); and (ii) the extent of government ownership of processes at intervention design, implementation and scaling up.

Contributing Outcome (UNDAF/CPD): 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.

Indicative Output(s): **3.1.1:** By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize 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.

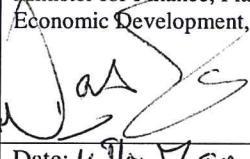
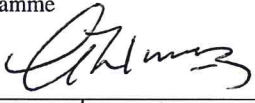
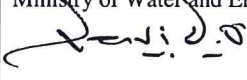
**3.1.2:** Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats.

**3.1.3:** Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio-diversity conservation and climate change adaptation and mitigation.

<b>Total resources required:</b>	US\$	17,900,000
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	US\$ 10,280,000
	<b>Donor:</b>	
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	US\$ 7,620,000	

<sup>1</sup> Develop the non-existent and review existing policies and legal frameworks

Agreed by (signatures)<sup>2</sup>:

Government (MoFPED)	UNDP	Implementing Partner
Print Name: Hon. Mathias Kasaija Minister for Finance, Planning and Economic Development, 	Print Name: Ms. Almaz Gebru Country Director, United Nations Development Programme 	Print Name: Mr. David O. O. Obong Permanent Secretary, Ministry of Water and Environment 
Date: 16 <sup>th</sup> May 2016	Date: 01/06/2016	Date: 20/05/2016

<sup>2</sup> Note: Adjust signatures as needed

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## II. ACRONYMS

BDS	Business Development Services
CPD	Country Programme Document
CSOs	Civil Society Organizations
ENR	Environment and Natural Resource
EU	Enterprise Uganda
GDP	Gross Domestic Product
ICT	Information and Communication Technology
ILO	International Labour Organization
JC	Job Creation
LG	Local Government
LH	Livelihood
LPG	Liquefied Petroleum Gas
MAAIF	Ministry of Agriculture and Animal Industries
MDAs	Ministries, Departments and Agencies
MEMD	Ministry of Energy and Mineral Development
MoFPED	Ministry of Finance Planning and Economic Development
MOGLSD	Ministry of Gender, Labour and Social Development
MOLG	Ministry of Local Government
MSME	Micro, Small and Medium Enterprises
MTWA	Ministry of Tourism and Wildlife and Antiquities
MWE	Ministry of Water and Environment
NDP	National Development Plan
NEMA	National Environment Management Authority
NEX	National Execution
NFA	National Forestry Authority
NGO	Non-governmental Organization
NPA	National Planning Authority
NRM	Natural Resources Management
OPM	Office of the Prime Minister
PSO	Private Sector Organization
PSFU	Private Sector Foundation
PwDs	Persons with Disabilities
SDG	Sustainable Development Goal
SIED	Sustainable, Inclusive Economic Development
SSC	South to South Cooperation
UBOS	Uganda Bureau of Statistics
UIA	Uganda Investment Authority
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Program
USD	United States Dollars
USAID	United States Agency for International Development
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
WB	World Bank



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## I. DEVELOPMENT CHALLENGE

Uganda is endowed with abundant natural resources, including land, water, soil, climate, and diverse range of magnificent scenery, flora and fauna; rich mineral deposits and friendly people. The country's economy remains largely dependent on these natural resources upon which more than 80% of the population derives its livelihood<sup>3</sup>. Unfortunately, this natural resource base is declining at an alarming rate. For instance, the national forest coverage declined from 24% in 1990 to 11% in 2015 and wetlands decreased from 15.6% in 1994 to 10.9% in 2015. The costs of environmental degradation in Uganda have been conservatively estimated to be between 4-12 percent of the Gross Domestic Product (GDP). The underlying causes for this include: (i) rapid population growth exerting high pressure on land for cultivation and housing, (ii) high volumes of rural-urban migration, and urbanization with unplanned settlements that negatively impacts on rural level environment (loss of quality labour force – young women and men), the potential of which should have been leveraged for a green rural production, (iii) un-sustainable production and consumption practices that have enormous consequences on the environment, and (iv) continuous impact of climate change that constrain economic and livelihood opportunities in the country. This situation needs to be reversed to enable Uganda move to a competitive upper-middle-income country in the next 25 years as envisaged in its Vision 2040.

Uganda has already put in place many policies, legal and institutional frameworks and implemented various initiatives towards sustainable natural and environmental resource management, and economic growth. However, there are four outstanding bottlenecks that are affecting efforts in addressing the increasing degradation of natural resources in effective, efficient and sustainable ways. These are: (i) gaps in policies and legal framework for integrated and coordinated efforts in NRM, livelihood and job creation, (ii) inadequate capacities for coherent and efficient implementation of policies that integrate NRM, livelihoods and job creation, including capacities for innovation and adaptation, (iii) inadequate capacities for engaging communities in natural resources management and climate change response efforts and, (iv) overdependence on biomass energy sources.

**The gaps and incoherencies in policies and legal framework** are due to inadequate capacity of Ministries, Departments and Agencies (MDAs) to undertake cross-sectoral diagnostic and analytical studies, develop and implement integrated plans, policies and legal frameworks pertaining to NRM, livelihoods and job creation; lack of incentive frameworks for the private sector to invest in sustainable production and consumption activities; lack of comprehensive communication strategies on NRM; and, lack of strategies that promote apprenticeship and certification in the country.

**The gaps in capacity for implementation** of policies on NRM, livelihoods and job creation are due to inadequate coordination among the relevant government institutions and agencies; weak capacity of regulatory agencies to enforce the laws and policies; low prioritization of environmental crimes in the judiciary; non-functional decentralized structures; inadequate technical capacity in gender and equity budgeting; and limited appreciation of economic contribution of natural resources.

**Community constituencies** such as vulnerable groups, women, youth and PwDs cannot effectively engage in integrated NRM, livelihoods and job creation. This is because they have limited platforms to advocate for their needs in regard to sustainable use of natural resources including monitoring and demanding public accountability. They also have limited access to requisite technological, financial and technical resources for sustainable utilization of natural resources and operate market-oriented green businesses. The communities have limited alternative sources of livelihood and energy which puts pressure on natural resources. The potential for youth to engage in productive economic activities is constrained by their mind-set that is fixed on pursuing white collar jobs; lack of capital and technical capacity to implement their innovative ideas; skills to employ themselves and capacity for transitioning from schooling and skilling to employment while educated youth lack the requisite experiences demanded by employers. There is also weak management, leadership and organizational capacity in most organisations for women, youth and Persons with Disability (PwD).

**Over reliance on biomass energy** is due to lack of legal and regulatory environment for the private sector to be attracted to invest in renewable energy development; lack of alternative and affordable appropriate energy

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<sup>3</sup> The Second National Development Plan 2015/16-2019/20 (NDP II).

sources for domestic and other uses and particularly in economic value chains in rural areas; limited role played by women in the provision and management of energy resources. In addition, access to electricity remains constrained by high cost of initial connection and high user tariff. Although solar energy access has recorded exponential growth and is expected to transform MSMEs in rural areas, its adoption remains constrained by quality assurance of solar products, access to affordable financial services for technologies and limited after sales services to users.

The above bottlenecks and their underlying causes have continued to affect sustainable use of natural resources that create jobs and improve people's livelihoods. This provides justification and the context for targeting UNDP's support to integrated NRM, job creation and livelihoods under the 2016 – 2020 Country Programme cycle. UNDP will provide targeted technical, technological, financial and operational support to Government of Uganda and its non-state partners. This will result into improved quality of natural resources as a result of reduced degradation and improved livelihoods and greener jobs through applying more sustainable practices due to the programme interventions. The programme will deploy among other approaches, the Songhai Model to empower communities.



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## II. STRATEGY

### Programme Alignment

This programme is designed to contribute to operationalise the Sustainable and Inclusive Economic Development (SIED) particularly the component under natural resources management, livelihoods and green jobs. At global level, it is aligned to Sustainable Development Goals (SDGs) particularly 1-No poverty, 7-Renewable energy, 8-Good jobs and economic growth as well as contributes to SDGs 2-Zero hunger, 5-Gender equality, 6-Clean water and sanitation, 10-Reduced inequality and 12-Responsible production and consumption. It is also aligned to UNDP Strategic Plan 2014-17, contributing to Outcome 1: “Growth and Development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded”. At national level, the programme is aligned to Uganda’s Vision 2040 and will contribute to achievement of the NDP II objective of sustainably increasing production, productivity and value addition in key growth sectors. It will also contribute to the achievement of the UNDAF outcome 3.1 “NRM 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”.

### Programme intervention logic:

The objective of IGGPR intervention is to accelerate and sustain progress towards poverty and inequality reduction. This will be achieved through building and expanding capacities in natural resource management, particularly among women and the younger generations, in a way that promotes entrepreneurship, livelihood and job creation.

The Government of Uganda and UNDP believe that timely elimination of the identified bottlenecks during this CPD cycle followed by sustained efforts during future NDPs/CPDs, would trigger a transformational process that will enable the achievement of the programme objectives efficiently and with likelihood of multiple unintended benefits (*Figure 2*).

Guided by the United Nations Development Group (UNDG) core programming principles, the programme will adopt a Transformational Development Approach<sup>4</sup>. This will consist of driving changes by addressing capacity gaps in (a) institutional systems (including policies, legal and regulatory frameworks) for NRM at national, sub national and community levels; (b) Leadership and stewardship (in strategic and programmatic decision making, vision and commitment) of NRM and job creation; (c) accountability (monitoring and demanding accountability among duty bearers, service providers and communities); and (d) knowledge acquisition (SSC), generation (innovation), management and dissemination as is shown in Figure 2 above.

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<sup>4</sup> 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



IGGPR: Intervention Logic and UNDP Exit Steps		
Development Issues/Bottlenecks	Exit Order	UNDP CPD Output/ Structure
Issue # 1: gaps in policies and legal framework for NRM, Livelihood and Job Creation	4	By 2017; Relevant MDAs With <b>adequate Technical and financial capacities</b> to work with relevant MDAs and partners to strengthen and link policies and legal/regulatory frameworks for natural resource management, livelihood and job creation including provisions for incentive and disincentive measures
Issue # 2: Inadequate capacities for “coherent” implementation of existing policies on natural resources management, livelihoods and job creation, including capacities for innovation and adaptation	3	By 2018, Relevant MDAs and LGs with <b>relevant Technical, technological, operational and financial capacities</b> 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.
Issue # 3: Inadequate capacities for <b>engaging Communities</b> in natural resources management and climate change response efforts	2	By 2019, Relevant MDAs, LGs, Media and CSOs <b>With adequate Technical, technological, operational and financial</b> To raise awareness and engage the <b>public</b> in NRM, promote and document good <b>community</b> practices that link NRM to improved livelihood and job creation.
Issue # 5 Overdependence on biomass	1	By 2020, Relevant MDAs, selected LGs, CSOs, CBOs, and Research institutions <b>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</b>

Figure 1 - Intervention Logic and Exit Strategy

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. For the SIED Portfolio, special emphasis will be on advocating and supporting South-South Cooperation processes within Africa. Such an approach should take Ugandans to a level where they can build on other similar countries’ successes to rely on themselves and be able to harness the full potential of their environment for the current and future generations. By doing so, UNDP would be able to plan for a **stepwise exit** from the lowest stream support (community level and youth-centered intervention modeling and social mobilization) towards highest stream support (evidence-based policy support).

**Adapting the Songhai model<sup>5</sup> in empowering people and communities to become entrepreneurs:** The programme will adopt and replicate the Songhai model in empowering rural communities, particularly farmers, young women and men, as well as other vulnerable groups to become entrepreneurs as they harness the natural resources for their livelihood, taking cognizance of the local situation and context.

<sup>5</sup> <http://www.brookings.edu/~media/research/files/papers/2014/05/effectiveness-of-rivers-songhai-initiative-in-niger-delta/songhai-revised-web.pdf> and [https://www.google.co.ug/?gws\\_rd=ssl#q=Songhai+Project-ILO+CHAPTER+8](https://www.google.co.ug/?gws_rd=ssl#q=Songhai+Project-ILO+CHAPTER+8)

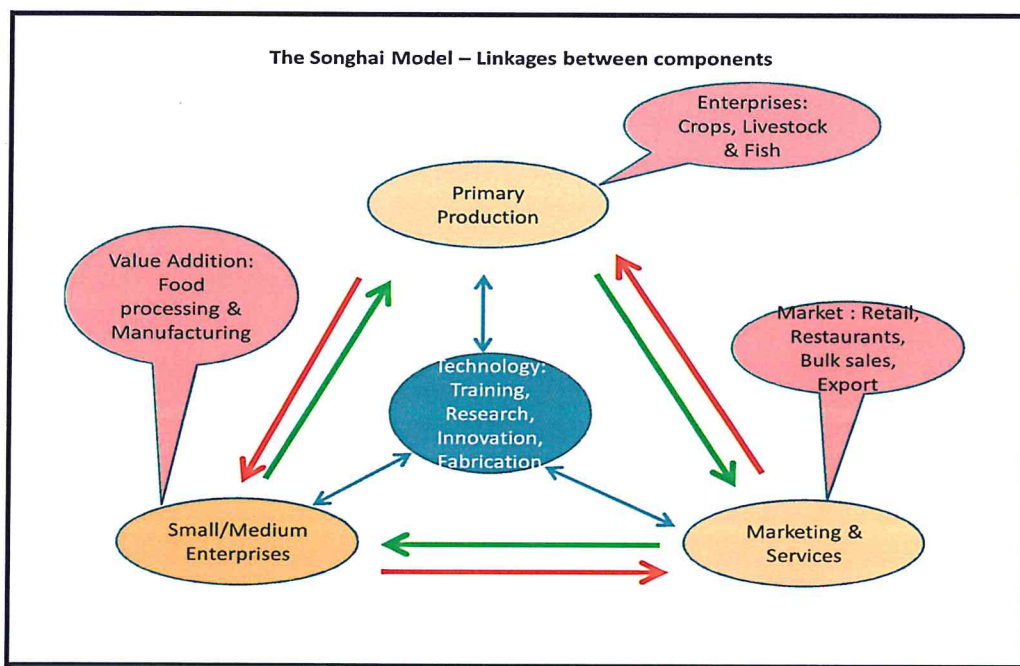
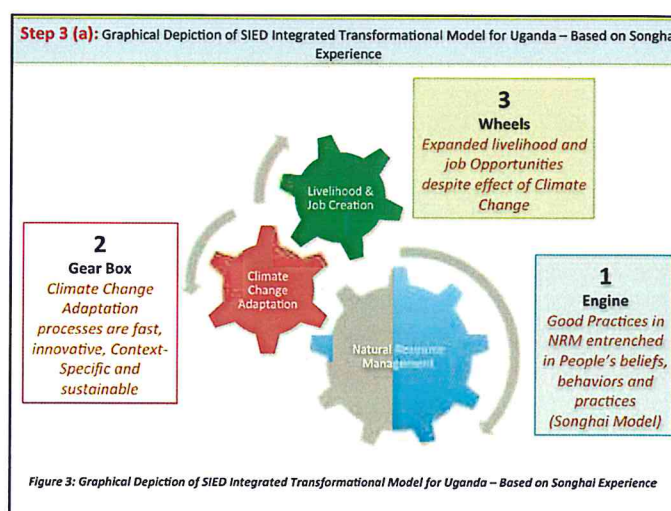


Figure 2 - The Songhai Model

### The Theory of Change

Building upon successes in Integrated Governance, **The Theory of Change** for the IGGPR programme is based on the assertion that any progress towards entrenchment of relevant and context-tailored Natural Resource Management knowledge, skills and practices in the society, particularly in the productive sector and more specifically among women and the younger generation, would have multiplier effects (*Transformation Engine*) on national capacities to adapt to Climate Change (*Transformation Gear Box*) and subsequently result in sustained expansions in livelihood and job opportunities through rapid acquisition of entrepreneurship culture among young women and men, (*Transformation Wheels*) as observed in the Songhai model in the Republic of Benin. (See Figure 1).

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. Under such conditions, the transformational process would continue at accelerated pace during future NDPs/CPDs, thereby increasing the chances of achieving Uganda's Sustainable and Inclusive Development goals way ahead of 2040.



### Targeted Beneficiaries and Geographic focus

Although the programme targets the general population, the primary beneficiaries will be women (adult), youth (young females and males) and Persons with Disabilities (PWDs) especially the poor so that their productive and income generation capacities and livelihood opportunities are improved in an environmentally sustainable manner. The secondary beneficiaries will be the wide range of MDAs and none state actors whose capacity will be strengthened to provide the right policy and legal environment and implement NRM, job creation and livelihood policies and legal frameworks.

Although this is a national programme, special attention will be given to Northern and Eastern Uganda as well as dry-land districts, Lake Victoria & Kyoga crescent and fragile mountain regions in Elgon and Rwenzori areas which are mainly rural and peri-urban. The programme will also have activities in the Albertine Rift.



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### III. RESULTS AND PARTNERSHIPS

#### Expected Results

**Programme Outcome:** 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. The programme is expected to contribute to improved NRM, livelihood and job creation.

#### Programme outputs and key activity results:

- 3.1.1 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.
  - i. Policies and strategies for environment, natural resources, livelihoods and job creation strengthened and integrated.
  - ii. Legal and regulatory frameworks for enhancing natural resource management, livelihood and job creation improved.
  - iii. Knowledge and empirical evidence generated for supporting policy, technical and operational decisions.
- 3.1.2 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.
  - i. Enforcement of environmental management regulations and laws within the communities strengthened.
  - ii. Adopt and pilot the Songhai Model for youth empowerment in Uganda.
  - iii. Support youth innovation for NRM, job creation and livelihoods.
- 3.1.3 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).
  - i. Capacity of relevant CSOs and other non-state actors strengthened to support implementation.
  - ii. Partnership in implementing innovative and scalable market-based solutions in NRM, JC and livelihood developed.
- 3.1.4 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.
  - i. Coordination of Sustainable Energy for All Initiative supported.
  - ii. Access to clean sustainable energy sources promoted for productive services and household use promoted.
  - iii. Energy enterprises (Energy cooperatives, financing institutions, community platforms) supported.

#### Resources Required to Achieve the Expected Results

Technical, technological, operational and financial resources will be required to deliver the expected results. Specifically, technical and technological inputs to deliver the expected results will include sharing of innovative approaches and tools to problem-solving, sharing of best practices, technical assistance, trainings and South to South and Triangular Cooperation. Operational inputs including a vehicle and ICT equipment will also be procured to support implementation of the programme. UNDP will also avail USD 10, 280,000 and mobilise USD 7, 620,000 from other development partners to ensure attainment of expected results. UNDP will also leverage on its human resources at the Country Office, Regional Bureau and Headquarters to support project implementation. In addition, the implementation team with support from UNDP will explore

possibilities for collaboration with on-going programmes as well as pursue partnerships. Further, UNDP will leverage its convening power to develop strategic partnerships to enhance the delivery of the expected programme results.

UNDP inputs can be: **Technical** (Training; SSC/TC learning support; Internal technical assistance), **Technological** (Technology transfer and adaptation, ICT for T4D, Technological innovation), **Operational** (Transport and Other equipment), and **Financial** (Budget support, Innovation support --operational cost).

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> National priority or goal: Second national development plan (NDP II), Objective 1: Increase sustainable production, productivity and value addition in key growth opportunities
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Outcome 3.1.</b> 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.  1. % of land under forest and wetlands B: Forest, 14; wetlands, 10.9 (2013) T: Forest, 18.5; wetlands, 10.9  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)  3. Economic loss from natural hazards (IRRF 5.2) B: \$3.1 million (2013) T: \$2 million S: Desinventar Disaster Database; F: Annual; R: OPM/NECOC  4. Number of jobs created as result of Natural Resource Management B: 480,854 (2014); T: 1,064,649 S: NDP progress report; F: Annual; R: Growth and Poverty Unit
<b>Applicable Key Result Area (Strategic Plan):</b> Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.
<b>Partnership Strategy:</b>
<b>Project title and ID (ATLAS Award ID):</b> Inclusive Green Growth Project /ATLAS Award ID - 00092356

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)
3.1.1: By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize 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  <i>Indicators</i>	Output 1: By end 2018; Relevant MDAs With adequate <u>Technical and financial</u> capacities to strengthen and link policies and legal/regulatory frameworks for natural resource management, livelihood and job creation including provisions for incentive measures  <b>Targets for Indicator 3.1.1.1</b> 2016:68	<b>Activity Result 1: Policies and strategies for environment, natural resources, livelihoods and job creation strengthened and integrated.</b>		Technical, operational and financial support (USD, 1,395,000)
		1. Review and identify gaps in the existing policies and strategies for environment, natural resources, livelihoods and job creation  2. Support policy reforms to integrate natural resources, livelihoods and job creation.	<b>Partner to be engaged by implementing partner is NEMA,</b>  Other partners to be involved in work are MOFPED, NPA, UBOS, MWE, NFA, UWA, MOLG, LG  <b>MOFPED</b>  NPA, UBOS, NEMA, MWE, NFA, UWA, MOLG, LG	

<sup>6</sup> UNDP inputs can be: **Technical** (Training; SSC/TC learning support; Internal technical assistance). **Technological** (Technology transfer and adaptation, ICT for T4D, Technological innovation), **Operational** (Transport and Other equipment), and **Financial** (Budget support, Innovation support --operational cost).



INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)
<p>3.1.1.1: No. of target institutions that have implemented policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change mitigation and resilience initiatives</p> <p>B: 63(2013); T: 80; S: Sector review reports; F: Annual</p> <p>3.1.1.2: Hectares of land (in target areas) that are managed under a conservation, sustainable use or access and benefits sharing regime, disaggregated by category (IRRF 1.5)</p> <p>B: In situ 1,178,710, sustainable use 4,420,000 (2013); T: In situ 1,178,710, sustainable use:4,500,000; S: Annual sector performance reports; F: Every two years</p> <p>3.1.1.4: No. of new partnership mechanisms with funding for sustainable management solutions on natural resources, ecosystem services, chemicals and waste at national and/or subnational levels, disaggregated by partnership type (MDAs, DLGs and CBO Agreements).</p> <p>B: 131 (2013); T: 200; S: UNDP project reports; F: Annual</p> <p>3.2.1.1: <i>No. of country diagnostics conducted by relevant MDAs that have informed policy options on national response to sustainable development options</i></p> <p>B: 0 (2014); T: 12; S: Sector review reports; F: Annual</p> <p>3.2.1.2: <i>No. of targeted MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies</i></p>	<p>2017:74 2018:80</p> <p><b>Targets for Indicator 3.1.1.2</b> In-Situ 2016: 1,178,710 2017: 1,178,710 2018: 1,178,710</p> <p>Sustainable use (SU) 2016: 4,440,000 2017: 4,470,000 2018: 4,500,000</p> <p><b>Targets for 3.1.1.4:</b> 2016: 151 2017: 176 2018: 200</p> <p><b>Targets for 3.2.1.1:</b> 2016: 4 2017: 8 2018: 12</p>	3. Facilitate stakeholder policy dialogues at national and district levels for integrated natural resources, livelihoods and job creation.	MOJCA, MoGLSD, Academia, MAAIF. <b>MOFPED</b> NPA, UBOS, NEMA, MWE, NFA, UWA, MOLG, LG, MOJCA, MoLGSD, Academia, MAAIF.	
		4. Support Piloting of biodiversity offsets model and integration of ecosystems values into national and local planning, development processes, poverty reduction strategies and accounts.	<b>MOFPED</b> NPA, UBOS, NEMA, MWE, NFA, UWA, MOLG and LG, selected private/civil society organisations.	
		5. Support land use planning for national development.	<b>MLHUD,</b> MFPED, MoLG, LGs, NPA, NEMA, MWE, NFA, UWA.	
		6. Support the formulation of Green Jobs Generation Strategy and Guidelines along ENR value chain	<b>MoGLSD</b> MoWE, MTIC, MFPED	
		<b>Activity Result 2: Legal and regulatory frameworks for enhancing natural resource management, livelihood and job creation improved</b>	NEMA, MWE	Technical, operational and financial support (USD 990,000)
		1. Support the review of selected laws and regulations for natural resources management.	<b>NEMA</b> MOJCA, MWE, MOLG, NFA, UWA, Parliament (e.g. Committee on Natural Resources), NARO, DLGs.	
		2. Support institutional review and strengthening of coordination between central local government MDAs in policy implementation and regulation of NR and environment management.	<b>MWE</b> NEMA, MOLG, LG	
		3. Provide support for review of structures and procedures in environmental sentencing	<b>MOJCA</b> MWE, NEMA, MOLG, LG,	
		4. Support development of guidelines, standards, Ordinances and byelaws for guiding implementation of the policies.	<b>NEMA</b> MoLG, LG, MAAIF, MoGLSD, Academia, MOFPED, NFA, UWA and MOJCA.	



INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)
B: 0 (2013); T: 2; S: Sector review reports; F: Annual		<b>Activity Result 3: Knowledge and empirical evidence generated for supporting policy, technical and operational decisions</b>	<b>MOFPED,</b>	Technical, operational and financial support (USD 8,940,000)
		1. Support relevant sector institutions to monitor, collect, report on SDG for NRM, livelihood and job creation at national and decentralized levels.	<b>MOFPED</b>  UBOS, NPA, EPRC, OPM, MWE, NEMA, UWA, NFA, NARO, UIRI, UNCST	
		2. Support analysis and utilization of real time (big data) generated through interventions in integrated NRM, livelihood and job creation.	<b>UBOS</b>  UN PULSE LAB, OPM, UNICEF	
		3. Support dissemination of findings from respective studies to policy and decision makers, key stakeholders and the general public.	<b>MOFPED</b>  UBOS, NPA, EPRC, OPM	
		4. Strengthen south-south cooperation in research, knowledge management, technology transfer and information services in NRM, job creation and livelihood.	<b>UNCST</b>  MOFPED, Academic	
		5. Support expansion of knowledge base of ecological and socioeconomic value of key environment and natural resources such as wetlands, forests, mountains among other stakeholders.	<b>EPRC</b>  MWE, NEMA, Academia, UNCST	
<b>3.1.2: Targeted institutions have adequate technical, functional and financial capacity to develop innovative solutions for sustainable management of natural resources (including extractives), energy access, ecosystems, chemicals, wastes and systems/models to analyse environmental and climate-related threats</b>	Output 2: 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	<b>Result Area 1: Enforcement of environmental regulations and laws within the communities strengthened</b>	<b>NEMA</b>	
		1. Support preparation, implementation and enforcement of environment and natural resources management plans	MOLG, LG, NEMA, LGs, Urban Authorities	
		2. Empower the communities through innovations to monitor and report environmental abuse / crimes	NEMA, MOLG, LG, UWA	
<i>Indicators</i> 3.1.2.1: % of population in targeted districts with access to renewable energy sources				

INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)
<p>B: 10 (M/F: 50/50) (2013); T: 15 (M/F: 44/56); S: Annual sector performance reports; F: Annual</p> <p>3.1.2.2: No. of people benefiting from strengthened livelihoods through solutions for natural resources management, ecosystem services, chemicals and waste</p> <p>B: 23,424,172 (M/F: 49/51) (2013); T: 24,425,000 (M/F: 44/56); S: UBOS abstract; F: Annual</p> <p>3.2.2.2: <i>No. of pilot and demonstration projects/business models initiated or scaled up by national partners</i></p> <p>B: 0 (2013); T: 5; S: Sector review reports; F: Annual</p> <p>3.2.2.3: <i>No. of new functional partnerships implementing innovative solutions for development</i></p> <p>B: 0 (2013); T: 5; S: Sector review reports; F: Annual</p>	<p><b>Targets 3.1.2.1:</b></p> <p>2016: 11% (M/F: 50/50) 2017: 13% % (M/F: 48/52) 2018: 15% (M/F: 44/56).</p> <p><b>Targets 3.1.2.2:</b></p> <p>2016: 23,674,379 (M/F: 48/52) 2017: 23,924,586 (M/F: 47/53) 2018: 24,174,793 (M/F: 46/54) 2019: 24,425,000 (M/F: 44/56)</p> <p><b>Target 3.2.2.2</b></p> <p>2016: 1 2017: 3 2018: 5</p> <p><b>Target 3.2.2.3</b></p> <p>2016: 1 2017: 3 2018: 5</p>	<p>3. Support management of toxic chemicals and e-wastes including the establishment of modern waste management infrastructure.</p>	<p><b>National Chemicals Regulatory Authority (NCRA), NEMA, MoIA (Govt Analytical Lab), Private Sector Foundation, MICT, MAAIF, LGs.</b></p>	
		<p><b>Activity Result 2: Adopt and pilot the Songhai Model for youth empowerment in Uganda</b></p>	<p><b>MoGLSD</b></p>	<p>Technical, technological, operational and financial support (USD 4,284,000)</p>
		<p>1. Sensitize policy makers on Songhai model</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>2. Conduct feasibility study for adapting the model in Uganda</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>3. Establish board members and orient them on the model</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>4. Select site for model centre and recruit staff.</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>5. Rehabilitate the physical structures at the site and equip the management office</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>6. Sensitize the technical staff and adapt the Songhai modules</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>7. Train 100 youths in Benin, Gambia or Nigeria</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>8. Develop a partnership and resource mobilization strategy</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>9. Establish two satellite sites for the Songhai model in Uganda</p>	<p><b>MoGLSD, MAAIF, MOLG, LG</b></p>	
		<p>10. Evaluate the implementation of the model in Uganda</p>	<p><b>UBOS, EPRC,</b></p>	
		<p><b>Activity result 3: Support youth innovation for NRM, job creation and livelihoods.</b></p>	<p><b>MoGLSD</b></p>	<p>Technical, operational and financial support (USD 766,000)</p>
		<p>1. Support establishment of a youth innovation challenge fund for NRM and livelihoods</p>	<p><b>MoGLSD</b></p>	
<p><b>3.1.3: Targeted MDAs, CSOs, media and other non-state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources management; promote access to sustainable energy, bio-diversity conservation</b></p>	<p>Output 3: By 2019, Relevant MDAs, LGs, Media and CSOs With adequate Technical, technological, operational and financial capacity to raise awareness and engage the public</p>	<p><b>Activity Result 1: Capacity of relevant CSOs and other non-state actors strengthened to advocate for implementation of policies, guidelines and regulations on NRM, job creation and livelihood</b></p>	<p><b>MWE</b></p>	<p>Technical, operational and financial support (USD 731,000)</p>
		<p>1. Assess and strengthen the capacity of relevant Civil Society Associations to</p>	<p><b>CSO, PS, MWE,</b></p>	



INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)	
<p><b>and climate change adaptation and mitigation</b></p> <p><i>Indicators</i> 3.1.3.1: No. of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category.</p> <p>B: 0 (2013); T: 5; S: Sector performance reports; F: Annual</p> <p>3.1.3.2: No. of new partnership mechanisms with funding for (a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level (b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women</p> <p>B: (a) 131; (b) 31 (2013); T: (a) 250 (b) 80; S: CBO grant agreements/memorandums of understanding; F: Annual</p> <p>3.2.3.2: <i>Percentage of targeted MSMEs that comply with corporate governance standards:</i></p> <p>B: 30 (2014), T: 50; S: United Nations programme reports; F: Annual</p>	<p>in NRM, promote and document good community practices that link NRM to improved livelihood and job creation (CSOs)</p> <p><b>Target 3.1.3.1:</b> 2016: 0 2017: 2 2018: 4 2018: 5</p> <p><b>Target 3.1.3.2</b> 2016: (a) 160 (b) 43 2017: (a) 190 (b) 55 2018: (a) 220 (b) 67 2019: (a) 250 (b) 80</p> <p><b>Target 3.2.3.2:<sup>7</sup></b> 2016: 31 2017: 32 2018: 34 2019: 35</p>	<p>advocate for implementation of policies, guidelines and regulations on integrated NRM, job creation and livelihood.</p>			
		2. Develop programmes that address awareness and dialogue on local cultural barriers to NRM	MGLSD, MWE, URA, MFPED, ERA, PSFU, MTIC, NEMA, NFA, Academia, CSOs.		
		3. Support organizations of youth, women, PWD and other vulnerable people to develop strong governance, organizational and management systems and procedures for enhancing their participation in NRM	CSO, PS, MWE,		
		<b>Activity Result 2: Partnership in implementing innovative and scalable market-based solutions in NRM, JC and livelihood developed</b>	MGLSD	Technical, operational and financial support (USD 1,206,000)	
		1. Strengthen capacity of UN Global Compact Network-Uganda and other relevant stakeholders for engaging private sector in NRM	MGLSD, UN Global compact, CSO		
		2. Support for promoting PPP to build capacity and catalyse innovation in development of sustainable energy services for productive uses	Selected Private Sector		
		3. Support National participation in Global and regional partnerships for sustainable ENR, job creation and livelihoods	MGLSD		
		4. Support the generation of green jobs in the formal and informal sectors for young people along the ENR value chain	MGLSD MFPED, MTIC, MWE, NFA, NEMA, NFA, UWA, MoLG, LGs.		
		5. Introduce apprenticeship Programme for Skills Development for green job creation, livelihood and ENR	MGLSD, MoTWA, MoWE, MoFPED, MoTIC		

<sup>7</sup> Total target for this project is 35.



INTENDED OUTPUTS	OUTPUT TARGETS FOR YEARS	INDICATIVE ACTIVITIES	PARTNERS Main partner engaged by IP Other partners	INPUTS (Nature <sup>6</sup> & Costs)
	<p>Output 4: 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>Targets</b> Number of people with improved energy access as a result of UNDP-supported intervention<sup>8</sup> Baseline 2015 (17,000): Targets 2016: 21,000 2017: 24,000</p> <p>Number of kilowatt hours (kWh) of energy generation from UNDP-supported renewable energy projects.  2016: 2017: 2018: 2019: 2020:</p>	<p><b>Activity Result 1: Coordination for Sustainable Energy for all Initiative supported</b></p>	MEMD	Technical, technological, operational and financial support USD 1,030,000
		1. Support relevant institutions to implement Sustainable for All Initiative		
		2. Promote sharing of information and experiences at national, regional and international level on Sustainable Energy.	MEMD	
		<p><b>Activity Result 2: Access to clean sustainable energy sources promoted</b></p>	Selected Private Sector/ CSO	Technical, technological, operational and financial support USD 1,153,000
		1. Support establishment and operationalization of innovative public partnerships, financing and participation for sustainable off-grid energy financing and investments.	Selected Private Sector/ CSO	
		2. Support adoption and scale-up of clean energy solutions for productive uses at institutional and household levels	Selected Private Sector/ CSO	
		3. Support establishment and strengthening platforms for sustainable energy solutions.	Selected Private Sector / CSO	
		<p><b>Activity Result 3: Energy enterprises (e.g. Energy co-operatives, financial institution, community platforms) supported to develop cost-effective alternative energy solutions</b></p>	MTIC	Technical, technological, operational and financial support USD 1,010,000
		1. Support energy co-operatives and creation of markets to develop cost effective and sustainable energy solutions.	MTIC	
		2. Support financial institutions to develop cost-effective and sustainable energy solutions	MEMD	

## Partnerships

The programme will promote collaboration in order to leverage the comparative advantage that some partners and organizations such MDAs, Selected Private Sector and Civil Society Organisations may have for delivering this programme. It will also establish partnership and cost-sharing agreements with relevant

<sup>8</sup> UNDP Strategic Plan Results 2015

partners, bilateral and multi-lateral agencies. Partners shall include selected MDAs, Local Governments, CSOs and Private sector. The agencies include –(1) UN agencies (e.g. FAO, ILO, UNIDO, UNEP, IFAD, UNICEF, etc) that will be involved in a joint-UN intervention and whose roles have already been critical in implementation of the Songhai Model in other countries; (2) collaboration with World Bank Initiatives; (3) collaboration with relevant bilateral agencies involved in NRM and job creation (e.g. European Union, SIDA, DfID, Irish Aid and USAID) and; (4) key non-state institutions, particularly the private sectors, including the mining sector that could potentially provide funding for scaling up the initiative. South to South and Triangular Co-operation involving Governments, regional organisations, CSOs, Academia and the Private sector shall be promoted through knowledge exchange and learning from Countries that have gained experience in implementation of similar initiatives such as the Songhai Model.

## Risks and Assumptions

The programme risks identified are (i) Unpredicted weather patterns, (ii) Insecurity, (iii) Poor governance (corruption as well as lack of transparency, and accountability), (iv) Political interference (e.g. encroachment and degazettement) and (v) Availability of counterpart funding. 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 as attached).

*Table: Programme risks and their mitigation actions*

#	Description	Type	Countermeasures / Management response
1	Unpredictable weather patterns	Environmental	Disseminate climate information (Linkage with Climate group) Appropriate interventions (e.g. drought resistant value chains, crop insurance, drought resistant varieties)
2	Insecurity	Political	Collaboration with security agencies, the media and key stakeholders to disseminate information and create awareness. Alternatives (e.g. re-routing) and engage media
3	Poor governance (corruption as well as lack of transparency and accountability)	Operational / Organizational	Engage local and central Governments as well as build synergies with the Democratic Governance pillar to implement interventions that address governance and corruption issues. Put in place good systems and robust M&E Framework
4	Political interference (e.g. encroachment, degazettement, e.t.c.)	Political	Engagement with various stakeholders particularly key beneficiaries as well as with local and national civic and political leaders, demonstrate benefits and promote awareness among stakeholders
5	Inadequate counterpart funding	Operational	Improve resource mobilisation efforts and establish partnerships with the private sector

## Assumptions

The programme transformational scenario will, however, only be possible if the following underpinning assumptions are true: (a) 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 (b) Local Governments are empowered, committed and accountable to enable creativity and social engagement at that level (d) institutional stability is assured for continuity of transformational processes across National Development Plans (e) Commitment of human and financial resources is made towards enhanced national ownership of development processes to drive the transformation agenda (f) Space for inclusive participation of citizens and non-state actors is opened in the processes of domestication of good practices and building of an environment-friendly culture in Uganda.

## Stakeholder engagement

The key stakeholders will include, Governmental Agencies, local communities, Media, Selected Private Sector, and Civil Society Organisations, as well as UN agencies such as FAO, ILO, UNIDO, UNEP, IFAD, UNICEF and other development partners such as European Union, SIDA, DfID, Irish Aid and USAID. Through these partnerships, the project will mobilise resources as well as foster synergies with other related initiatives and programmes of these partners. Programme Implementation will be undertaken at the upstream, meso, and micro levels, depending on the particular intervention.



**Targeted Groups:** Although the programme targets the general population, the primary beneficiaries will be women (adult), youth (young females and males) and Persons with Disabilities (PWDs) especially the poor who will benefit from the improved quality of natural resources, and their productive and income generation capacities and livelihood opportunities are improved in an environmentally sustainable manner. The secondary beneficiaries will be the wide range of MDAs and non-state actors whose capacity will be strengthened to provide the right policy and legal environment and implement NRM, job creation and livelihood policies and legal frameworks.

### **South-South and Triangular Cooperation (SSC/TrC)**

South to South and Triangular Co-operation involving Governments, regional organisations, CSOs, academia and the private sector shall be promoted through knowledge exchange and learning from countries that have gained experience in implementation of similar initiatives such as the Songhai Model including Benin, Nigeria, Congo Brazzaville, Liberia and Sierra Leone among others.

### **Knowledge**

This programme will produce knowledge products including evaluation reports; publications on piloting and up-scaling the Songhai Model; databases and media products (i.e. documentaries, video clips, sound bites, news articles, press releases), most of which shall be posted on UNDP and other stakeholder websites. The programme will create visibility through involving high-ranking partners in implementation and communication of key programme activities.

### **Sustainability and Scaling Up**

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 (SSC) and continuous learning. The programme will build on and work through the existing government structures and resources including securing land for piloting the Songhai model. It will be integrated and scaled up while leveraging resources from government and other development partners.

### **Communication Strategy**

The IGGPR programme will adopt a Communication for Development (C4D) approach, which consists of using a two-way and horizontal communication approach to enhance sustainable and inclusive development and reduce poverty and inequalities while preserving the environment and the status of Uganda as *the Pearl of Africa*.

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 that promote effective and efficient use of natural resources, expand livelihood and create employment opportunities for all, particularly women and the younger generations; 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 promote best practices related to Natural Resource Management, Livelihood and Job Creation.



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## **IV. PROGRAMME MANAGEMENT**

### **Cost Efficiency and Effectiveness**

This programme will be expected to deliver maximum results with available resources based on evidence on similar approaches used by UNDP Uganda in supporting related projects on improving policies and strategies for environment, natural resources management in Uganda among others. Furthermore, it will pilot and scale of proven approaches such as the Songhai Model in Benin and Nigeria among other Countries.

The selected pathways are the most efficient and effective of available options because they are based on a clear theory of change to explore different options to achieve the maximum results with available resources. Based on lessons learned from various evaluations such as CPAP evaluation 2010-2014/15, a large UNDP portfolio with many small projects (about 35) with 10 outcomes was noted as a challenge in implementing and documenting results. UNDP was encouraged to move away from micro-support modalities to issue-based focused programmes with a large scope. Hence UNDP will adopt a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/ projects and through joint operations (e.g., monitoring or procurement) with others.

## V. RESULTS FRAMEWORK<sup>9</sup>

<p><b>Outcome indicators as stated in the Country Programme for Global/Regional Results and Resources Framework, including baseline and targets: Outcome 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.</b></p>	
<p>1. % of land under forest and wetlands B: Forest, 14; wetlands, 10.9 (2013) T: Forest, 18.5; wetlands, 10.9</p>	<p>Number of jobs created as result of Natural Resource Management B: 480,854 (2014); T:1,064,649</p>
<p>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)</p>	<p>S: NDP progress report; F: Annual; R: Growth and Poverty Unit</p>
<p>3. Economic loss from natural hazards (IRRF 5.2) B: \$3.1 million (2013) T: \$2 million S: Desinventar Disaster Database; F: Annual; R: OPM/NECOC</p>	
<p><b>Applicable Output(s) from the UNDP Strategic Plan: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</b></p>	
<p><b>Project title and Atlas Project Number: Inclusive Green Growth Project. Atlas Project Number: 000</b></p>	

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>10</sup>	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
				Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)	Year (2020)	FINAL	
<p><b>Output 1:</b> 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</p>	<p>3.1.1.1: No. of target institutions that have implemented policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change mitigation and resilience initiatives.</p>	<p>Annual Sector review reports</p>	<p>Value</p>	<p>Year 1 (2016)</p>	<p>Year 2 (2017)</p>	<p>Year 3 (2018)</p>	<p>Year 4 (2019)</p>	<p>Year (2020)</p>	<p>FINAL</p>	
	<p>63</p>	<p>2013</p>	<p>68</p>	<p>74</p>	<p>80</p>	<p>80</p>	<p>80</p>	<p>80</p>	<p>80</p>	<p>Review of Sector Annual Performance Reports</p>
	<p>3.1.1.2: Hectares of land (in target areas) that are managed under a conservation, sustainable use or access and benefits sharing regime, disaggregated by category (IRRF 1.5)</p>	<p>S: Annual sector performance reports; F: Every two years</p>	<p>In Situ</p>	<p>2013</p>	<p>In situ</p>	<p>In situ</p>	<p>In situ</p>	<p>In situ</p>	<p>In situ</p>	<p>Review of Sector Annual Performance Reports</p>
			<p>1,178,710</p>	<p>1,178,710</p>	<p>1,178,710</p>	<p>1,178,710</p>	<p>1,178,710</p>	<p>1,178,710</p>	<p>1,178,710</p>	<p>In situ sustainable use: 4,500,000.</p>

<sup>9</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>10</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>10</sup>	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)	Year (2020)	FINAL		
provisions for incentive measures	3.1.1.4: No. of new partnership mechanisms with funding for sustainable management solutions on natural resources, ecosystem services, chemicals and waste at national and/or subnational levels, disaggregated by partnership type (MDAs, DLGs and CBO Agreements).	UNDP Project Reports	131	151	176	200	200	200	200	200	Review of UNDP Project reports
	3.2.1.1: No. of country diagnostics conducted by relevant MDAs that have informed policy options on national response to sustainable development options	Sector Annual Performance Review reports	0	4	8	12	12	12	12	12	12
Output 2: 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	3.2.1.2: No. of targeted MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies	Sector Annual Performance Review Reports	0	0	1	2	2	2	2	2	Review of Sector Annual Performance Reports
	3.1.3.1: No. of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category.	Sector Annual Performance Review Reports	0	0	2	5	5	5	5	5	Review of Sector Annual Performance Reports
Output 3: 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	3.1.3.2: No. of new partnership mechanisms with funding for (a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level	CBO Grant Agreements/Memorandums of Understanding	(a)131	(a)160	(a)190	(a) 220	(a) 250	(a) 250	(a) 250	(a)250	Review of CBO Grant Agreements/Memorandums of Understanding
	(b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women.	UNDP Annual Reports	(b)31	(b) 43	(b)55	(b) 67	(b) 80	(b) 80	(b) 80	(b)80	Review of Sector Annual Performance Reports
	3.2.3.2: Percentage of targeted MSMEs that comply with corporate governance standards.	UNDP Annual Reports	30	31	32	34	35	35	35	50	Review of Sector Annual Performance Reports



EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>10</sup>	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)	Year (2020)	FINAL	
and job creation (CSOs)											
Output 4: 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	3.1.2.1: % of population in targeted districts with access to renewable energy sources	Sector Annual Performance Review Reports	10 (M/F: 50/50)	2013	11% (M/F: 50/50)	13% (M/F: 48/52)	15% (M/F: 44/56)	15% (M/F: 44/56)	15% (M/F: 44/56)	15% (M/F: 44/56)	Review of Sector Annual Performance Reports
	Number of people with improved access as a result of UNDP Supported intervention	Sector Annual Performance Reports	17,000	2015	21,000	24,000	24,000	24,000	24,000	24,000	Review of Sector Annual Performance Reports

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project 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 project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by programme management.	MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000
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 project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify project 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.	MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000
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.	MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000

							Selected Sector / CSO	Private	
<b>Programme Report</b>	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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the programme (final report)					MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000	
<b>Programme Review (Programme Board)</b>	The programme's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Programme Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress will be discussed by the project board and management actions agreed to address the issues identified.				MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	100,000	

#### Evaluation Plan<sup>11</sup>

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAE/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation of Inclusive Green Growth	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	Objective 1	3.1	2018	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	30,000
Terminal Evaluation of Inclusive Green Growth	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	Objective 1	3.1	2020	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	30,000
Mid-term Evaluation of gender mainstreaming in the UNDP programme	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	Objective 4	3.1	2018	UNDP, MWE, MoFPED, NEMA, MEMD, MGLSD, MAAIF, MOLG, PSFU, NPA, UWA, NFA, Selected Private Sector / CSO	10,000

<sup>11</sup> Optional, if needed



## VII. MULTI-YEAR WORK PLAN <sup>12,13</sup>

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/TIMELINE						TOTAL	
				Budget Description	2016	2017	2018	2019	2020		
<p><b>Output 1:</b> 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>Result Indicator 3.1.1.1:</b> No. of target institutions that have implemented policies, strategies, and budgets that integrate sustainable energy, natural resource and land management, biodiversity, climate change mitigation and resilience initiatives</p> <p><b>Baseline:</b> 63</p> <p><b>Targets</b> 2016:68 2017:74 2018:80</p>	<p><b>Activity Result 1:</b> Policies and strategies for environment, natural resources, livelihoods and job creation strengthened and integrated.</p> <p>1. Review and identify gaps in the existing policies and strategies for environment, natural resources, livelihoods and job creation.</p> <p>2. Support policy reforms to integrate natural resources, livelihoods and job creation.</p> <p>3. Facilitate stakeholder policy dialogues at national and district levels for integrated natural resources, livelihoods and job creation.</p> <p>4. Support Piloting of biodiversity offsets model and integration of ecosystems values into national and local planning, development processes, poverty reduction strategies and accounts.</p> <p>5. Support land use planning for national development.</p>	MWE	UNDP DONOR	32,000	550,000	463,000				1,395,000	
	<p>6. Support the formulation of Green Jobs Generation Strategy and Guidelines along ENR value chain.</p> <p><b>Activity Result 2: Legal and regulatory frameworks for enhancing natural resource management, livelihood and job creation improved.</b></p> <p>1. Support the review of selected laws and regulations for natural resources management.</p> <p>2. Support institutional review and strengthening of coordination between central local government MDAs in policy implementation and regulation of NR and environment management.</p>	NEMA	UNDP DONOR	25,000	590,000	375,000				990,000	
	<p><b>Baseline:</b> In situ 1,178,710, sustainable use 4,420,000</p>		NEMA		15,000	195,000					210,000
			MWE		10,000	100,000	75,000				185,000

<sup>12</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>13</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/TIMELINE								
				Budget Description	2016	2017	2018	2019	2020	TOTAL		
<b>Targets</b> <i>In-Situ</i> 2016: 1,178,710 2017: 1,178,710 2018: 1,178,710  <b>Sustainable use (SU)</b> 2016: 4,440,000 2017: 4,470,000 2018: 4,500,000  <b>Indicator 3.1.1.4:</b> No. of new partnership mechanisms with funding for sustainable management solutions on natural resources, ecosystem services, chemicals and waste at national and/or subnational levels, disaggregated by partnership type (MDAs, DLGs and CBO Agreements).  <b>Baseline: 131</b>  <b>Targets</b> 2016: 151 2017: 176 2018: 200  <b>Indicator 3.2.1.2:</b> No. of targeted MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies  <b>Baseline: 0</b>  <b>Targets</b> 2016: 4 2017: 8 2018: 12	3. Provide support for review of structures and procedures in environmental sentencing.	MOJCA		150,000			150,000				300,000	
	4. Support development of guidelines, standards, Ordinances and byelaws for guiding implementation of the policies.	NEMA		145,000			150,000					295,000
	<b>Activity Result 3: Knowledge and empirical evidence generated for supporting policy, technical and operational decisions.</b>	<b>MOFPED,</b>	<b>UNDP DONOR</b>		<b>37,000</b>	<b>350,000</b>	<b>303,000</b>				<b>940,000</b>	<b>1,880,000</b>
	1. Support relevant sector institutions to monitor, collect, report on SDG for NRM, livelihood and job creation at national and decentralized levels.	UBOS			20,000	50,000	80,000				230,000	430,000
	2. Support analysis and utilization of real time (big data) generated through interventions in integrated NRM, livelihood and job creation.	MOFPED			17,000	50,000	80,000				230,000	477,000
3. Support dissemination of findings from respective studies to policy and decision makers, key stakeholders and the general public.	MOFPED				80,000	30,000				150,000	260,000	
4. Strengthen south-south cooperation in research, knowledge management, technology transfer and information services in NRM, job creation and livelihood.	UNCST				120,000	40,000				180,000	340,000	
5. Support expansion of knowledge base of ecological and socioeconomic value of key environment and natural resources such as wetlands, forests, mountains among other stakeholders.	EPRC				50,000	73,000				150,000	373,000	
Monitoring			UNDP	5,000	110,000	60,000					175,000	
<b>Sub Total for Output 1</b>			UNDP	99,000	1,490,000	1,201,000					3,500,000	

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/TIMELINE					
				Budget Description	2016	2017	2018	2019	2020
<p><b>Output 2:</b> 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>Indicators 3.1.2.1:</b> % of population in targeted districts with access to renewable energy sources</p> <p><b>Baselines</b> 10 (M/F: 50/50) (2013)</p> <p><b>Targets:</b> 2016: 11% (M/F: 50/50) 2017: 13% (M/F: 48/52) 2018: 15% (M/F: 44/56)</p> <p><b>Indicator 3.1.2.2:</b> No. of people benefiting from strengthened livelihoods through solutions for natural resources management, ecosystem services, chemicals and waste</p> <p>B: 23,424,172 (M/F: 49/51) (2013); S: UBOS abstract; F: Annual</p> <p><b>Targets:</b> 2016: 23,674,379 (M/F: 48/52) 2017: 23,924,586 (M/F: 47/53) 2018: 24,174,793 (M/F: 46/54) 2019: 24,425,000 (M/F: 44/56)</p> <p><b>Indicator 3.2.2.2:</b> No. of pilot and demonstration projects/business models initiated or scaled up by national partners</p>	<p><b>Result Area 1: Enforcement of environmental management regulations and laws within the communities strengthened</b></p> <p>1. Support preparation, implementation and enforcement of environment and natural resources management plans.</p> <p>2. Empower the communities through innovations to monitor and report environmental abuse / crimes.</p> <p>3. Support management of toxic chemicals and e-wastes including the establishment of modern waste management infrastructure.</p> <p><b>Activity Result 2: Adopt and pilot the Songhai Model for youth empowerment in Uganda</b></p> <p>1. Sensitize policy makers on Songhai model</p> <p>2. Conduct feasibility study for adapting the model in Uganda</p> <p>3. Establish board members and orient them on the model</p> <p>4. Select site for model centre and recruit staff.</p> <p>5. Rehabilitate the physical structures at the site and equip the management office</p> <p>6. Sensitize the technical staff and adapt the Songhai modules</p> <p>7. Train 100 youths in Benin, Gambia or Nigeria</p> <p>8. Develop a partnership and resource mobilization strategy</p> <p>9. Establish two satellite sites for the Songhai model in Uganda</p> <p>10. Evaluate the implementation of the model in Uganda</p>	NEMA	UNDP DONOR	95,000	1,405,000	1,700,000	3,500,000		
		NEMA,		35,000	605,000	700,000	1,440,000		
		NEMA		30,000	600,000	700,000	1,430,000		
		National Chemicals Regulatory Authority (NCRA)		30,000	200,000	300,000	630,000		
		MoGLSD	UNDP DONOR	127,500	1,945,000	2,211,500	4,075,000		
		MoGLSD,		37,500			37,500		
		MoGLSD,		45,000			45,000		
		MoGLSD,		45,000			45,000		
		MoGLSD,			45,000		45,000		
		MoGLSD,			500,000		1,000,000		
	MoGLSD,			400,000	411,500	400,000	1,811,500		
	MoGLSD,				300,000	391,000	800,000		
	MoGLSD,				50,000	50,000	100,000		
	MoGLSD,				1,450,000	3,150,000	4,600,000		
	EPRC,				84,000	84,000	84,000		



EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/ TIMELINE							
				Budget Description	2016	2017	2018	2019	2020	TOTAL	
B: 0 (2013); S: Sector review reports; F: Annual	Activity result 3: Support youth innovation for NRM, job creation and livelihoods.	MoGLSD	UNDP DONOR		15,000	511,000	240,000				766,000
<b>Targets</b>	1. Support establishment of a youth innovation challenge fund for NRM and livelihoods	MoGLSD			15,000	511,000	240,000				
2016: 1	Monitoring		UNDP		12,500	219,000	218,500				400,000
2017: 3											
2018: 5											
<b>Indicator 3.2.2.3: No. of new functional partnerships implementing innovative solutions for development</b>											
B: 0 (2013); S: Sector review reports; F: Annual.											
<b>Targets</b>											
2016: 1											
2017: 3											
2018: 5											
<b>Output 3: 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)</b>											
	<b>Sub Total for Output 2</b>				250,000	3,861,000	4,161,000		0	0	8,950,000
	<b>Activity Result 1: Capacity of relevant CSOs and other non-state actors strengthened to advocate for implementation of policies, guidelines and regulations on NRM, job creation and livelihood</b>	MWE	UNDP		31,000	400,000	300,000		374,000		731,000
	1. Assess and strengthen the capacity of relevant Civil Society Associations to advocate for implementation of policies, guidelines and regulations on integrated NRM, job creation and livelihood.										
	2. Develop programmes that address awareness and dialogue on local cultural barriers to NRM				31,000	100,000	50,000		74,000		255,000
	3. Support organizations of youth, women, PWD and other vulnerable people to develop strong governance, organizational and management systems and procedures for enhancing their participation in NRM.										
<b>Indicator for 3.1.3.1: No. of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category.</b>											
<b>Baseline 0</b>											
<b>Targets:</b>	<b>Activity Result 2: Partnership in implementing innovative and scalable market-based solutions in NRM, JC and livelihood developed</b>	MGLSD.									
2016: 0											
2017: 2			UNDP DONOR		44,000	512,000	650,000		659,000		1,206,000

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/TIMELINE					
				Budget Description	2016	2017	2018	2019	2020
2018: 4 2018: 5	1. Strengthen capacity of UN Global Compact stakeholders and other relevant NRM	MGLSD		20,000	62,000	60,000	69,000		211,000
<b>Indicators for 3.1.3.2:</b> No. of new partnership mechanisms with funding for (a) Sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level (b) Improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	2. Provide support for promoting public-private partnerships (especially between businesses from developed and developing countries) to build capacity and catalyse innovation in development of sustainable energy sources and production of products for use in sustainable energy	PSFU		14,000	40,000	40,000	40,000		134,000
	3. Support National participation in Global and regional partnerships for sustainable ENR, job creation and livelihoods	MGLSD		10,000	10,000	20,000	20,000		60,000
<b>Baselines:</b> (a) 131; (b) 31 (2013);	4. Support the generation of green jobs in the formal and informal sectors for young people along the ENR value chain	MGLSD			200,000	280,000	280,000		760,000
<b>Target 3.1.3.2</b> 2016: (a) 160 (b) 43 2017: (a) 190 (b) 55 2018: (a) 220 (b) 67 2019: (a) 250 (b) 80	5. Introduce Apprenticeship Programme for Skills Development for green job creation, livelihood and ENR Monitoring	MGLSD,		200,000	250,000	250,000	700,000		200,000 50,000
<b>Indicator for 3.2.3.2:</b> Percentage of targeted MSMEs that comply with corporate governance standards									
<b>Baseline:</b> 30 (2014)									
<b>Targets<sup>14</sup></b> 2016: 31 2017: 32 2018: 34 2019: 35									
	<b>Sub Total for Output 3</b>			<b>75,000</b>	<b>912,000</b>	<b>950,000</b>	<b>1,033,000</b>		<b>1,987,000</b>

<sup>14</sup> Total target for this project is 35.

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	BUDGET/TIMELINE					TOTAL
				2016	2017	2018	2019	2020	
<p><b>Output 4:</b> 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>Targets</b> Number of people with improved energy access as a result of UNDP-supported intervention<sup>15</sup> Baseline 2015 (17,000); Targets 2016: 21,000 2017: 24,000</p> <p>Number of kilowatt hours (kWh) of energy generation from UNDP-supported renewable energy projects</p> <p>Baseline: TBD 2016: TBD 2017: TBD 2018: TBD 2019: TBD 2020: TBD</p>	Activity Result 1: Coordination for Sustainable Energy for all Initiative supported	MEMD	UNDP DONOR	30,000	300,000	300,000	400,000		1,030,000
	1. Support relevant institutions to implement Sustainable for All Initiative			20,000	160,000	170,000	270,000		620,000
	2. Promote sharing of information and experiences at national, regional and international level on Sustainable Energy.	MEMD		10,000	140,000	130,000	130,000		410,000
	Activity Result 2: Access to clean sustainable energy sources promoted	Selected Private Sector/CSO	UNDP DONOR	28,750	304,400	302,500	517,350		1,153,000
	1. Support establishment and operationalization of innovative public partnerships, financing and participation for sustainable off-grid energy financing and investments.	Selected Private Sector/CSO		10,750	100,000	100,000	220,000		430,750
	2. Support adoption and scale-up of clean energy solutions for productive uses at institutional and household levels	Selected Private Sector/CSO		10,000	150,000	150,000	210,000		520,000
	3. Support establishment and strengthening platforms for sustainable energy solutions.	Selected Private Sector /CSO		8,000	54,400	52,500	87,350		202,250
	Activity Result 3: Energy enterprises (e.g. Energy co-operatives, financial institution, community platforms) supported to develop cost-effective alternative energy solutions	MTIC	UNDP DONOR	10,000	300,000	300,000	400,000		1,010,000
	1. Support energy co-operatives and creation of markets to develop cost effective and sustainable energy solutions.	MTIC		5,000	180,000	160,000	270,000		615,000
	2. Support financial institutions to develop cost-effective and sustainable energy solutions	MEMD		5,000	120,000	140,000	130,000		395,000
	Monitoring			7,250	90,000	90,000	90,000		270,000
<b>Sub Total for Output 4</b>			<b>76,000</b>	<b>994,400</b>	<b>992,500</b>	<b>1,407,350</b>	<b>0</b>	<b>3,463,000</b>	
<b>Project Implementation Budget</b>			<b>344,894</b>	<b>6,094,219</b>	<b>5,616,580</b>	<b>2,643,351</b>	<b>421,356</b>	<b>15,120,400</b>	
Evaluation									
Communications (1%)			3,669	64,832	56,559	25,355	4,483	154,898	
					30,000		44,489	74,489	

<sup>15</sup> UNDP Strategic Plan Results 2015



EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	FUNDING SOURCE	Budget Description	BUDGET/TIMELINE					TOTAL
					2016	2017	2018	2019	2020	
Support to Country Office Programme Implementation				3,669	64,832	86,559	25,355	48,972	229,387	
General Management Services (8%)				30,116	532,142	466,831	208,112	40,636	1,277,838	
Direct Project Costs				27,885	492,724	432,251	192,696	37,626	1,183,183	
Administrative/Management Support Cost				57,091	1,008,788	880,064	394,521	69,748	2,410,211	
<b>TOTAL</b>				<b>406,564</b>	<b>7,183,917</b>	<b>6,652,141</b>	<b>3,112,779</b>	<b>548,591</b>	<b>17,903,992</b>	

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## **VIII. MANAGEMENT ARRANGEMENTS**

### **Programme Board**

There will be a Programme Board comprising of UNDP, MOFPED, MWE, NEMA, MEMD, MAAIF, MoLG, PSFU, NPA, UWA, NFA and representatives from academia, CSOs and private sector. The Programme Board will be the highest policy organ in the project management structure responsible for governance and oversight of the project. It will be chaired by PS MWE or any other official delegated by him/her.

The roles of the Board will be to:

- 1) provide policy, strategic and functional direction and guidance to the project including making all the necessary policy-level decisions and approval of annual work plans and budgets
- 2) be responsible for overall coordination among all responsible parties and stakeholders, with respect to programme matters
- 3) approve the procedures, mechanisms, tools, memoranda of understanding, study outputs etc. that are produced by the programme. Towards this end, the Board will constitute a Technical Advisory Committee (TAC) from among its membership. Terms of Reference of the TAC will be provided by the Board.
- 4) ensure professionalism, ethics and integrity in implementation of the project.

### **The Senior Supplier**

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board will be to provide guidance regarding the technical feasibility of the programme. The Senior Supplier role also has the authority to commit or acquire supplier resources required.

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

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected programme output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the programme are made available
- Contribute supplier opinions on programme Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts

The supplier assurance role responsibilities include:

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

### **The Senior Beneficiary**

The Senior Beneficiary will be responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the programme. The role represents the interests of all those who will benefit from the programme, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role is to monitor progress against targets and quality criteria.

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

- Ensure the expected output(s) and related activities of the programme are well defined

- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected programme output(s)
- Prioritise and contribute beneficiaries' opinions on Programme Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

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

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

### **The Executive**

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

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

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

### **National Programme Manager**

The programme will have a national programme manager who will either be a staff seconded by the implementing partner or a person recruited by the Board. The specific tasks of the programme manager will include:

1. Manage on a day to day basis the project activities, resources and support staff and ensure the realization of programme deliverables
2. Ensure that resources are used and dully accounted for in accordance with the laid down systems, procedures and practices
3. Coordinate closely with responsible partners while maintaining and open communication with them
4. Provide guidance and direction to the programme support team and consultants.
5. Detect risks/challenges in time and inform the programme board promptly
6. Coordinate internal and external missions, consultancies, audits among responsible parties
7. Organise retreats for responsible parties to share lessons, exchange ideas and build team work
8. Maintain the safety of the programme assets
9. Ensure accuracy and reliability of finance and technical reports and also prepare all the mandatory reports including annual planning and review reports and submit to the programme board.
10. Participate in relevant UNDP planning and progress reporting events/activities for purposes of establishing synergy with other programme.
11. At the end of the programme, prepare final programme review report and undertake the mandatory closure processes as stipulated by UNDP



### **Programme support**

The Programme will engage a Programme Associate to provide programme administration, management and technical support to the Programme Manager in the implementation of interventions and monitoring of Programme activities and utilization of financial resources.

The support to be provided by the Programme Associate includes:

**a) Provision of administrative services:**

- (i) Setting up and maintaining project files;
- (ii) Collecting project related information data;
- (iii) Updating plans
- (iv) Administering the quality review process
- (v) Administering Project Board meetings

**b) Project documentation management:**

- (i) Administering project revision control
- (ii) Establishing document control procedures
- (iii) Compiling, copying and distributing all project 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 project 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 project; and
- (ix) Discharge and fulfil all statutory requirements and obligations on behalf of the project.

**d) Provision of technical support services**

- (i) Provide technical advices
- (ii) Review technical reports
- (iii) Monitor technical activities carried out by responsible parties

### **Responsible Parties**

Responsible parties will be institutions with specific responsibilities to deliver certain deliverables under the project. UNDP POPP guidelines will be followed in deriving working relationships between the IP and RPs.

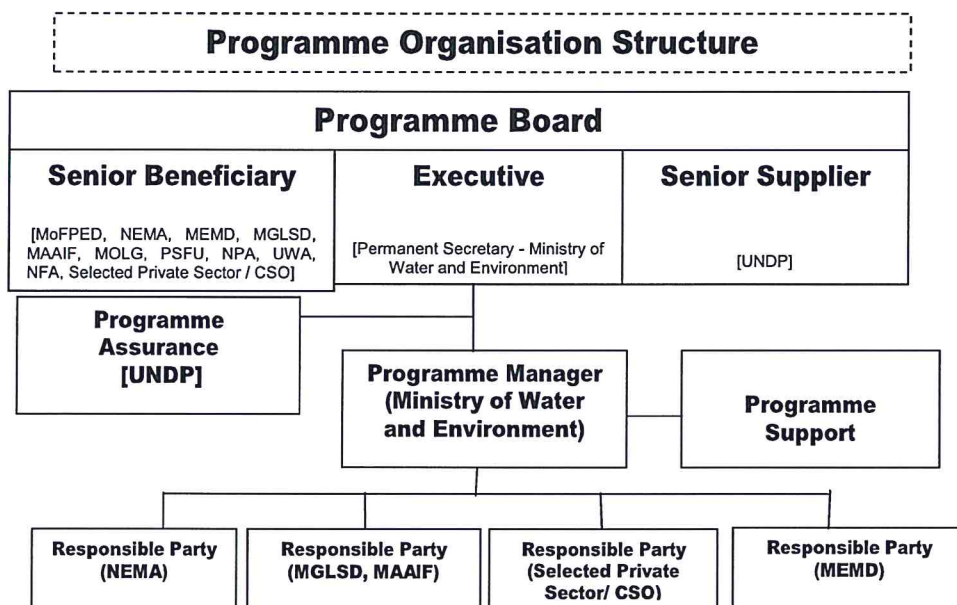
### **UNDP Programme Assurance functions**

The programme assurance function will reside within UNDP's IGG Programme portfolio. Accordingly, UNDP will provide technical assistance when needed. In addition, the UNDP will provide periodic monitoring and evaluation of the programme implementation to ensure that the project is on track, is maintaining synergy with other projects and is contributing to the CPD and UNDAF outcomes.

Specific responsibilities will include:-

1. Ensure that decisions from the project Board are followed up
2. Monitor and report to project Board on risks to the project
3. Maintain liaison with IP and RPs under the programme and offer support where need be

4. Ensure that substantive reporting of the programme, accountability and use of resources is in conformity with UNDP standards
5. Participate in field monitoring, missions and relevant meetings
6. Ensure that programme output decisions and activity definitions including description and quality criteria are recorded in ATLAS project management module to facilitate monitoring and reporting.



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## 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)

2. Implementing Partner:

- Government Entity (NIM)

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 programme 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.



## X. ANNEXES

### 1. Programme Quality Assurance Report

OUTPUT 1: Inclusive Green Growth: Strengthening sustainable natural resources management for job creation and improved livelihoods			
Activity Result 1 (Atlas Activity ID)	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	Start Date: 2016 End Date: 2018	
Purpose	To Strengthen and integrate Policies and strategies for environment, natural resources, livelihoods and job creation; Improve legal and regulatory frameworks for enhancing natural resource management, livelihood and job creation; Generate knowledge and empirical evidence for supporting policy, technical and operational decisions.		
Description	Review, identify gaps, formulate and support reforms of policies and strategies for environment, natural resources, livelihoods and job creation; Development of guidelines, standards, Ordinances and byelaws for guiding implementation of the policies; Monitoring, collection and reporting on SDG for NRM, livelihood and job creation at national and decentralized levels; Analysis and utilization of real time (big data) generated through interventions in integrated NRM, livelihood and job creation; Dissemination of findings from respective studies to policy and decision makers, key stakeholders and the general public; Strengthen south-south cooperation in research, knowledge management, technology transfer and information services in NRM, job creation and livelihood; and support expansion of knowledge base of ecological and socioeconomic value of key environment and natural resources such as wetlands, forests, mountains among other stakeholders.		
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>	
1. Number of institutions that have implemented policies and strategies integrating natural resources, livelihoods and job creation	Sector review reports	Every year	
2. Hectares of land that are conserved and used sustainably	Annual sector performance reports	Every two years	
3. Number of new partnership mechanisms with funding for sustainable management solutions on natural resources	UNDP programme reports	Every year	
4. Number of country diagnostics conducted informing policy options on national response to sustainable development options	Sector review reports	Every year	

<p>5. Number of MDAs that have implemented inclusive, market-oriented and environmentally responsive policies, plans and strategies</p>	<p>Sector review reports</p>	<p>Every year</p>
<p><b>Activity Result 2 (Atlas Activity ID)</b></p>	<p>By 2018, Relevant MDAs and LGs with relevant Technical, technological, operational and financial capacities to operationalize natural resources management policies and legal frameworks in view of establishing strong linkages between natural resources management, livelihood and Job creation</p>	<p><b>Start Date:</b> 2016 <b>End Date:</b> 2018</p>
<p><b>Purpose</b></p>	<p>To build capacities of MDAs and CSOs in the implementation of environmental management regulations, increase use of alternative renewable energy sources and create livelihoods alternatives for youth in NRM using the Songhai Model.</p>	
<p><b>Description</b></p>	<p>This output will support the preparation and implementation of the ENRM regulations, support communities participation in monitoring and reporting on environmental degradation; Support management of the toxic and e-wastes, including the establishment of a modern e-waste management infrastructure. It will also support investments in efficient and renewable alternative energy sources at institutional and household levels. The output will also pilot the Songhai that will have youth trained in livelihoods programme. A youth challenge fund will also be established.</p>	
<p><b>Quality Criteria</b> <i>How/with what indicators the quality of the activity result will be measured?</i></p>	<p><b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i></p>	<p><b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i></p>
<p>Percentage of population in targeted districts with access to renewable energy sources</p>	<p>UBOS report Quarterly and annual project reports End year Evaluation report</p>	<p>2017; 2018 Quarterly By October 2017</p>
<p>1. Number of people benefiting from strengthened livelihoods through solutions for natural resources management, ecosystem services, chemicals and waste</p>	<p>Energy sector review report Quarterly/annual reports Mid-year CPD Evaluation report</p>	<p>Annually (2017;2018) Quarterly By October 2017</p>
<p>2. Number of pilot and demonstration projects/business models initiated or scaled up by national partners</p>	<p>Quarterly/annual reports Field reports Mid-year CPD evaluation report</p>	<p>Quarterly By October 2017</p>
<p>3. Number of new functional partnerships implementing innovative solutions for development</p>	<p>Annual reports Mid-year CPD evaluation report</p>	<p>Dec 2017,2018 By October 2017</p>
<p><b>Activity Result 3 (Atlas Activity ID)</b></p>	<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 natural resources management.</p>	<p><b>Start Date:</b> 2016 <b>End Date:</b> 2019</p>



promote and document good community practices that link natural resources management to improved livelihood and job creation			
<b>Purpose</b>	To strengthen the technical, technological, operational and financial capacities of relevant MDAs, selected LGs, media and CSOs to raise awareness and engage the public in NRM for improved community livelihood.		
<b>Description</b>	The project will undertake interventions aimed at strengthening the capacity of relevant CSOs and other non-state actors to advocate for implementation of policies, guidelines and regulations on natural resources management, job creation and livelihood. The project will also create partnerships aimed at developing innovative and scalable market-based solutions in natural resources management, job creation and livelihood.		
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
1) Number of functional platforms established to engage citizens at all levels for sustainable environment and natural resources, disaggregated by category.	Physical documentation of meetings and reports	The assessment of quality will be performed on a quarterly basis.	
2) Number of new partnership mechanisms with funding for sustainable management solutions of natural resources, ecosystem services, chemicals and waste at national and/or subnational level	Letters of Agreement and Memoranda of Understanding	The assessment of quality will be performed on an annual basis.	
<b>Activity Result 4</b> <b>(Atlas Activity ID)</b>	By 2020, relevant MDAs, selected LGs, CSOs, CBOs, and Research institutions with adequate technical, technological, operational and financial capacities to develop models of cost-effective alternative energy solutions for domestic needs and determine scalability		
<b>Purpose</b>	To strengthen the technical, technological, operational and financial capacities of relevant MDAs, selected LGs, CSOs, CBOs and research institutions to develop and determine scalability of cost-effective alternative energy solutions for domestic needs and determine scalability		
<b>Description</b>	The project will undertake interventions aimed at promoting access to clean sustainable energy sources. In particular, the project will support (i) the adoption and scale-up of sustainable energy solutions at institutional and household levels; (ii) creation of markets for ENR goods and services; (iii) the generation, promotion and dissemination of knowledge and relevant information on sustainable and renewable energy alternatives at national, regional and international levels.		
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification: what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
1) Number of new partnership mechanisms with funding for improved energy efficiency and/or sustainable energy solutions targeting underserved communities/groups and women	Letters of Agreement and Memoranda of Understanding	The assessment of quality will be performed on an annual basis.	
2) Percentage of targeted MSMEs that comply with corporate governance standards:	Quarterly and Annual Programme progress reports.	The assessment of quality will be performed on a quarterly basis.	



## 2. Social and Environmental Screening Template

### Programme Information

Programme Information	
1. Programme Title	Inclusive Green Growth for Poverty Reduction
2. Project Number	
3. Location (Global/Region/Country)	Uganda.

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

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

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

The programme 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.

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

The programme 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 programme has integrated gender related concerns in the design and implementation strategies; gender disaggregated targets and indicators and targeting underserved communities/groups and women.

*Briefly describe in the space below how the Project mainstreams environmental sustainability*

The programme 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**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment I – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment I then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>	<p><b>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)?</b></p>
<p><b>Risk Description – No risks identified</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>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.</b></p>
Risk 1:	I = P =	Not applicable
Risk 2	I = P =	
Risk 3: ....	I = P =	
Risk 4: ....	I = P =	
[add additional rows as needed]		
<p><b>QUESTION 4: What is the overall Project risk categorization?</b></p>		
<p>Select one (see <a href="#">SESP</a> for guidance)</p>		<p>Comments</p>
<p>Low Risk <input type="checkbox"/></p>		<p>No risks identified <input checked="" type="checkbox"/></p>
<p>Moderate Risk <input type="checkbox"/></p>		
<p>High Risk <input type="checkbox"/></p>		



<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		<b>Not applicable</b>
Check all that apply		Comments
Principle 1: Human Rights	<input type="checkbox"/>	
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>	
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
4. Cultural Heritage	<input type="checkbox"/>	
5. Displacement and Resettlement	<input type="checkbox"/>	
6. Indigenous Peoples	<input type="checkbox"/>	
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

### Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor	4th February 2016	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	8 <sup>th</sup> March 2016	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	8 <sup>th</sup> March 2016	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		Answer (Yes/No)
<b>Principles 1: Human Rights</b>		
1.	Could the Project 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 Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>16</sup>	No
3.	Could the Project 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 Project 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 Project?	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 Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project 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 Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project 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
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		

<sup>16</sup> 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.

<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project 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?	No
1.3	Does the Project 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)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project 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? <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 Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>17</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <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>	No

<sup>17</sup> In regards to CO<sub>2</sub> 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.]



<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project 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 Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project 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 Project 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 Project 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 Project 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
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project 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: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project 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 Project would lead to forced evictions? <sup>18</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		

<sup>18</sup> 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 Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project 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 Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <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 Project would be categorized as either Moderate or High Risk.</i>	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 Project 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 Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project 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 Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <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>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

### 3. Risk Analysis.

<b>Programme Title:</b> Inclusive Green Growth for Poverty Reduction	<b>Award ID:</b> 00092356	<b>Date:</b> 8 <sup>th</sup> March 2016
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#	Description	Date Identified	Type	Impact Probability &	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Unpredictable weather patterns	October 2015	Environmental	Medium because of the changing weather patterns being experienced in the country and in Africa. Impact is likely to be moderate because not all the people, particularly the vulnerable have the capacity for resilience  P= 3 I=3	Disseminate climate information (Linkage with Climate group)  Appropriate interventions (e.g. drought resistant value chains, crop insurance, drought resistant varieties)	Programme Board	Consultant during programme formulation workshop	October 2015	No change but will be addressed during project implementation
2	Insecurity	October 2015	Political	Low because the county has well established security apparatuses but impact may be high in the location where insecurity occurs as many people would be affected  P=2 I=5	Information dissemination Alternatives (e.g. re-routing) and engage media	Programme Board	Consultant during programme formulation workshop	October 2015	No change but will be addressed during project implementation
4	Poor governance (corruption, transparency, accountability...)	October 2015	Operational / Organizational	High: while there are many institutional mechanisms put in place, they are not effective and the impact will be high due to leakage of funds and inefficiency in resource use.  P=5 I=5	Put in place good systems and robust M&E Framework	Programme Board	Consultant during programme formulation workshop	October 2015	No change but will be addressed during project implementation
5	Political interference (e.g. encroachment, de-gazettement, e.t.c.)	October 2015	Political	Medium because there will be a new crop of elected political leaders and impact will be high if culprits are not be dealt with expeditiously.  P=3 I=5	Engagement Demonstrate benefits Promote awareness	Programme Board	Consultant during programme formulation workshop	October 2015	No change but will be addressed during project implementation
6	Availability of counterpart funding	October 2015	Operational	Medium because there has been many instances of delays in counterpart funding and impact will be medium.  P=3 I=3	Improve resource mobilisation efforts	Programme Board	Consultant during programme formulation workshop	October 2015	No change but will be addressed during project implementation

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

(Refer to HACT Micro assessment reports available from UNDP Uganda CO)



