



United Nations Development Programme



United Nations Development Programme

Country: Uganda

Project Document

Project Title:	Territorial Approach to Climate Change in the Mbale region of Uganda
UNDAF Outcome(s):	Outcome 2: Vulnerable segments of the population in Uganda have sustainable livelihoods and employment including improved agricultural systems, to manage the population dynamics, economic disparities, environment shocks and recovery. Outcome 2.2: Vulnerable communities, government, civil society and the private sector are sustainably managing and utilizing the environment and natural resources for improved livelihoods and to cope with the impact of climate change.
Expected CP Outcome(s): <i>(Those linked to the project and extracted from the CPAP)</i>	Capacity of selected institutions strengthened for sustainable environment and natural resources management (ENRM) as well as Climate change (CC) adaptation and mitigation
Expected Output(s): <i>(Those that will result from the project and extracted from the CPAP)</i>	(i) Selected national and local government institutions and communities capacitated to develop key policies and systems for sustainable ENRM and CC adaptation and mitigation. (ii) Selected local government institutions and communities capacitated to mainstream and pilot sustainable ENRM, CC adaptation and mitigation interventions
Implementing Partner:	Mbale District Local Government
Cooperating agency:	Ministry of Water and Environment

Brief Description

Climate change is one of the greatest challenges facing the world's environment, society and economy today. Its impacts can already be seen across the globe. Uganda is highly vulnerable to the effects of climate change. This project will assist the Mbale region of Uganda, encompassing the three districts of Mbale, Manafwa and Bududa, to realize low carbon and climate change resilient development. Towards this objective, the project will assist the Mbale region to develop their *Integrated Territorial Climate Plan (ITCP)*, to fully integrate climate change adaptation and mitigation strategies into their regional development planning; develop a *policy and investment plan* that will identify appropriate regulatory and financial instruments for the implementation of the actions that have been selected by the ITCP and assist the region to access, combine and sequence a variety of financial resources needed to implement the ITCP. The project will also assist the region to address priorities identified in the Uganda NAPA. Mbale will serve as a pilot region for scaling up to other regions within Uganda for this holistic, territorial approach to addressing climate change. Outputs envisaged include:

- Partnership, coordination and participation platform for climate change planning and programming established;
- Capacity built to integrate climate change issues into regional development plans and actions;
- Integrated Territorial Climate Plan (ITCP) for the Mbale region formulated;
- Climate change policy and investment package formulated, i.e., a portfolio of CC adaptation and mitigation policy and investment projects to be implemented by combining and sequencing different financial opportunities; and
- Lessons learned & best practices produced and disseminated within and beyond Uganda.

This is a pilot project for the UNDP-UNEP Global Initiative, "Down to Earth: Territorial Approach to Climate Change."

Programme Period:	2010 – 2012	Budget:	
Key Result Area (Strategic Plan):	Environment and Climate change	Total Resources Required:	USD 1,000,000
Atlas Award ID:	000610006	Total Allocated (secured) Resources:	USD 750,000
Start Date:	July 2010	Regular:	USD 300,000 (UNDP TRAC)
End Date:	June 2012	Other:	
Date of Virtual PAC:	8 Dec 2009 to 24 Jan 2010	Donor:	DFID: USD 450,000 (£300,000) *
Management Arrangements:	National Implementation	Government:	
		In-kind/Parallel Contributions:	USD 100,000: UNDP GEF/ SGP USD 225,000 (£150,000): Waterloo Foundation USD 330,000 (£225,000): Welsh Assembly Government
		Unsecured Resources:	USD 250,000

*DFID contribution is made in British Pound in three instalments in 2010, 2011 and 2012. Thus, the actual value of their contribution in USD will vary depending on the exchange rate applied when the fund is transferred to UNDP account.

Agreed by the Executing Agency: *[Signature]* Date: 06-08-2010

Agreed by the Implementing Partner: *[Signature]* Date: 13-08-2010

Agreed by UNDP: *[Signature]* Date: 13 August 2010

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LIST OF ACRONYMS

ART GOLD	Articulating Territorial and Thematic Networks of Cooperation for Human Development
CDM	Clean Development Mechanism
CO	Country Office
CPD	Country Programme Document
CPAP	Country Programme Action Plan
DDP	District Development Plan
DEAP	District Environment Action Plan
DNA	Designated National Authority
EE	Energy Efficiency
EEG	Environment and Energy Group
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GEF	Global Environment Facility
HQ	Headquarters
ITCP	Integrated Territorial Climate Plan
LPAC	Local Project Appraisal Committee
MDGs	Millennium Development Goals
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MWE	Ministry of Water and Environment
NAPA	National Adaptation Programme of Action
NEMA	National Environmental Management Authority
NHDR	National Human Development Report
nrg4SD	Network of Regional Governments for Sustainable Development
PEAP	Poverty Eradication Action Plan
PONT CAP	Partnerships Overseas Networking Trust Coalition Against Poverty
REDD	Reducing Emissions from Deforestation and Degradation
RSC	Regional Service Centre
RTA	Regional Technical Adviser
SIDA	Swedish International Development Cooperation Agency
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
WAG	Welsh Assembly Government

A. SITUATION ANALYSIS

Global Context:

1. Climate change is one of the greatest challenges facing the world's environment, society and economy today. Its impacts can already be seen across the globe and Uganda will not be immune. Societies can respond to climate change by adapting to its impacts (adaptation) and by reducing GHG emissions (mitigation), thereby reducing the rate and magnitude of change and its negative impacts. Adaptation and mitigation can complement each other and, taken together, can significantly reduce the risks of climate change. They can also bring opportunities in terms of local development – for example, in the form of improving energy access, employment and wealth creation and rehabilitating degraded land through forestry among others.

2. There is growing evidence that decisions about land use and land reform, spatial planning, agricultural policy, electricity market reform, energy security and forest conservation, which are often treated as being independent from climate policy, can significantly reduce emissions. Similarly, non-climate development policies at multiple scales can affect adaptive capacity and vulnerability. In this context, UNDP's climate change strategy is to *support the design of integrated climate change (adaptation and mitigation) policies, strategies and quantified action plans that promote long term sustainability and poverty reduction*¹.

3. UNDP's climate change strategy suggests that the current development assistance dealing with climate change, which tends to result in the development of a wide array of small, dispersed and fragmented projects, must be complemented by an ambitious integrated planning framework that focuses on economic development and the transformation of regions in the face of climate change and that supports the implementation of national policies at the regional level. The integrated planning framework will articulate both short and medium-to-long term regional development priorities, help align development assistance with the identified regional development priorities, identify potential trade-offs between interventions in different sectors and by addressing mitigation and adaptation activities in an integrated manner in the development context, help identify priority actions with multiple benefits (i.e., those with mitigation, adaptation and/or development dividends).

4. In response, UNDP together with UNEP and other partners have developed an initiative - "Territorial Approach to Climate Change". The main objective of the initiative is to assist regional (i.e., subnational) governments in achieving the low-carbon and climate resilient development in their region through the development and implementation of an Integrated Territorial Climate Plan. The initiative is based on the critical premise that implementation of the mitigation and adaptation policies necessary to successfully address the climate change challenge will only be achieved and sustained through involvement and commitment at all levels of decision-making. It is, therefore, necessary to apply a subsidiarity principle, one that acknowledges the importance and the complementarity of each level, whether provincial, national or international, and which facilitates the identification of the most appropriate measures to be implemented by each of them – in particular, sub-national authorities, such as Regions and Provinces. Entrusted with responsibilities in both policy-making and the implementation of investment projects, sub-national territories and authorities constitute an indispensable and complementary link in the chain to implement mitigation and adaptation policies.

5. While local and regional governments implement national policies, they also have regulatory and planning functions. They are simultaneously policy-makers and investors in a number of sectors responsible for greenhouse gas emissions (basic services, transportation, construction, training, etc.) or other

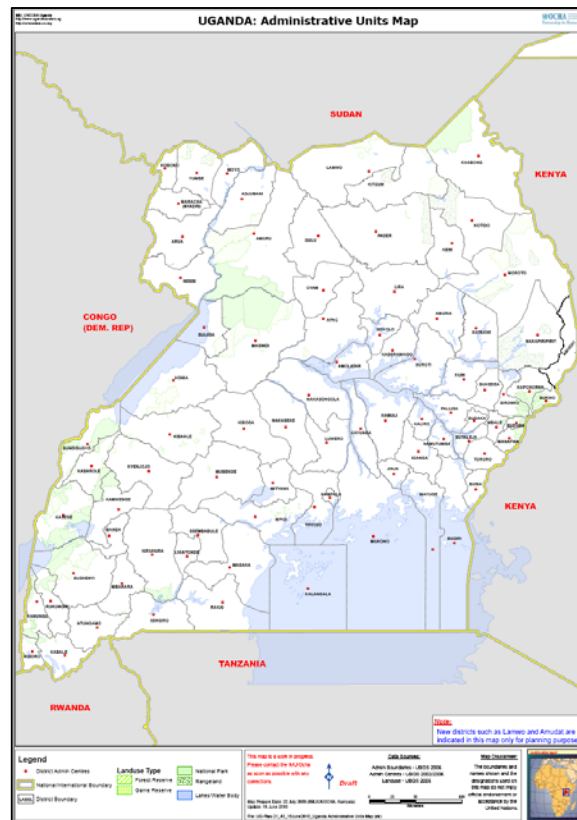
¹ UNDP, (2008) Climate change at UNDP: scaling up to meet the challenge. UNDP's climate change strategy introduces four strategic priorities (SPs): (i) Support the design of integrated Climate Change Policies, Strategies and Quantified Actions Plans; (ii) Promote early adaptation actions and long-term adaptive capacity of developing countries in a programmatic manner; (iii) Attract and drive direct private and public investment towards lower carbon technologies and sustainable land use practices; (iv) Integrate climate change into UN and UNDP development assistance at the global, regional and national levels. This proposal falls under the SP1.

sectors/issues that are impacted by climate change (disaster risk reduction, natural resource management, socio-economic development, etc.). The reduction of carbon-intensive energy use while improving energy access is one of major challenges that local governments face, as is the reduction of vulnerability against climate change.

6. Adaptation is a context-based activity, with planning and implementation of adaptation measures in response to unique circumstances and capacity at different scales. The regional level turns out to be the most appropriate one for the implementation of adaptation measures in a number of areas, such as regional water resource management, regional biodiversity conservation, regional infrastructure planning, etc. In the field of mitigation, aiming to reduce greenhouse gas emissions, sub-national authorities have at their disposal a wide array of actions they can undertake. These range from inter-urban, inter-modal transport to the promotion of decentralized cleaner energy production, especially through renewable resources, composting and recycling of waste among others.

7. There is limited experience and capacity to integrate climate change concerns (both mitigation and adaptation) in the development planning in a systematic manner at the regional or provincial level in middle- and low-income countries. As a pilot project for the UNDP-UNEP Global initiative, “Territorial Approach to Climate Change,” the Government of Uganda will apply the methodologies developed by the Initiative in the Mbale Region to develop such an integrated planning framework. The lessons learned and best practices will be widely disseminated and replicated to the extent possible to other regions in Uganda as well as to other regions globally.

National Context²:



8. Uganda lies across the equator and occupies 241,038 square kilometres, of which open water and swamps constitute 43,941 square kilometres, or 18.2% of the total area. Most areas are at an average height of 1,200m above sea level. The lowest altitude is 620 m (within the Albert Nile) and the highest altitude (Mt. Rwenzori Peak) is 5,110 m above sea level. The climate is equatorial, with moderate humid and hot climatic conditions throughout the year. Uganda has two rainy seasons in a year, which merge into one long rainy

² Uganda: National Adaptation Programme of Action 2007

season as one moves northwards from the equator. The first rainy season is from March to June, while the second season is from August to November.

9. Uganda's population is 24.7 million people, with a high average growth rate of 3.4% (2002 Census). Population growth is highest in arid areas, averaging 9.7% in Kotido and 6% in Moroto and Nakapiripirit districts. Thus, most climate change-vulnerable communities exhibit the highest population growth rates. More than 50% of the population is less than 18 years of age. The demand on natural resources is expected to increase significantly, leading to natural resource degradation. Over 80% of Uganda's population is rural, depending on rain-fed agriculture, which is prone to impacts of climate variability and change. The urbanization rate is low in Uganda compared with other African countries. The highlands are densely populated, creating significant pressure on land resources and resulting in land and environmental degradation.

10. The economy of Uganda has been growing at an annual rate of 5-7% over the past decade. Liberalization of the market coupled with sound macro-economic policies and measures accounted for the high growth rate. Industry and the service sector have grown at a rapid rate of 10.5% and 7.5%, respectively (Table 1.1). Head count poverty fell from 56% in 1992 to 35% of people living below the poverty line in 2002. However, in 2004 it increased to 38%, apparently due to climate variability and conflicts. If this trend continues, Uganda may not meet its Millennium Development Goal (MDG) targets. Uganda's climate offers great potential for food production, but the prolonged and frequent droughts in many parts of the country have led to almost perpetual dependency on food aid. A typical example is in the arid areas of Karamoja, where the World Food Programme (WFP) supplies virtually all the food.

11. Climate change may affect men, women and the young differently. Women have a key role of looking after the household. They spend long hours during drought in search of water and firewood, depriving them of time for other productive economic activities. During floods, water- and sanitation-related diseases are more prevalent. The women spend more time attending to sick family members. This predisposes women to increased health risks and reduced income generation.

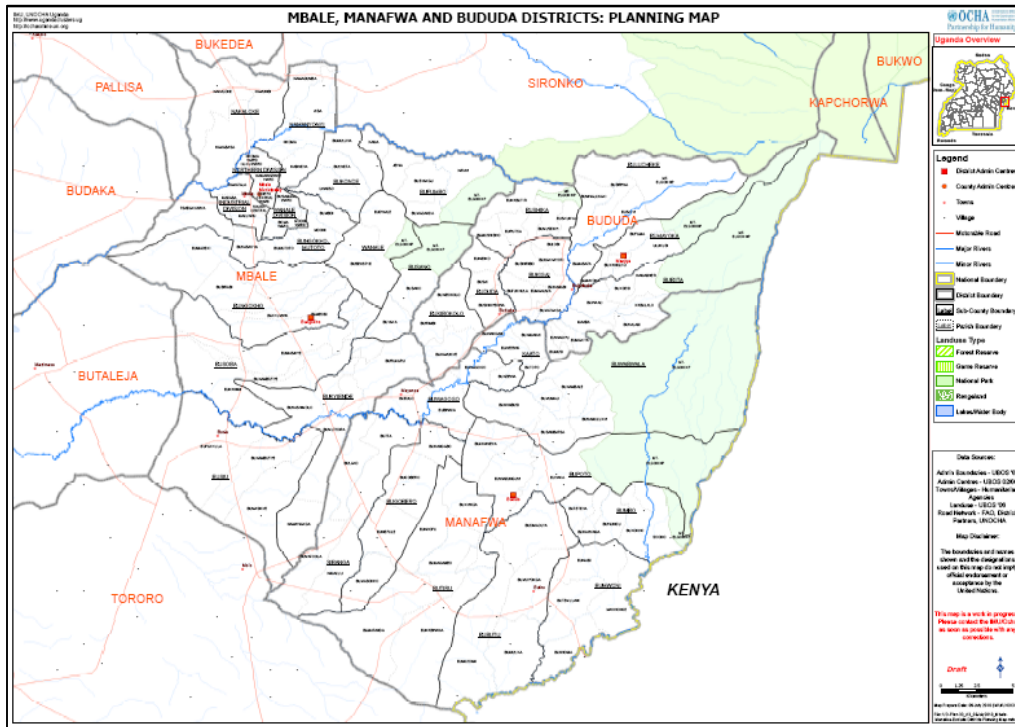
12. The Vision of Uganda (also called Vision 2025) is "*Prosperous People, Harmonious Nation, Beautiful Country*". The expansion of Vision 2025 guided and influenced the development of the Poverty Eradication Action Plan (PEAP) and its revisions into a 5-year National Development Plan (NDP) for the period 2010 to 2015, and other government programmes such as the Plan for Modernization of Agriculture (PMA), Universal Primary Education (UPE) and Primary Health Care (PHC)³.

13. The NDP (National Development Plan,) for 2010-2015 is an overarching comprehensive planning framework, which guides the development of sectoral policies and investment plans. Poverty eradication will depend on economic growth; although redistribution of wealth would reduce poverty, it would not by any means eliminate it. The poor must be involved in poverty eradication programmes by supporting them to increase their production and wealth. The NDP addresses the climate change challenge but the link with the development and MDGs challenge is still difficult to be made. The links between adaptation, mitigation (including energy issue) and poverty reduction is not yet assessed at the country level and sharing experiences with similar ecosystems or sectors would enable to understand better the particularities of Uganda vis a vis its neighbours and the regional integration process.

14. The agricultural sector presents great opportunity for poverty eradication because it employs over 80% of the population. It is for this reason that the PMA was developed as the engine to accelerate poverty eradication. The PMA is a holistic, strategic framework for the eradication of poverty through multi-sectoral interventions, enabling the people to improve their livelihoods in a sustainable manner. However, there are gaps in the PMA framework: it focuses largely on the development of commercial agriculture as a means of ending poverty; and, does not address the concerns or needs of smallholder and subsistence farmers who will be most affected by climate change.

³ Uganda: National Adaptation Programme of Action.

Regional Context⁴:



Source: Mbale District Local Government: Three-year Rolling Draft Development Plan, 2008/09-2010/11

15. Mbale Region in the context of this project is comprised of three districts, namely Mbale, Manafwa and Bududa, and is found at the slopes of the Mount Elgon with a total population of 955,247 and a population growth rate of 3.4% per annum. It is one of the most densely populated regions in the country. Over 90% of the region’s population live in the rural areas and rely heavily on the natural resources base. The average land holding is 1½ acres per household and the land parcels are scattered. The region’s leadership is convinced that improved agricultural production is essential for the region’s economic growth as it will stimulate growth in other sectors and improve food security, employment and poverty alleviation.

16. The climate in the region is humid tropical with a fairly uniform temperature throughout the year. Average rainfall around Mbale town varies from 880 to 1,775 mm per year with a mean of 1,186 mm. The average rainfall increases to 2,000 mm around Mt. Elgon, where the rivers of the districts originate.

17. Administratively, the region has 3 District councils, 1 Municipal council with 3 Division councils, 3 Town councils and 34 Sub County councils. The Municipal Councils, Division councils, Town councils and Sub county councils are lower local governments subordinate to the District council. Each of these councils is headed by a chairperson/Mayor (Municipal and Town councils) who is democratically elected. The Chief Administrative Officer (CAO) heads all the technical teams in the councils. Below the CAO, at the district level, there are 11 directorates with several departments. The Directorates are Management and Support Services, Finance, Planning, Audit, Community Services, Natural Resources, Production and Marketing, Health, Education and Sports, Works and Technical Services and Council and Statutory Bodies. The technical teams at the lower local governments are headed by Administrative Officers below whom are extension officers. The Municipal and Town councils are led by Town Clerks who are responsible for the technical staff at their stations. The political arm is responsible for policy implementation while the technical teams undertake the implementation of lawful decisions of the councils.

18. For District planning, all Districts are required to prepare their District Development Plans (DDPs), which should feed into the new National Development Plan (following a five year development cycle).

⁴ Mbale Region Draft Climate Change Framework Plan, March 2009.

Further, all District are required by the National Environmental Act to prepare District Environment Action Plans (DEAPs).

19. Agriculture is the principal economic activity, engaging over 77% of the adult population compared with a national average of 72%. Most agriculture in the region is centred on maize and beans as principal crops: but, with the intervention of the National Agricultural Advisory Services (NAADs), there is a shift towards commercialised agricultural production of high-value crops such as carrots, potatoes, arabica coffee, and horticultural crops in the upland areas; and rice, bananas and coffee with horticultural crops in the lowlands.

20. Mbale region's economic growth stalled during the period of civil strife in the 1970s-1980s. The region boasted high-quality coffee production in the 1960s and early 1970s. The coffee industry has suffered from climate variations, in particular higher temperatures and unpredictable rainfall, and the decline of global coffee prices. Nonetheless, high-quality Fair Trade coffee is produced by some farmers including one of the Mbale CAP members - Gumutindo co-operative with 6,000 members – on the slopes of Mt Elgon. Most of the funding for local government plans (nearly 98%) comes from central government in form of conditional grants. These include the Plan for Modernisation of Agriculture, the National Agricultural Advisory Services (NAADS) and the Local Government Development Programme, and Poverty Alleviation Funds (PAF). PAF funds are for central government priorities focused on poverty alleviation. Local Government Development Program funds mainly support government priorities, which are education (construction of schools, teachers' houses, furnishing schools), health/sanitation and road construction.

21. With 79% of the region's population living in the rural areas and 21% in the urban, the region's leadership is convinced that agricultural growth is essential for economic growth, particularly as it will stimulate growth in other sectors and improve food security, employment and poverty alleviation.

22. Overall, there is a positive trend in economic growth, with visible developments in terms of roads, schools, protected water sources and health centres. This growth is, however, dependent on natural resources for the provision of raw materials, conducive environment and supportive processes such as soil and rain formation. Indeed, there is a need to establish the gaps existing in the management systems, the status of the natural resources, coping mechanisms at the local government levels, how line ministries streamline their management and financing systems into local governance systems and the extent to which community participation and livelihoods were catered for in the decentralized system. A study is currently being finalized in Uganda (in 2010), which aims at establishing the extent to which institutional, financial and staffing provisions provided for management effectiveness of natural resources at district and sub-county/parish levels. For that study, field studies were conducted in a sample of four districts (Mbale, Wakiso, Bushenyi and Apac) selected according to existence and experience in management of wildlife, forestry and/or fisheries resources, and ensuring good regional representation

23. The Local Governments Act CAP 243, gives powers to Local Governments to raise revenue, grants, loans and to expend such resources to eligible expenditure areas as approved by the District Councils and in line with Central Government Policy. The areas of responsibility include natural resources management, agriculture, rural roads and water, environment among others. Local Government Planning Guidelines require a bottom up participatory process where planning starts from the village through parish, sub-county to the district. This process is, however, preceded by briefing meetings with the ministry of finance, which provide priority issues for different sectors to planners and chief finance officers from districts. These in turn conduct briefings at district and sub-county levels. By-laws and ordinances play a key role in management of natural resources in local governments.

24. In general, by-laws regulate natural resource use covering issues such wetland use, fishing, bush burning and cultivating near water resources. In the Mbale draft there are also provisions for using good soil management practices e.g., intercropping and zero grazing. Local Environment Committees are instrumental in enforcing administrative instruments, handling natural resource management conflicts and forwarding cases to the local courts. For example, the Aduku Sub-county LEC forwarded conflicts among Arocha wetland users to the sub-county court. In Mbale, enforcement through awarding of certificates for good practice is being tried out as opposed to the use of penal measures only.

Climate Change Context (National)⁵:

25. Climate change is expected to increase the frequency and intensity of extreme weather events such as droughts, floods, landslides and heat waves. In Uganda, the frequency of droughts has already increased: for example, seven droughts were experienced between 1991 and 2000 alone. A tragic landslide occurred in Bududa in March 2010. An increase in the intensity and frequency of heavy rains, floods and landslides in the highland areas, as well as outbreaks of associated waterborne diseases with the floods, has also been observed.

26. Frequent droughts have resulted in lowering of the water table, leading to drying of boreholes. The cattle corridor, stretching from the northeast to the southwest of the country, is a fragile ecosystem, and depends on rainwater for human and livestock consumption and production. The prolonged and severe drought of 1999/2000 caused severe water shortage, leading to loss of animals, low production of milk, food insecurity, increased food prices and generally negative effects on the economy.

27. Temperature rise has significant impacts on health as well as agriculture. The highlands, which were previously malaria-free, are now in parts host to malaria. People in the highlands have not developed immunity to malaria and are therefore particularly susceptible to it.

28. Uganda became a signatory to the United Nations Framework Convention on Climate Change on 13 June 1992, ratified the Kyoto Protocol on 08 September 1993 and entered into force on 21 March 1994. The National Focal Point to the UNFCCC and the Designated National Authority (DNA) for the Clean Development Mechanism (CDM) reside in the Department of Meteorology in the Ministry of Water and Environment (MoWE). A number of Multilateral Environmental Agreements (MEAs) have a strong link with climate change and these include the United Nations Convention to Combat Desertification (UNCCD), the Ramsar Convention, the Convention on Biological Diversity (CBD), and the Montreal Protocol.

Climate Change Context (Regional):

29. At present this region has a tropical climate with two wet seasons. It includes an important area surrounding Mt Elgon, where a significant altitudinal impact exists. Mt Elgon is an important factor in rainfall production throughout this area as well as further afield. Climate change is showing mainly through changes in an increasingly erratic rainfall regime. The wet season normally beginning in March can be delayed in arrival, whilst the end of each rainy season is attenuated. Rainfall is very often of increased intensity. The combination of later and more intense rainfall events can lead to crop damage and landslides. Increased temperatures as yet have a relatively minor effect although the increased evapo-transpiration is seen as a crop stressor in some localities.

30. Increases in temperature will have major implications in this heavily populated region of subsistence and commercial agriculture. Coffee production will still be possible on the higher slopes of Mt Elgon – but much of this is a conservation area. Consideration will need to be given to new crops and to other varieties of coffee in the face of possible drops in yield and increases in disease as crops become stressed by heat or drought. In general, the increase in temperature is likely to be accompanied by a northern and upward [on the slopes of the Mt Elgon massif] movement of plant and animal species, where ecological corridors exist and these should be maintained or created to minimize species loss. More intense rainfall events are likely to result in an increase in soil erosion and landslide, with consequent agricultural and infrastructure disruption. An increase in flood events, including flooded latrines with associated water contamination is also a probability. There is also a string likelihood of an increase in malarial areas as disease vectors respond to climate change.

31. To maintain and to improve the quality of life for the local population, increased afforestation, providing greater shade and soil and animal protection will need to be considered. Consideration may need to be given to alternative sources of water supply in some areas to improve water and food security. At present, there would appear to be low levels of adaptive capacity although most farmers are aware of the recent climate changes.

⁵ Uganda: National Adaptation Programme of Action 2007

Past and Ongoing Activities:

32. At national level, the country has so far carried out a number of activities in support of UNFCCC implementation. These include signing and ratification of the UNFCCC and the Kyoto Protocol; designating the Department of Meteorology in the Ministry of Water and Environment as the UNFCCC national focal point; compilation of a national inventory of sources and sinks of GHGs; carrying out vulnerability, adaptation and mitigation assessments; carrying out capacity-building activities related to UNFCCC in general and the Clean Development Mechanism (CDM) in particular; compilation and submission of various negotiation issues to UNFCCC's Conference of the Parties (COP), creation of the First National Communications, development of the National Adaptation Programme of Action (NAPA); and implementation of several public awareness activities. NAPA identified and prioritized several interventions to strengthen the country's adaptive capacity to climate change⁶.

33. The Government of Uganda is a member of G77+China and part of AMCEN Group of Ten, and also the Vulnerable Forum (Lead by Maldives) representing some of the Least Development Countries (LDC) for UNFCCC.

34. At the regional level, a number of actions are undertaken by different stakeholders in the region for climate change mitigation and, to a limited degree, for adaptation as well. Within the region and with local government funding, some health centres are equipped with solar panels. Fuel-saving stoves have been promoted as an intervention to reduce the energy crisis and demand for tree resources that are carbon sinks. Biogas digesters are under demonstration, targeting farmers and as is the practice of zero grazing. The intervention has high potential for replication in areas where zero grazing is practiced. Afforestation programmes targeting bare hills have been prioritized. The Farm Income Enhancement and Forestry Conservation Project (FIEFOC) is supporting tree planting and watershed management activities in the region in the sub-counties of Busoba, Bukigai and Butiru.

35. The Uganda Wildlife Authority (UWA) and the National Forestry Authority are promoting tree planting and conservation activities in the protected areas under collaborative management arrangements.

36. The National Environmental Management Authority (NEMA), with support from the World Bank, is implementing waste composting projects in a number of municipalities of which Mbale municipal council is a beneficiary to reduce carbon emissions to the atmosphere through composting. NEMA also supported the original District of Mbale (before splitting it into Sironko, Manafwa and Bududa) to prepare a District Environment Action Plan between 1995 and 1997, which was integrated into the DDPs. Mbale district prepared its last DEAP in 2004 with support from NEMA.

37. The Mt. Elgon Regional Ecosystem Conservation Programme (MERECP) is an East African Commission regional transboundary conservation and sustainable development programme (under review) developed in response to the need for a regional approach to the management of the Mt. Elgon transboundary ecosystem as a catchment for Lake Victoria, the Nile and Lake Turkana. The programme will pilot a REDD implementation in the next phase of activities.

38. Other development partners involved include:

- Bungokho Rural Development Centre handling fuel saving stoves, afforestation and livelihood interventions;
- Salem brotherhood and World Vision are promoting tree planting;
- Uganda Women Concern Ministry is promoting tree planting and fuel saving stoves;
- Integrated Family Development initiative is promoting fuel saving stoves and solar panels;
- Kifango Farmers NGO is promoting tree planting, fuel saving stoves and soil and water conservation; and
- BUSDEF (Busiu Development Foundation) has constructed water jars in Busiu.

⁶ Uganda National Adaptation Programmes of Action (2007)

Region-to-Region Partnership in the Mbale Region

39. The Mbale Region is involved in the nrg4SD (Network of Regional Governments for Sustainable Development) network and is also in partnership with the Welsh Assembly Government. The Welsh Assembly Government is in a position to offer support to the Mbale region as it seeks to build capacity of its partner regions through its partnership programme called PONT (Partnerships Overseas Networking Trust), which offers expert inputs, training opportunities, mentoring etc.. The partnership between the Mbale region and the Welsh Assembly Government has been strengthened further since the establishment of the Mbale Coalition Against Poverty (CAP) in 2006.

40. Mbale Coalition Against Poverty (CAP) was set up in Mbale region in 2006, initiated by Mbale District Local government and the three local Non-Government Organizations that were working in a partnership programme, PONT, with Pontypridd Town in Wales, UK. Significant levels of poverty were affecting the people living in Mbale region. What affected one part of Mbale affected the other; thus, there was a need for collective effort to address all the root causes of Poverty in the region. To achieve this, there was a need to bring together all sectors of society within Mbale in a coalition to fight poverty, hence the establishment of Mbale CAP. This partnership has proved very successful in getting NGOs and the government to work together to address the issues that affect the environment, health, education and livelihood of the people in the region. Through PONT and the Mbale CAP, professionals, NGOs, institutions and local governments between the two regions are collaborating together and managing several projects successfully.

41. Mbale CAP is currently made up of NGOs and the 3 District Councils and it has been working effectively as an institutional mechanism that ensures transparency and joint ownership of these projects. The Local Governments, NGOs, institutions of higher learning, the private sector were mobilized and agreed to work together in this Coalition so that all the efforts and resources of different sectors could be consolidated to achieve better results in fighting poverty than working in isolation.

42. The local governments, NGOs and the Private sector constituted themselves in an executive committee that oversees this network, which by constitution is chaired by Chief Administrative Officers from Member Local governments and the committee comprise the representatives from the Local Government heads of departments, the representatives from the NGOs and Private sector and the Institutions of higher learning within Mbale region. Its main duty is planning and resource mobilization, monitoring the activities of the Coalition and appointing the secretariat. The Coalition also runs a coordination office (Secretariat) under the programme coordinator which is charged with the coordination of the activities of the coalition and implementation of programmes decided upon by the executive committee. Mbale CAP has set up different subcommittees in different sectors which plans for the respective departments and runs the activities of the individual departments. Departmental chairpersons or coordinators make regular reports to the main committee for advice and approval.

Related Donor Assistance:

UNDP activities:

43. UNDP Uganda CO has undertaken some interventions on climate change. Past UNDP CO interventions on climate change include, but are not limited to, a project on climate change enabling activities; disaster risk reduction project implemented by Office of the Prime Minister; and UNDP funded preparation of a report on “impacts of the 2006/07 El Nino in selected districts of Uganda by Department of Disaster Preparedness and Refugees Office of Prime Minister and Ministry of Water and Environment Department of Meteorology.

44. Currently UNDP CO is making the following interventions related to climate change: A project on mainstreaming and implementation of sustainable land management activities in six cattle corridor districts of Uganda with weather and climate change information collection activities integrated with funding from Norway through UNDP Drylands Development Centre; another project addressing the sustainable land management with climate change considerations, funded by Global Environment Facility; Ongoing preparation of a National Human Development Report for 2010 is focussing on “Climate Change: Impact on the Economy and Adaptation Strategy.” Furthermore, UNDP is actively participating in the United Nations

Joint Programme on Climate Change in Uganda, which was launched in 2010, as a lead agency for the policy and advocacy thematic group.

45. This project “Territorial Approach to Climate Change in Mbale, Uganda” will scale up intervention where UNDP had investments on climate change issues and UNDP Uganda previous/current investments in the Mount Elgon/Mbale. UNDP in Uganda has invested resources in building capacity of Mbale Private Sector Centre where it is working with number of institutions. UNDP Uganda Global Environment Facility Small Grants Programme (SGP) has funded interventions addressing climatic change issues carried out by the NGOs such Kifango Farmers Association in Manafwa. Shunya Yetana Community Based Organization in Bududa is working around the landslides degraded areas of Mount Elgon Ecosystem. SGP projects have supported mitigating effects of climate variations, water scarcity and land degradation by empowering project beneficiaries with knowledge, skills to design and adopt appropriate technologies that enhance their ability to improve livelihood conditions. The project will also pick up lessons learnt. Lessons learnt on the specific example on Kapchorwa project are that political support exists to apply effective ecosystems wide approach for soil and water conservation, protecting river banks, upstreams and improved sanitation (downstream). Districts were able to implement priority environmental actions and by-laws with UNDP support.

Other donor initiatives⁷:

46. Multilateral donors have dominated the funding of climate change and CDM activities in Uganda⁸. There have been four projects supporting the establishment of the DNA, all completed by 2008. The first of these was the CDM Susac project funded by the EU/UK (2000–2002) aimed at identifying investments in key sectors, primarily energy, and at identifying market players and developing operational secretariats to coordinate national and international CDM activities. The UNCTAD/Earth Council project (2002–2004) aimed at engaging national stakeholders in taking steps to designate a CDM National Authority, to establish a DNA and to develop a CDM project portfolio. The Capacity Development for CDM (CD4CDM) project (2002–2006) was implemented by UNEP Risø Centre, and the latest initiative has been the World Bank CF-Assist project (2004–2007).

47. **The Royal Danish Embassy** has initiated several avenues of support and is the most active of the donors in supporting Uganda on climate change. The programme includes funding of around DKK 5 million over 4 years to strengthen the National Climate Change Secretariat within the Ministry of Water and Environment. Further, a lump sum of DKK 6 million is earmarked for the development of a national strategy on Climate Change, to support consideration of climate change within the National Development Plan, and to support Uganda in its international negotiation efforts. In particular, the Royal Danish Embassy had supported the country for its preparation COP 15 in 2009.

48. **The World Bank** does not foresee any specific requests for support to climate change through loan instruments. At present it is, together with the United Nations Development Program (UNDP), supporting a Sustainable Land Management project which has strong linkages to climate change. The World Bank has also been supporting activities related to the CDM, in particular an 18-district initiative with the National Environmental Management Authority (NEMA) to capture emissions from decomposition of municipal waste. The Bank is active in other areas in Africa in providing analytical support to climate change and its economic relevance.

49. **Belgian Embassy:** Belgium is co-financing a €2 million project to support CDM initiatives via the climate change secretariat (CCS) in the Ministry of Water and Environment (MWE). The project is a three-year project and largely focuses on reducing identified barriers, particularly strengthening technical capacity and creating awareness among private sector institutions, with a special focus on financial institutions. Although the detailed programme is not yet fully defined, the project will involve classroom training coupled with actual project identification and PDD development. The target sectors are energy generation, energy efficiency, agriculture, municipal waste and forestry.

⁷ Most information on other donor initiative is from Econ Pöyry for NORAD, ‘Report-Capacity building for CDM in Africa’, March 2009; CDM Pipeline Database, January 2009, UNEP Risø Centre.

⁸ GTZ 2006

50. **UNEP** is supporting the Katoomba Group to develop initiatives associated with Reducing Emissions from Deforestation and Degradation (REDD), and is providing support through the UNDP-UNEP Poverty and Environment Initiative (PEI) to the National Environment Management Authority (NEMA) to integrate climate change into the National Development Plan.

51. **Norwegian Embassy:** Norwegian support has focused on mitigation through support to the forestry sector, as well as commitments to the energy sector. Norwegian Embassy is the chair of the donor working group for Environment and Natural Resources (ENR). The Climate Change issues are discussed within the ENR working group.

52. **The UK's Department for International Development (DFID):** The British Governments most recent White Paper on international development promised strong support to developing countries. In Uganda, DFID has provided core funding to the Parliamentary Forum on Climate Change, a non-partisan group of parliamentarians seeking to increase public awareness and promote co-operation on climate change issues. DFID is supporting this project as part of its commitment to integrate climate change into development policy and practice.

53. **Oxfam** has provided analytical and advocacy support to climate change and as part of their effort has recently published a report entitled "Turning up the heat: climate change in Uganda" (June 2008), a paper entitled "Survival for the fittest: Pastoralists and climate change in East Africa, 2008", and an Oxfam Briefing paper entitled "Suffering the science: Climate change, people and poverty" July 2009.

54. **The German Technical Cooperation (GTZ)** has smaller technical programmes aimed at assisting ministries to understand, and organisations to incorporate, technical developments such as energy conservation, micro-hydro schemes, PV-Solar systems and wood fuel efficiency. They have plans for bundling these programmes under the new programmatic CDM (PoA Program of Activities) modality, but are still in the preparatory phase and not yet operational.

55.

The European Commission (EC) has undertaken the update of the European Commission Country Environment Profile for Uganda and exploring options for integration of Climate change in the European Commission – Uganda Development Cooperation Uganda April - May 2010

Barrier Analysis:

Development policies in Uganda are largely sectoral and pose some challenges for coherent cross-sectoral climate change policy planning at national or sub-national levels, though this is changing with the preparation of the NDP for 2009/10 to 2014/15.

56. Climate change is a new area of concern in Uganda. The understanding of climate change, its mitigation aspects, its impacts and adaptation needs is restricted primarily to a few institutions and individuals. As such, among the country's global environmental commitments, issues related to climate change are yet to be internalized into the country's major planning documents such as the Poverty Eradication Action Plan (PEAP), Plan for Modernization of Agriculture (PMA), National Environmental Management Policy (NEMP) and the National Environment Action Plan (NEAP) at the national level; and District Development Plan (DDP) and District Environmental Action Plans (DEAPs) at district level⁹.

Institutional capacity and governance structures to coordinate key important sectors to address climate change challenges in the development context are under-developed, both at national and regional level.

57. At national level, the recently established National Climate Change Secretariat, housed in the Ministry of Environment and Water, leads the inter-sectoral coordination necessary to address climate change challenges and integrate them into the National Development Plan. It is also expected to oversee/monitor the progress of the NAPA implementation. However, its current capacity to act on these primary roles is limited.

⁹ Mbale Region Draft Climate Change Framework Plan, March 2009.

58. At local/regional level, a similar governance structure that is expected to lead inter-sectoral coordination among key sectors to address climate change issues does not yet exist. Such governance structure is needed to increase the coordination capacity, to realize a more holistic approach to climate change at the regional level and to integrate climate change concerns into regional development planning.

59. At the national level, the production of the Initial National Communication and the NAPA helps communicate the current status of the climate change inducing activities and the priority adaptation actions at the national level in the country's development context. However, little work has been done to communicate clearly climate change profile, mitigation opportunities and priority adaptation actions in the regional development planning context, and the capacity to do so is limited at the regional level.

Climate data and observation capacity is weak to support climate change policy planning

60. In the Mbale region, meteorological instrumentation must be up-scaled, together with training in data collection and secure archiving. At present, there would appear to be only one constantly operating weather station within the region. Data collection also takes place at a variety of Ranger posts within the Mt Elgon National Park but this is often sporadic and usually limited to temperature and rainfall recordings.

61. Major capacity gaps exist in relation to environmental data collection and analysis. Some environmental data are collected, such as studies of individual landslides, with a good quality vegetation-association map available in GIS format for the National Park area; however, much of the existing environmental data was not archived securely and awareness of what existed between departments, institutions, NGOs and other stakeholders was limited. Focused efforts will be required to ensure reliable data collection, analysis and storage.

62. Functioning, but outdated, GIS systems and information exist in both the Water Engineer's Departments and in the office of the Conservation Officer in the National Park. This lack of up-to-date data represents a constraint on more advanced and detailed research, analyses and informed decision-making. There does not appear to be a printer able to provide maps at greater than A4 size in the National Park local offices and this has to be remedied, to allow greater detail to be shown on maps for awareness-raising.

Capacity limitation in identifying appropriate mitigation/adaptation measures, and in developing CDM projects and accessing Carbon Financing

63. Local knowledge and skill-sets to identify and implement adaptation and mitigation (GHG reduction/sequestration) measures as part of the local development planning are weak or missing. To date Uganda, like many other African countries, has not benefitted from the CDM on any meaningful scale. The West Nile Hydro Power Project (2003) is the only Ugandan project registered with the CDM Executive Board. As of January 2009, there are eight CDM projects at validation stage: five of these are part of the same small-scale forestry programme, two are cogeneration projects in the sugar industry, and one is a small-scale hydro power project¹⁰.

64. There have been two projects in the voluntary carbon market for emissions reduction, the FACE Foundation project in collaboration with Uganda Wildlife Authority, and the Plan Vivo/Ecotrust projects on voluntary tree planting for small holders. Other – capacity building – projects have been aimed at building promotional abilities in institutions such as the Uganda Investment Authority.

65. The major proximate constraint in developing projects under the Clean Development Mechanism (CDM) has been the difficulty in developing Project Design Documents (PDDs). The country faces technical capacity constraints to develop PDDs. Many Project Idea Notes (PINs) are not translated into PDDs because 1) the projects are not eligible for CDM, 2) the project concepts are insufficiently developed, or 3) the expertise needed to expand a PIN into a PDD is scarce. A total of thirteen projects, mostly hydro, biomass

¹⁰ Econ Pöyry for NORAD, 'Report-Capacity building for CDM in Africa', March 2009; CDM Pipeline Database, January 2009, UNEP Risk Centre.

energy and forestry projects, are still at the PIN stage, while six are at some stage of developing their PDDs. Currently, the Designated National Authority (DNA) advises independent project developers have their PDDs and PINs developed by experts in the Department of Technology of Makerere University. Apart from the University and the limited number of other organizations mentioned below, the remaining capabilities can only be found at individual level¹¹.

66. Local CDM and carbon finance (CF) expertise and institutional procedures must be further developed. Various reports aimed at promoting CDM in Sub-Saharan Africa have revealed that a key obstacle during the project-identification stage is the relevant actors' inadequate information and knowledge base with regard to CDM and CF opportunities and procedures. Uganda has very few local organizations with both theoretical knowledge and practical experience in the CDM that could support project developers. Currently, capability exists within the National Forest Authority, and at regional level, with Green Resources¹² and the Uganda Wildlife Authority.

B. PROJECT STRATEGY

Project objective, outputs and activities

67. Climate change policies cannot be developed in isolation from the overall development context. Promoting increased resilience to the impacts of climate change (adaptation) and a lower GHG emission economy (mitigation) are both closely intertwined with development choices and actions that cover a variety of sectors such as energy, agriculture, forestry, water resources, transport and infrastructure. In particular, it is essential to consider both synergies and trade-offs between adaptation and mitigation activities, including possible negative and positive side-effects. Similarly, it is important to consider development objectives that could be potentially contradictory or could undermine the climate change mitigation and/or adaptation goals.

68. The overall objective of the project, namely supporting low-carbon and climate change-resilient local development in Uganda, will be achieved by supporting local decision-makers and planners to design integrated climate change (adaptation and mitigation) policies, strategies and formulate concrete actions and investment plans that promote long-term sustainability and poverty reduction in the context of local / regional development. The project will be directly aligned to the existing legal provisions of the National Environment Act that requires all districts to prepare District Environment Action Plans and integrate them into three-year District Development Plans. In pursuant of the core objective, the project will address the above barriers by achieving the following outputs:

Output 1: Partnership, coordination and participation platforms for climate change planning and programming established

69. This output will aim at establishing an Integrated Territorial Climate Plan (ITCP) Steering Committee and a Mbale Regional Climate Change Forum (RCCF), governance structures that will ensure acceptance of the project aims and sustainability of its results; contribute to the establishment of a coherent cross-sectoral climate change policy and planning framework; and ensure the broad participation of stakeholders as well as transparency in decision making throughout the project implementation. These platforms will be built on the existing coordination mechanism created for the regional development planning processes and will fully utilize existing partnership mechanisms, including the active partnership between Mbale Region and the Welsh Assembly Government. The ITCP Steering Committee will be a decision making body to develop (and later to implement) the ITCP, while the Mbale RCCF will be a leading consultative mechanism to ensure the broad stakeholder participation.

70. These platforms will bring together key stakeholders to identify development priorities and ongoing/planned initiatives relevant to climate change actions (both mitigations and adaptation) and to look for synergies. This will help avoid potential conflicts as well as capture emerging opportunities. Actions needed to address climate change challenges are in the hands of multiple organizations and individuals; thus, the climate change strategies need to be developed and later implemented with a great emphasis on the

¹¹ Ibid.

¹² Ibid.

involvement and commitment of various stakeholders. The participatory platforms will help to ensure their participation and full engagement.

71. In order to maximize the project's catalytic role, an effective *communication strategy* will be essential. A communication strategy will be developed and implemented, including the hosting of seminars and exchange-visits to share findings with key "change agents" who can integrate climate impacts into policy, programme and project development and ensure implementation in relevant sectors and geographical areas of Mbale and Uganda. The Welsh Assembly Government is willing to engage with, and to facilitate, such seminars and visits between Wales and the Mbale region and document them.

72. In addition, lessons learned will be documented to expand the knowledge base in terms of adaptation and mitigation in the country as drivers for local development (though Output 5). The experience will also be beneficial to other regions in the country and other countries in the Eastern and Southern African region and beyond.

73. The involvement of both the Welsh Assembly Government and the Mbale Region in Network of Regional Governments for Sustainable Development (nrg4SD) has facilitated the development of their partnership in this project. Their active engagement will allow a unique combination of stakeholders to work together toward the success of this project.

74. Activities under this output will include:

- Establishment of the ITCP Steering Committee and finalization of its Terms of Reference (TORs) and membership
- Establishment of the Mbale Regional Climate Change Forum and finalization of its TORs and membership
- Establishment of Working Groups, as and when required, to support the ITCP Steering Committee with clear focus and TORs (See also Outputs 3 & 4)
- Establishment of the Project Management Unit
- Establishment of a work plan to ensure the timely development of the ICTP
- Stakeholder analysis and development of a communication strategy to ensure effective stakeholder involvement and strengthen various partnerships throughout the project implementation

75. For every partnership platform and working group established, detailed Terms of Reference will be developed to clarify the roles and responsibilities of each platform/entity. Its membership will be defined to ensure that each platform will be able to perform its expected roles and responsibilities most effectively. Among the most important partnerships to be strengthened during the project are: 1) a national-regional partnership to ensure the consistency of national and regional activities and policies related to climate change and development during the development of the ITCP, 2) a government-nongovernment (NGO, CBO, research institute and the private sector) partnership for inclusive participation in the both development and implementation of the ITCP, and 3) region-region partnership (Mbale-Welsh and others through nrg4SD) to learn from each other.

Output 2: Capacity to integrate climate change issues into regional development plans and actions built

76. Under this output, the project will strive to improve institutional and individual capacity to address and integrate climate change issues into regional development planning and actions at various levels. In particular, the focus will be on the planning capacity at the district level and the implementation capacity at the community level; both are essential to realize the climate change resilient and low-carbon development in the Mbale region and to meet both short and medium-to-long term development objectives of the region.

77. The planning capacity, especially among planners and decision makers of the Mbale region, will be strengthened throughout the development process of the Climate Profile, of the ITCP, and of the policy and investment package (see the following outputs). The planners and decision makers will learn to identify climate change concerns and how to integrate them into the development planning process based on the (available) climate and climate change related information (e.g., GHG emissions inventory, climate annual and seasonal variability forecast, risk and vulnerability assessment and mapping, etc.). They will have hands-on experience on developing and analysing development options to meet their short, medium and

long-term development objectives and making decisions with climate change considerations. Their planning capacity will be strengthened further through improved familiarity with various financial and legal instruments that can be introduced and customised in the specific contexts of the region during the development of the policy and investment package (Output 4). Technical support will be available from partnerships and networks established by the Global Programme, such as CLIMSAT, to support building the planning capacity to incorporate climate related information into development planning process.

78. The implementation capacity among communities will be strengthened through the roll-out of a *climate change small grants scheme for the Mbale region*, which is designed to support the implementation of community-level activities that may result in climate change mitigation and/or adaptation impacts (e.g., tree planting, piloting biogas digesters, promoting fuel efficient stoves, piloting small scale renewable energy technologies, etc.). The project will establish the small grants scheme to support activities that produce development dividends within communities (i.e. contributing to the achievement of the MDGs at the level closest to the people) while contributing to the development of climate change mitigation/adaptation capacity at the community level. In addition to communities themselves, CBOs and NGOs who have been active in the region to train community members and/or to raise awareness among communities of the climate change issues will also be encouraged to participate in the climate change small grants scheme. The skills and awareness raised among communities will be necessary and/or useful to develop and implement projects that offer carbon financing opportunities. Lessons learned and best practices will be produced to promote replication. The small grant scheme will be established as soon as the project starts to support on-the-ground activities. The establishment and implementation of the climate change small grants scheme in the Mbale Region in collaboration with the UNDP/GEF Small Grants Programme that already exists in the country.

79. Furthermore, a *capacity needs assessment* will be conducted to identify the skill sets required to realize the low-carbon and climate change resilient development in the Mbale region, assess the currently existing skills among various stakeholders in the region, and identify critical capacity gaps at the systemic, institutional and individual levels to promote low carbon and climate change resilient development in the region. The assessment results will be largely addressed in the ITCP itself as a *capacity development action plan*.

80. However, a set of urgent capacity requirements will be tackled under this output in order to install the minimum capabilities needed for integrated climate change planning and implementation. In addition to the two focused capacity building activities described above, individual and institutional capacity will be strengthened through targeted training and awareness-raising activities. The Welsh Assembly Government is willing and able to play a significant part in this process, through its current engagement with both the District Councils and the coalition of NGO partners. More generally, this could also include learning from the experiences of other countries and regions in Africa.

81. Activities under this output will include:

- Establishment of the climate change small grants scheme
- Disbursement of small grants to qualified applicants and quality assurance of the awarded activities
- Capacity needs assessment towards low carbon and climate change resilient development
- Development of a capacity development action plan to be incorporated into the ITCP and the policy and investment package
- Development and implementation of a limited number of training and awareness raising activities for decision makers and general public on climate change risks and opportunities.
- Evaluation of the training activities conducted.

82. The project will utilize various partnership and coordination platforms established under the Output 1 to implement activities under the Output 2.

Output 3: Integrated Territorial Climate Plan (ITCP) formulated

83. We must see the poverty reduction, MDG, and climate change agendas as being part of the same sustainable development framework. The need to adapt economic development trajectories to lower carbon

routes to growth, the imperative for communities to adapt to the climate change which is already happening, and the impact the emerging financial climate change architecture will have on the way development is financed are all factors which need to be incorporated into how we support development. The project supports the Mbale region to achieve its MDGs through low-carbon and climate change resilient development by formulating the Integrated Territorial Climate Plan and assisting stakeholders to access, combine and sequence appropriate funding mechanisms to secure necessary financial resources to implement the plan.

84. This output aims to formulate an Integrated Territorial Climate Plan (ITCP) that will promote sustainable, low-carbon and climate change resilient development and contribute to poverty reduction in the Mbale region. The ITCP will consist of 1) Climate Profile, 2) Climate change mitigation and adaptation options analysis and 3) Climate Change Action Plan (see Annex 4 for an indicative Table of Contents for the ITCP) and complemented by the policy and investment package (See Output 4). The Plan will be developed based on a broad participatory assessment and through an integrated planning exercise that will bring adaptation and mitigation efforts together in a common framework of regional development. A special focus will be placed on selecting and attracting appropriate financing for each type of initiative included in the Plan and combining and sequencing such types of financing (further on this in Output 4).

85. At present, there are a number of methodologies for undertaking socio-economic and human development-centred assessments of lower-carbon and climate-resilient development pathways. Keeping abreast of the range of techniques that are available and determining their relevance to varying needs is challenging. In this context, the project will assist local stakeholders to identify appropriate methodologies and decision-support tools necessary to develop the ITCP.

86. The UNDP Adaptation Policy Framework will be employed as an overall methodological framework to guide the climate risk assessment and design of the Plan. Major deficits in quantitative and geo-referenced details associated with current vulnerability and adaptation (V&A) assessments to support adaptation decision making and planning will be addressed; as necessary, spatial/temporal analyses using satellite imagery and geographical information system (GIS) tools will be carried out to improve the policy relevance of V&A assessments and to aid in adaptation planning, through the enhancement of baseline analyses and visualization of implications associated with policy options. Such GIS analysis can usefully be coupled to proposed activities on the ground, including afforestation/reforestation, agro-forestry and fuel-efficient cookstove dissemination. Regional Greenhouse Gas (GHG) emissions will be assessed using the most appropriate regional methodology (for example the Bilan Carbone methodology) to support climate change mitigation and regional sustainable development planning. Technical support will be available from the Global Programme and its partnership and networks, such as CLIMSAT.

87. Since the ITCP intends to ground itself in the existing key regional development frameworks, the project will identify regional planning policy that can reduce climate impacts and emissions. Under the integrated action plan, it will identify adaptation and mitigation strategies / measures that are robust under climate change uncertainties; will explore and address the importance of cumulative effects and sequencing of planning decisions on emission reductions or risks; and will conduct financial assessment and costing and establish necessary implementation support mechanisms. In doing so, the project will rely on UNDP's in-house capacity provided by a number of relevant facilities such as MDG Carbon Facility, climate risk transfer, community-based adaptation and others. It will also attract international expertise and promote region-to-region knowledge transfer and good-practice replication.

88. In addition to an assessment of the potential physical and socio-economic impacts of climate change in the region and the identification of priority adaptation and mitigation actions, the ITCP should include a detailed *implementation plan* clearly outlining the division of responsibility among key players. A clear institutional framework and an implementation plan play crucial parts for both strengthening an effective multi-partnership and implementing the ITCP effectively.

89. Another tool to ensure the effective implementation of the ITCP is a *monitoring and evaluation (M&E) framework*. The M&E framework will be developed with result-oriented, SMART indicators that are designed to track progress not only on individual intervention level but also on cumulative, system-wide impacts expected from the implementation of the ITCP. M&E framework should include indicators that

track progress on mitigation, adaptation and local development. For each of those areas, UNDP has developed an extensive list of reference that guide the development of appropriate indicators¹³.

90. Various partnership and coordination platforms established under Output 1 will be utilized throughout the ICTP development process. For instance, thematic working groups under Mbale's Regional Climate Change Forum will draw critical stakeholders and experts into the process of planning and ensure broad consultation on priorities and actions, identification of appropriate implementation arrangements for different prioritized actions, and development of the M&E framework. These groups will also be involved in the bottom-up assessments to provide for geographical data and information that are to feed into the climate change profiles and on-the-ground activities. They will provide substantive inputs to the capacity needs assessment, climate change profiles, integrated action plan and investment package.

91. Activities under this output will include:

- Development of the Climate Profile of the region, based on:
 - Inventory of regional development priorities and initiatives to establish the baseline
 - Development/identification of localized climate change forecasting
 - Risk and vulnerability assessment and creation of vulnerability maps
 - Local carbon budgeting based on the GHG emissions and energy needs assessment
- Climate change mitigations and adaptation options analysis, based on:
 - Identification of low-carbon development and adaptation options and opportunities
 - Economic analyses and comparison of these options and opportunities
 - Identification of priority adaptation and mitigation options and opportunities
 - Analysis of potential synergies and trade-offs between priority adaptation and mitigation measures
- Development of the Climate Change Action Plan, based on:
 - Institutional, governance and financial analysis to implement actions related to climate change mitigations/adaptations
 - Prioritization of adaptation and mitigation options (in the order of no regret, negative cost, no cost and low cost)
 - Capacity needs assessment (from Output 2) and identification of the priority/urgent capacity development actions based on the identified priority options.
 - Policy and investment plan (from Output 4)
 - Identification of the implementation arrangements and development of the M&E framework (governance, indicators, etc.)
- Formulation of the Integrated Territorial Climate Plan based on the above.
- Endorsement of the ITCP.

¹³ For example, the M&E framework developed by UNDP to measure progress towards climate change adaptation considers wide-ranging effects of climate change and many sectors that play a role in adaptation and presents indicators for 6 Thematic Areas (TA):

- TA 1: Agriculture/food security;
- TA 2: Water resources and quality;
- TA 3: Public health; TA 4: Disaster risk management;
- TA 5: Coastal zone development;
- TA 6: Natural resources management.

Indicators are proposed in four categories for monitoring the effectiveness of adaptation initiatives:

- Coverage: the extent to which projects engage with stakeholders (individuals, households, businesses, communities, community-based organizations, government agencies, policymakers, etc.).
- Impact: the extent to which projects bring about changes that support adaptation.
- Sustainability: the ability of stakeholders to continue to implement adaptive interventions on timescales that extend beyond project lifetimes.
- Replicability: the extent to which projects generate results and lessons that are potentially useful in other, comparable contexts, and the extent to which these lessons are disseminated and acted upon.

There is a recognized need for grounding M&E in the local context: M&E for CBA (Community Based Adaptation) try to avoid overly rigid frameworks, recognizing community heterogeneity and maintaining local relevance. The CBA projects use three indicator systems: the Vulnerability Reduction Assessment, the SGP Impact Assessment System, and the UNDP Climate Change Adaptation Indicator Framework

92. ITCP will assist the Mbale region to present the short, medium and long-term development priorities of the region in order to achieve the low-carbon and climate resilient society. By doing so, it will assist the region to align any future support from coordinating partners (donors, partner regions, NGOs, CBOs, the private sector) with the development needs identified in the region through the participatory process.

Output 4: Climate change policy and investment package developed

93. This output aims to produce 1) an investment package, or a set of projects, that will assist the Mbale region to access, combine and sequence appropriate funding required to implement the ITCP, 2) a set of policy reform options that would direct public, private and foreign investments towards low-carbon and climate change resilient development options, and 3) pre-feasibility studies that generate preliminary results on the potential for selected pilot projects to be financed by the CDM or other Carbon Financing mechanisms. In the investment package, the expected level of investment (and potential investors if identified already) and timeline will be specified for each priority activity/project identified. A targeted scale for the investment package is in the range of USD 30 million in total.

94. Climate change opens new financing opportunities through sources such as carbon finance or the UNFCCC Adaptation Fund, as well as other bilateral and multilateral funds (SCCF, LDCF, etc). However, accessing these funds requires a sound understanding of their requirements and funding modalities. It also requires well researched, technically-, economically- and environmentally-sound projects that are well grounded in local priorities and circumstances. The project will support the implementation of an Integrated Territorial Climate Plan through the development of a portfolio of innovative, low-carbon and climate-resilient project concepts for short-term and medium-long term implementation, which are technically and financially feasible and meet the criteria of available financial instruments.

95. The portfolio of project concepts will be developed based on the strategic options that emerge from a more complete understanding of local priorities for climate-resilient and low-carbon development. Options that will help stimulate innovation, foster economic growth and create new jobs will be sought. The investment options that have greater potential for multiple benefits, by bringing a combination of adaptation, mitigation, environmental and development dividends (such as new business and employment opportunities in the region, enhancement of land, water and agricultural productivity, forest protection and management, improvement in public services, waste management and reduction of air pollution, etc) will be identified and developed in more detail for subsequent funding. Project ideas for no-regret and negative/no/low cost options will be prioritized.

96. A set of policy reform options will be developed to help the implementation of the ITCP through 1) directing investments towards low-carbon and climate change resilient development, 2) creating an enabling environment and 3) ensuring policy consistencies. One of the expected results of the ITCP is to attract and drive *private* investments into lower-carbon and climate-resilient measures. A public private partnership model between public authorities and the private sector can contribute to the creation of an enabling environment and directing more private investment towards the green economy. There are a number of policy instruments available to regional authorities to motivate private investment as well as a cooperative governance model. Those policy instruments range from standards and labels to tax-free investment options.

97. Policy reform options to create an enabling environment will include more than those that would affect investment decisions directly. Land use planning at the municipal or district level, for example, might be required to increase the chance of an afforestation/reforestation project to be considered for carbon financing.

98. Policy consistency – between national and regional policies and between policies among different sectors – is another challenging task to be ensured through policy reforms. Not only should a proposed reform option be consistent with current policies, but also policy reform options should address a way to improve the situation, where inconsistencies are found in the current policy environment (through governance analysis in Output 2). In particular, consistency (and synergies) between the ITCP and climate related policies at the national level, including the NAPA, will be ensured. Active consultations between national and regional government as well as inter-sectoral consultation, through the various partnership and coordination platforms established in Output 1 will help this process.

99. The Policy and Investment Package will delineate clearly a list of actions to be carried out to implement the ITCP. Roles and responsibilities of different actors to carry out policy actions for necessary policy reform to direct investments towards low-carbon development will be spelled out with timelines for actions.

100. A team of national and international experts, including those representing the Welsh Assembly Government, will work together to conduct prefeasibility studies and elaborate proposals for the options that are of particular interest to the local and international financiers. Expert's inputs will be sourced by the project, while UNDP CO and RTAs from relevant facilities will also provide hands-on guidance in this process. Inputs from the Working Groups, established in Output 1, will be also utilized.

101. Through a stakeholder consultation held during the scoping mission to Mbale undertaken by UNDP and the Welsh Assembly Government (WAG) in March 2009, three community-selected project priorities for Mbale have been identified: tree-planting, water harvesting and clean energy. These are not independent issues and the intention is to design a limited number of activities that maximize the synergies between them. Further detailed analysis is required to assess the resource needs, logistical requirements, financial viability and funding mechanisms of the three priorities. The necessary prefeasibility studies for those identified priority projects will be undertaken as part of Output 4 activities to explore possibilities for carbon financing through these priority projects. More details on the identified three priority concepts can be found in Annex 3.

102. During the first phase¹⁴ of the Mbale Territorial Approach project, the intention in each case is to develop thoroughly researched, fully consulted-upon project concepts (Project Idea Notes for the carbon-related projects), potentially coupled with parallel small-scale pilot implementation or barrier-removal activities. Financing will subsequently be mobilised so as to fully implement the project concepts (for example, as CDM projects) during Phase 2 of the Mbale Territorial Approach project. Realistically, it will probably take one year to undertake all of the necessary feasibility studies, project designs, local capacity development / awareness raising, and engagement with donors and carbon buyers necessary for implementation of the three project priorities. The Afforestation / Reforestation (AR) activities, in particular, will require considerable preparation: mapping of the terrain and delimitation of the project boundary; establishment of a seedling nursery and development of a planting regime; land preparation; extensive stakeholder consultation, particularly with local communities; clarification of legal issues (e.g. land ownership); design of the project in conformity with CDM regulations; and so on.

103. Although this time-lag in full implementation may not satisfy local stakeholder interest in immediate on-the-ground action, it is inevitable given the complexity of carbon finance and it is fully consistent with the overarching goal of Phase 1 of the Mbale project, that of developing a coherent, 'joined-up' regional climate strategy for which additional resources are then mobilised.

104. Activities under this output will include:

- Development of a list of climate change project ideas, including the identification of project-level emissions mitigation and/or sequestration activities.
- Identification of options for the introduction of legal and financial instruments to address climate change.
- Identification of potential sources of funding for project ideas.
- Conduct pre-feasibility studies for priority project ideas.
- Preparation of project proposals and submission to donors, carbon financiers and other relevant parties.
- Undertake project concept marketing and partnership building.

¹⁴ The first phase refers to the period that is governed by this project document, i.e., the ITCP development phase. The second phase refers to the following period during which the ITCP will be implemented through the implementation of various projects as well as policy reforms that are developed during the first phase.

Output 5: Lessons learned and best practices disseminated

105. This output will aim at dissemination of knowledge generated through the implementation of the pilot project in Mbale so that other regions in Uganda as well as those outside of Uganda can benefit from the lessons learned and best practices. Dissemination of lessons learned will be promoted through the networks and forums created and/or strengthened during the project implementation. Further, the Global Programme will provide a platform to share the knowledge with other regions that are also developing their ITCs.

106. Lessons learned will be documented to expand the knowledge base in terms of adaptation and mitigation in Uganda as drivers for local development. The experience will also be beneficial to other regions in the country and other countries in the Eastern and Southern African region and beyond.

107. Knowledge products (e.g., pamphlets, leaflets, briefs, etc.) will be created with specific, priority target audience identified during the project implementation in appropriate languages. Dissemination efforts will not be confined to the distribution of printed material, but other media such as radio and dramas will be considered.

108. In order to effectively capture lessons learned and best practices throughout the project implementation period, a knowledge management system/mechanism will be developed from the outset of the project implementation.

109. Activities under this output will include:

- Development of a knowledge management system to capture lessons learned and to promote project results and replications, using UNDP Adaptation learning mechanism and other tools available;
- Establishment of a project website for web-based discussions and dissemination of information and lessons learned.
- Production of knowledge products in appropriate languages, including lessons learned and best practices from small grant activities and other project activities.

C. OPERATIONAL APPROACH: PROPOSED TIMELINE

110. Implementation is expected to commence by July 2010, once the necessary financing has been secured and UNDP's due diligence requirements are completed. Implementation will be structured around three key milestones (reflected in detail in the work plan below). The proposed work plan below will be reviewed and updated during the inception phase (as soon as the project manager will come on board) and finalized before the inception workshop expected by Dec 2010. The updated work plan will be presented to stakeholders during the inception workshop for their inputs, then approved by the first Project Board meeting. Upon reviewing the work plan for the Mbale TACC, the work flow suggested in the generic work plan for TACC (See ANNEX 2) should be also considered.

Inception Phase (4 Months)

111. During the inception phase, project management unit and project governance structure are established. Then, partnership and coordination platforms described in Output 1 will be established to strengthen partnership and coordination necessary for the implementation of the project activities. Activities foreseen to be concluded during the inception phase are mostly from Outputs 1 and 2 and some from Output 4, which include (but not limited to):

- Refine terms of reference for the core project personnel and undertake recruitment;
- Design and establish an internal communication protocol (among core staff, including local and regional, Welsh Assembly Government and UNDP (Uganda Country Office, Regional Coordination Unit and Territorial Approach Global initiative));
- The TORs and membership of the Project Board will be finalized and the first PB meeting held immediately after the inception meeting;
- Project governance structure finalized with clear roles and responsibilities assigned to each project organ and platform, making sure that they are well integrated into the existing national and regional structures.
- Review the logframe as well as the total work plan and budget and revise/refine them as necessary.
- Identify contacts of key persons in charge at different government level and/or from different sectors/partners related to Mbale TACC.
- Organise an inception meeting to present the project objectives, key expected results, implementation modality, M&E framework, risk management strategy and a work plan and budget to stakeholders. This is also to mark the launch of the project;
- Establish the ITCP Steering Committee¹⁵ and the Mbale Regional Climate Change Forum and hold a first consultation meeting to map key issues and processes relevant to the project. As part of the first consultation meeting, organise an awareness-raising session on climate change issues in the context of Uganda at large, and specifically in the context of the Mbale region;
- Establish project website;
- Establish the Climate Change Small Grants Scheme in collaboration with SGP.
- Produce inception report within 2 weeks after the inception workshop.
- Finalize a detailed work plan for the next (implementation) phase based on the project work plan.
- Investigate the three proposed on-the-ground project activities – forestry, cookstove dissemination and water harvesting – in greater detail, notably: undertaking baseline surveys, assessing eligibility and viability in the context of carbon finance instruments (e.g. the CDM and VCS), identifying implementation risks and developing operational risk mitigation strategies; and seek to maximise sustainable development dividend from the projects subject to financing and technical constraints.

112. The inception workshop will be held in Mbale to be attended by a wide range of stakeholders including MFPED, MWE, MEMD, MoLG, NEMA, representatives from the three districts, Mbale CAP, NGOs, partners including Welsh Assembly Government and DFID Uganda, researchers, the private sector, multilateral partners including UNDP and UNEP, among others. Project's total budget and work plan will be

¹⁵ Whether the ITCP Steering Committee and the Project Board will be the same entity or the separate bodies will be determined during the inception phase.

presented at the inception workshop for review and comments, which will be in turn tabled at the Project Board for their approval. Project implementation will then proceed according to agreed work plans.

113. A Project Inception report will be prepared immediately following the inception workshop. It will include a detailed First Year/ Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This work plan would include the dates of specific field visits, support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time frames for meetings of the project's decision-making structures. The Report will also include the detailed project budget for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time frame.

114. The Inception Report will also include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners. In addition, a section will be included on progress to date, project establishment and start-up activities, and an update of any changed external conditions that may effect project implementation. Prior to adoption of the IR, the UNDP Country Office and UNDP/EEG Regional Coordinating Unit will review the document.

Implementation Phase (12 months)

115. During this phase, all baseline assessment, technical studies, essential capacity building, which are all necessary to develop the Integrated Territorial Climate Plan will be undertaken. Most of the activities under Outputs 2 and 3 and some activities under Output 4 will take place during this phase, which include (but not limited to):

- Undertake a stocktaking assessment to update data and information, document key data/information sources, update baseline data and identify critical gaps to be addressed;
- Identify key assessment areas and develop TORs for the climate change profile of Mbale;
- Recruit necessary short-term consultants (both national and international);
- Identify tools and methodologies for the preparation of climate change profiles (e.g. needs for geo-referenced data, thematic maps, etc) in collaboration with CLIMSAT;
- Coordinate with the Regional Climate Change Forum for an in-depth analysis of adaptation and mitigation needs and opportunities, which will feed into the climate change profile;
- Identify key training needs and organise targeted training sessions;
- Design external communication and awareness-raising strategy, with concrete actions and timelines;
- Disbursement of the Climate Change Small Grants Scheme in the Mbale region starts.
- Undertake institutional and systemic capacity needs assessment for climate change mitigation and adaptation actions in various relevant sectors as well as the regions;
- Undertake a limited capacity building activities on essential and prioritized capacity gaps to be filled, in collaboration with CLIMSAT.
- Identify key national and regional policy frameworks for the Integrated Regional Climate Change Action Planning;
- With support of international and local teams of experts, including the Welsh Assembly Government, undertake technical and financial feasibility of identified priority measures, including costing and potential funding sources; These will also include policy and institutional barrier removal measures; introduction of certain feasible financial instruments or incentive/stimulus measures (tariff and pricing policies, codes, insurance etc), and medium and larger scale investment proposals.
- Agree on the scope, key focus areas and the format of the ITCP as well as on the level of endorsement and procedure for such adoption;
- Finalize a detailed work plan for the next phase (Strategic Planning Phase) with key milestones, based on the project work plan.

Strategic Planning Phase (8 months)

116. During this phase, majority of actions implemented are under Outputs 3, 4 and 5. Also, as this is the final phase of the project which is governed by this project document, all project activities under all

Outputs must be completed at the end of this phase. Activities under this phase include (but is not limited to):

- Develop the ITCP and the policy and investment package, based on broad consultation utilizing the partnership and coordination platforms established by the project;
- Ensure strong facilitation of the working groups and ensure communication and close consultation with key government and international stakeholders, including the Welsh Assembly Government, throughout the development of the ITCP and the policy and investment package;
- Design and agree on prioritization criteria with all critical stakeholders for the measures to be covered under the ITCP;
- Endorsement of the ITCP;
- Design the key elements of the resource mobilisation strategy that will include the combination of government, private sector bilateral, multilateral and financial markets; Identify and formulate portfolio of initiatives, and undertake funding negotiations;
- Identify the potential for region-to-region knowledge transfer, technical assistance and direct investment opportunity through nrg4SD and the ART GOLD decentralisation partnership network;
- Organize a stakeholder consultation workshop – possibly a donor roundtable – to market the investment package in support of the implementation of the ITCP.
- Undertake evaluation of project success against agreed indicators; capture the lessons and disseminate through the project website and other networks.

D. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p><i>Assign a number to each outcome in the country programme (1, 2,...).</i></p> <p>Outcome 2: Vulnerable segments of the population in Uganda have sustainable livelihoods and employment including improved agricultural systems, to manage the population dynamics, economic disparities, environment shocks and recovery</p> <p>Outcome 2.2: Vulnerable communities, government, civil society and the private sector are sustainably managing and utilizing the environment and natural resources for improved livelihoods and to cope with the impact of climate change.</p>
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Strengthened capacity of selected institutions for sustainable environment and natural resources management (ENRM) as well as climate change adaptation and mitigation (Indicators to be determined by survey and capacity assessment)</p>
<p>Applicable Key Result Area (from 2008-11 Strategic Plan): Environment and energy to strengthen national capacity to manage the environment in a sustainable manner while ensuring adequate protection of the poor. Specific results have been identified to; address increasing threats from climate change; and build local capacity to better manage the environment and deliver services,. UNDP recognizes that disaster risk reduction has many elements in common with climate risk reduction and, where appropriate, will combine its efforts in these two areas.</p>
<p>Partnership Strategy</p>
<p>Project title and ID (ATLAS Award ID):</p>

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe		Inputs
					Y1	Y2	
Output 1: Partnership, coordination and participation platform for climate change planning and programming established.	Project governance framework established and operational.	No project governance structure exists.	PMU in place and project governance framework established and functional by Oct 2010	1.1 Establishment of the Project Management Unit;	x	x	<ul style="list-style-type: none"> PMU inputs WAG inputs
	Stakeholder engagement and participation platform established.	Mbale Coalition Against Poverty established in 2006 to address poverty issues in general; paired environmental and carbon offsetting committees exist, although with low capacity at present. Ongoing partnership	ITCP Steering Committee established by Oct 2010 Regional Climate Change Forum (based on Mbale CAP) established and functional by Oct 2010 Climate Change Focal Points appointed for the 3 Districts by Oct 2010	1.2 Establishment of the ITCP Steering Committee and finalization of its Terms of Reference (TORs) and membership; 1.3 Establishment of the Mbale Regional Climate Change Forum and finalization of its TORs and membership; 1.4 Establishment of Working Groups, as and when required, to support the ITCP Steering Committee with clear focus and TORs (See also Outputs 3 & 4); 1.5 Establishment of a work plan to ensure			

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe		Inputs
		between the Mbale Region and the WAG. National Climate Change Committee established for inter-sectoral coordination but still at its infancy with very limited capacity.		the timely development of the ICTP; 1.6 Stakeholder analysis and development of a communication strategy to ensure effective stakeholder involvement and strengthen various partnerships throughout the project implementation;			
	Communication Strategy developed	No communication strategy exists.	Communications strategy developed by Dec 2010, posted on the website and implemented. Communication brochures produced by end Year 1. At least 3 radio programs to increase the awareness of the general public by end Year 2. Other communication related targets to be specified in the communication strategy.				
Output 2: Capacity to integrate climate change issues into regional development plans and actions built.	CC Small Grants Scheme in Mbale operational	No CC Small Grants Scheme exists	CC Small Grants Scheme established and functional by Dec 2010. 3 proposals awarded by end Year 1, and 5 more by end Year 2.	2.1 Establishment of the climate change small grants scheme 2.2 Disbursement of small grants to qualified applicants and quality assurance of the awarded activities 2.3 Development of lessons learned and best	x	x	<ul style="list-style-type: none"> • PMU inputs • WAG inputs • International experts. • Local experts.

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe	Inputs
	# of communities benefited from activities supported by the Small Grants Scheme for CC M/A related activities.	No communities benefited from activities supported by the Small Grants Scheme	# of communities supported by the Small Grants Scheme by end Year 2 (Target # will be determined during the inception phase.)	practices from small grant activities 2.4 Capacity needs assessment towards low carbon and climate change resilient development 2.5 Development of a capacity development action plan to be incorporated into the ITCP and the policy and investment package		<ul style="list-style-type: none"> Global Programme inputs Small Grants Scheme
	# of local communities and decision makers benefited from CC awareness raising activities	Awareness raising activities on tree planting conducted at schools nation-wide as well as for parliamentarians by NGOs.	# of local communities and decision makers benefited from CC awareness raising activities by end Year 2 (Target # will be determined during the inception phase.)	2.6 Development and implementation of a limited number of training and awareness raising activities for decision makers and general public on climate change risks and opportunities. 2.7 Evaluation of the training activities conducted to improve the quality of training.		
	# of decision makers who attended training on how to use climate info to integrate CC considerations into development planning.	No decision makers/policy makers trained on low carbon & climate resilient development, especially on how to use climate information to integrate climate change considerations into development planning	Targeted decision makers trained on how to use climate info and analysis for their decision making & put their acquired knowledge into practice during the ITCP development. (Target # will be determined during the inception phase.)			
	Capacity Development Action Plan developed	No systematic capacity needs assessment conducted for the low carbon and climate resilient development. Capacity needs, existing capacity, capacity gaps are all unknown.	Required capacity identified and prioritized by Dec 2010. Existing capacity assessed by Dec 2010. Capacity gap identified by Dec 2010. Capacity Development Action Plan developed by Dec 2010. Capacity development activities initiated by March 2011 on pilot scale.			

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe	Inputs	
Output 3: Integrated Territorial Climate Plan (ITCP) formulated.	Climate Profile of the Mbale region developed	<p>First National Communication was submitted to UNFCCC, which includes GHG emissions mapping and sector analysis at the national level.</p> <p>NAPA developed and identified priority adaptation actions at the national level, but not implemented.</p> <p>No climate forecasting model downscaled to the Mbale region</p>	<p>GHG emissions analysis, sector analysis, and the inventory of regional development priorities conducted by Dec 2010</p> <p>Climate forecasting downscaled to the Mbale region by March 2011</p> <p>Risk and Vulnerability Assessment conducted by March 2011</p> <p>Climate Profile compiled by end June 2011</p>	<p>3.1 Development of the Climate Profile of the region, based on:</p> <ul style="list-style-type: none"> - Inventory of regional development priorities and initiatives to establish the base line - Development/identification of localized climate change forecasting - Risk and vulnerability assessment and creation of vulnerability maps - Local carbon budgeting based on the GHG emissions and energy needs assessment 	x	x	<ul style="list-style-type: none"> • PMU inputs • WAG inputs • International experts. • Local experts. • Global Programme inputs, including CLIMSAT
	Climate Change mitigation and adaptation options identified and analyzed	<p>NAPA developed and identified priority adaptation actions at the national level, but not implemented.</p>	<p>Low carbon development options as well as adaptation options and opportunities identified by March 2011.</p> <p>Options analyzed and compared through socio-economic analyses and prioritized by June 2011.</p> <p>Potential synergies and trade-offs between options analyzed by June 2011.</p>	<p>3.2 Climate change mitigations and adaptation options analysis, based on:</p> <ul style="list-style-type: none"> - Identification of low-carbon development and adaptation options and opportunities - Economic analyses and comparison of these options and opportunities - Identification of priority adaptation and mitigation options and opportunities - Analysis of potential synergies and trade-offs between priority adaptation and mitigation measures 			

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe		Inputs
	Integrated Territorial Climate Plan developed.		<p>Draft Integrated Territorial Climate Plan formulated for Mbale region by June 2011</p> <p>ITCP formulated for Mbale region through extensive consultation by Sept 2011.</p> <p>ITCP for Mbale region endorsed by Dec 2011.</p> <p>Implementation modality for the ITCP identified by Dec 2011.</p> <p>ITCP for Mbale operational by March 2012.</p>	<p>3.3 Development of the Climate Change Action Plan, based on:</p> <ul style="list-style-type: none"> - Institutional, governance and financial analysis to implement actions related to climate change mitigations/adaptations - Prioritization of adaptation and mitigation options (in the order of no regret, negative cost, no cost and low cost) - Capacity needs assessment (from Output 2) and identification of the priority/urgent capacity development actions based on the identified priority options. - Policy and investment plan (from Output 4) - Identification of the implementation arrangements and development of the M&E framework (governance, indicators, etc.) <p>3.4 Formulation of the Integrated Territorial Climate Plan based on the above.</p> <p>3.5 Endorsement of the ITCP.</p>			
Output 4: Climate change policy and investment package developed.	(Pre-)feasibility study conducted for priority project ideas	<p>No CDM or Voluntary Carbon projects developed so far in the Mbale region.</p> <p>Some work by UWA through FACE on voluntary carbon opportunities.</p> <p>No feasibility study conducted for possibility of CDM projects in the Mbale region.</p>	<p>(Pre-) feasibility study conducted for at least 3 priority activities, identified by stakeholders during the scoping mission, by December 2010.</p> <p>Based on the findings of the feasibility study, 3 project concepts further developed and submitted to access appropriate carbon markets by March 2011</p>	4.1 Conduct pre-feasibility studies for priority project ideas.	x	x	<ul style="list-style-type: none"> • PMU inputs • WAG inputs • International experts. • Local experts. • Global Programme inputs • Inputs from UNDP facilities

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe	Inputs
	Investment Package developed to mobilize resources for the ITCP implementation	No climate change mitigation or adaptation projects proposal developed in Mbale Region. Some small scale projects to promote fuel efficient cook stoves exist, but not systematically promoted to link them to the low-carbon regional development.	A set of project ideas identified based on ITCP by Sept 2011. Project ideas prioritized in the order of no regret, negative/ no/low cost options and the expected potential development dividends of each project ideas by Dec 2011. At least 5 project proposals developed from project ideas by March 2012.	4.2 Development of a list of climate change project ideas, including the identification of project-level emissions mitigation and/or sequestration activities. 4.3 Identification of options for the introduction of legal and financial instruments to address climate change. 4.4 Identification of potential sources of funding for project ideas.		
	Policy reform options identified to direct investments towards low carbon and climate resilient development	No climate change policy exists yet. Few policies incorporate climate change considerations. Policy consistencies are not assessed between sectors to achieve low carbon and climate resilient society.	At least 5 policy reform options (legal and financial instruments) to address climate change and/or to direct investment identified through consultation with industry and the public sector by March 2012. At least 3 policy reform options identified to mainstream climate change considerations into development planning tools (ie. NAADs report, PEAPs, etc.) by March 2012.	4.5 Preparation of project proposals and submission to donors, carbon financiers and other relevant parties. 4.6 Undertake project concept marketing and partnership building.		

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe		Inputs
	Financial resources secured for the implementation of the ITCP by marketing the investment package through networks, partnerships, and to various carbon markets		Donor consultation held on March 2012 (soon after the endorsement of the ITCP) Financing for at least three climate change initiatives secured for implementation by June 2012.				
Output 5. Lessons learned and best practices disseminated	Knowledge management system developed. Knowledge products produced for specific audience and disseminated	No knowledge management system exists, but some efforts in knowledge sharing, environmental education, awareness raising on climate change issues supported by various partners.	A project website established for information sharing by Dec 2010 Knowledge management system in place and operational by March 2011. At least 3 lessons learned produced from the project and shared on the website by end year 2 and disseminated through networks within and outside of Uganda.	4.1 Development of a knowledge management system to capture lessons learned and to promote project results and replications; 4.2 Establishment of a project website for web-based discussions and dissemination of information and lessons learned. 4.3 Knowledge products produced to targeted audience in appropriate languages and disseminated according to the communication strategy.	x	x	• PMU Inputs

E. BUDGET AND ANNUAL WORK PLAN

Budget by output:

Outputs	Amount, USD
Output 1. Partnership, coordination and participation platforms for climate change planning and programming established.	60,000
Output 2. Capacity to integrate climate change issues into regional development plans and actions built.	230,000
Output 3. Integrated Territorial Climate Plan (ITCP) formulated.	250,000
Output 4. Climate change policy and investment package developed.	280,000
Output 5. Lessons learned and best practices disseminated	31,000
Project management	133,000
M&E	16,000
Total	1,000,000

Year: 1

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET			
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)	
Low carbon and climate change resilient local development in Uganda supported	Activity 1. Partnership, coordination and participation platforms for climate change planning and programming established.							71400	Contractual Svc – Individual	15,000	
		x	x	x	x			72100	Contractual Svc – Companies	5,000	
								71600	Travel	10,000	
								Sub-total	30,000		
	Activity 2. Capacity to integrate climate change issues into regional development plans and actions built								71400	Contractual Svc – Individual	25,000
									72200	Equipment and Furniture	25,000
				x	x	x			71200	International Consultants	5,000
									71300	Local Consultants	10,000
									72400	Communication & AV Equipment	5,000
									Grant	30,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)
								71600	Travel	5,000
								Sub-total		105,000
	Activity 3. Integrated Territorial Climate Plan (ITCP) formulated.							71400	Contractual Svc – Individual	30,000
								71200	International Consultants	15,000
			x	x	x			71300	Local Consultants	30,000
								72100	Contractual Svc – Companies	25,000
								71600	Travel	25,000
								Sub-total		125,000
	Activity 4. Climate change policy and investment package developed.							71400	Contractual Svc – Individual	30,000
								71200	International Consultants	30,000
			x	x	x	x		71300	Local Consultants	30,000
								72100	Contractual Svc – Companies	30,000
								71600	Travel	30,000
								Sub-total		150,000
	Activity 5. Lessons learned and best practices disseminated							71400	Contractual Svc – Individual	5,000
								71300	Local Consultants	3,000
					x	x		74200	AV & Print Production Costs	5,000
								Subtotal		13,000
	Project Management							71400	Contractual Svc – Individual	20,000
			x	x	x	x		73400	Rental & Maint. of Other Equip	12,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)
								71200	International Consultants	0
								74100	Professional Services	17,000
								73100	Rental & Maintenance-Premises	10,000
								71600	Travel	8,000
								Sub-total		67,000
TOTAL Year 1										489,000

Year: 2

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)
Low carbon and climate change resilient local development in Uganda supported	Activity 1. Partnership, coordination and participation platforms for climate change planning and programming established.							71400	Contractual Svc – Individual	15,000
		x	x	x	x			72100	Contractual Svc – Companies	5,000
								71600	Travel	10,000
								Sub-total		30,000
	Activity 2. Capacity to integrate climate change issues into regional development plans and actions built							71400	Contractual Svc - Individual	30,000
								72200	Equipment and Furniture	0
		x	x	x	x			71200	International Consultants	5,000
								71300	Local Consultants	10,000
								72400	Communication & AV Equipment	0
									Grant	70,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)
								71600	Travel	10,000
								Sub-total		125,000
	Activity 3. Integrated Territorial Climate Plan (ITCP) formulated.	x	x	x	x			71400	Contractual Svc - Individual	30,000
							71200	International Consultants	15,000	
							71300	Local Consultants	30,000	
							72100	Contractual Svc - Companies	25,000	
							71600	Travel	25,000	
								Sub-total		125,000
	Activity 4. Climate change policy and investment package developed.	x	x	x	x			71400	Contractual Svc - Individual	35,000
							71200	International Consultants	20,000	
							71300	Local Consultants	25,000	
							72100	Contractual Svc - Companies	20,000	
							71600	Travel	30,000	
								Sub-total		130,000
	Activity 5. Lessons learned and best practices disseminated	x	x	x	x			71400	Contractual Svc - Individual	5,000
							71300	Local Consultants	6,000	
							74200	AV & Print Production Costs	7,000	
								Subtotal		18,000
	Project Management	x	x	x	x			71400	Contractual Svc - Individual	20,000
							73400	Rental & Maint. of Other Equip	12,000	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIME FRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Code	Budget Description	Amount (US\$)
								71200	International Consultants	15000
								74100	Professional Services	17,000
								73100	Rental & Maintenance-Premises	10,000
								71600	Travel	8,000
								Sub-total		8,000
TOTAL Year 2										511,000

F. MANAGEMENT ARRANGEMENTS AND COORDINATION STRUCTURES

117. This pilot project is part of the global programme “Down to Earth: Territorial Approach to Climate Change”. The project in Uganda will follow the national implementation (formally known as National Execution (NEX)) modality and underlying principles of national ownership. The project will be fully integrated into existing national processes and programmes, and will avoid the creation of parallel structures. More specifically, the project will rely on the following operational principles:

- Ensuring national leadership and ownership – High degree of participation and engaging the stakeholders who would need to act on the Integrated Territorial Climate Plan will be a central methodology for ensuring high-level support and a strong sense of ownership.
- Ensuring multi-stakeholder participation and consultation – Participation is critical to generate sense of ownership. A detailed stakeholder analysis will help determine appropriate level and types of participation. It will ensure that the process is not “monopolised” by technical experts but ensures appropriate involvement to decision-makers, civil society and the private sector;
- Building on existing and on-going work – Avoiding duplication and maximising past investments by UNDP, the government and donor community in relevant areas of support. This principle will ensure that synergies and complementarities are identified and fully realized;
- Adopting a long-term approach – Finding strong links with critical development policy frameworks for long term policy change, developing critical capacities and local and national level and leveraging a follow-up funding.

118. A project management arrangement is crucial for its successful implementation. The structure will provide direction, management, control and communication, using a structure that differs from line management. This section outlines the project management and coordination structures, which will be reviewed and finalized during the inception phase. This project involves emerging partnerships; therefore, its project management structure as outlined below should remain adaptive during the 2 year project period.

Project Implementation Arrangement

- The project will follow the national implementation modality, District Government of Mbale (on behalf of the Districts of Mbale, Manafwa and Bududa¹⁶) as the implementing partner. The Ministry of Water and Environment shall be a co-operating agency and will ensure: Government’s participation in project through Government contribution and enabling environment for project and ownership of project outputs as well as; play Executive role and/or Senior Beneficiary role in Project Board and Project Support role.

119. Project implementation will be steered by the Project Board, the highest decision making body for the project. A Project Management Unit will be established and will be responsible for the day-to-day implementation of all project activities, including direct supervision of those activities contracted to responsible parties.

Project Board

120. The Project Board is the highest decision making body for the project and will be established comprising of three roles: (1) Executive role who will be the Permanent Secretary of Ministry of Water and Environment (MWE), which houses the National Climate Change Unit, or any other official delegated by him to chair the Board. The Executive’s function is to represent project ownership on the Board; (2) Senior Supplier role- UNDP to represent the interests of the parties which provide funding and technical expertise to the project. The Senior supplier’s primary function within the Project Board is to provide guidance regarding the project including: appraisal and approval of the project(s), oversight of project performance

¹⁶ Three districts agreed to work as one Region and agreed to develop one ITCP for the region. Further, they agreed that the District Government of Mbale will manage the project finance on behalf of the three Districts. Communications on this matter are attached in the Annex 6.

and quality assurance role in the Project Board; and (3) Senior User or Beneficiary role which will include the Ministry of Water and Environment (Climate Change Unit), the Ministry of Local Government (MoLG), Mbale region (Districts of Mbale, Manafwa and Bududa). The Project Board may also include representatives from key partners on the project, such as Mbale Coalition Against Poverty (Mbale CAP). DFID and Walsh Assembly Government will be also represented in the Project Board. The Project Board will steer the project to make sure that the project will allocate the available resources effectively and efficiently to achieve the stated outcomes. It will also ensure the high level support and participation of key stakeholders both at national and sub-national levels. The membership and specific TORs for the Project Board will be reviewed and finalized during the inception phase.

Project Management Unit

121. The Project Management Unit (PMU) will be established and will be responsible for the day-to-day implementation of all project activities, including direct supervision of those activities contracted to consultants. The PMU will consist of a Project Manager, a Senior Technical Advisor (short -time) and a Finance and Administrative Assistant. The Project Manager and Assistant will be based in the Mbale region. Project Manager will be responsible for the day to day delivery of project activities to achieve the specified results including use of inputs to produce outputs as set forth in the Annual Work Plans (AWP) to the required standard of quality and within the specified constraints of time and resources. Senior Technical Advisor will provide technical expertise on climate change mitigation and adaptation issues and strategic guidance required to develop the ITCP. S/he will be responsible for preparation of feasibility studies as well as provide necessary technical support to the Climate Change Small Grants Scheme for Mbale. The Senior Technical Advisor will also ensure the coordination and harmonisation between project activities in the Mbale region and national climate change strategies and interventions coordinated by the National Climate Change Unit. Financial and Administrative Assistant will be responsible that PMU maintains records and controls to ensure the accuracy and reliability of the annual work plan's financial information. TORs for Project Manager, Senior Technical Advisor and Financial and Administrative Assistant are found in the Annex 6.

ITCP Steering Committee

122. ITCP Steering Committee will be established to undertake the development and implementation of the ITCP. It will include both national and regional authorities to ensure policy consistencies between the national and regional level. It will also ensures the ITCP will be consistent with discussions and directions lead by the National Climate Change Policy Committee.

123. Further, ITCP Steering Committee will ensure all relevant projects and activities that contribute to the development of ITCP are well coordinated. In other words, it will act as a Programme Coordinating body to guide separate activities and ensure synergies so that they will all collectively contribute to the long-term objective of the Mbale region to realize low carbon and climate resilient development. Activities to be closely coordinated include, but not limited to, those included in this project document including SGP activities, those supported by Wales and Waterloo Foundation, those by the Districts on their own.

Regional Climate Change Forum

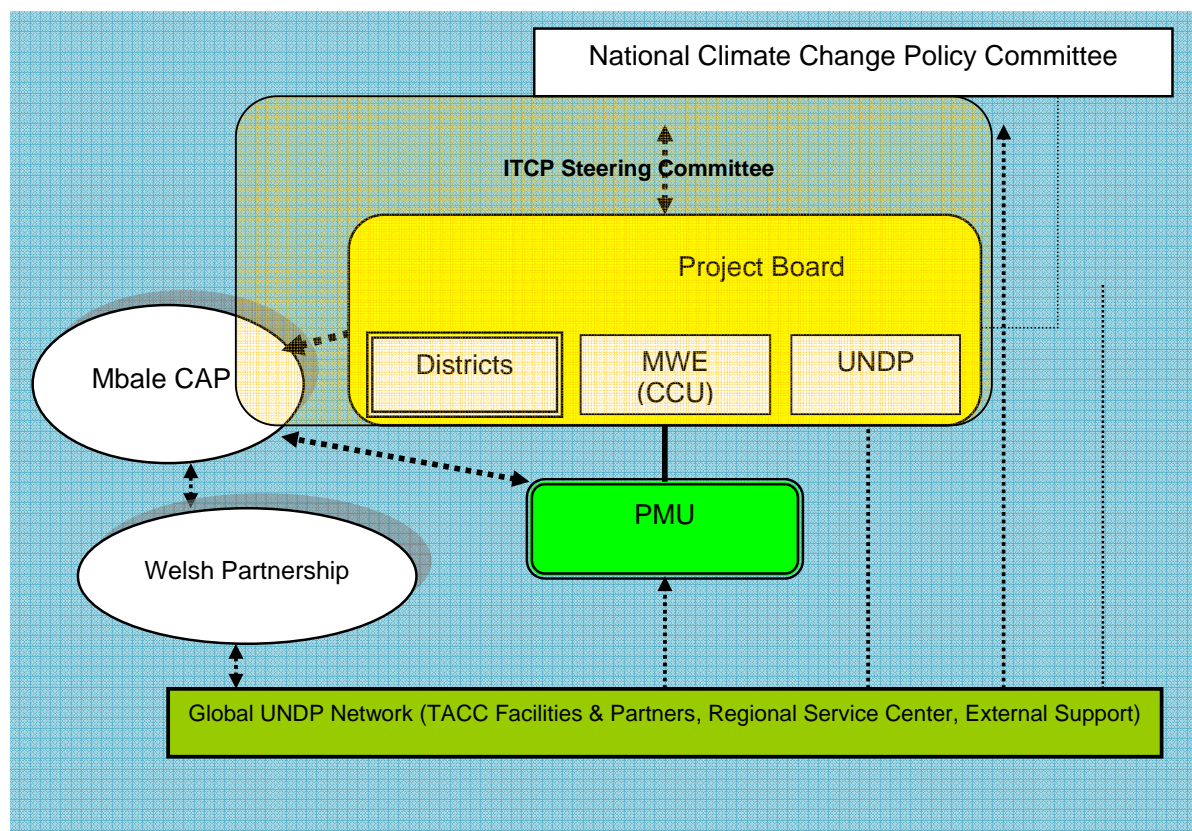
124. Regional Climate Change Forum is will be established to facilitate dialogue and coordination among stakeholders. It will promote the participatory development process of the ITCP between regional authorities and national/international stakeholders. For this project, the Mbale CAP will provide a basis for the Regional Climate Change Forum.

Working Groups

125. Thematic and/or area-based Working Groups (WGs) will be established as the project progress to support the development of the ITCP. The project will identify the key players and stakeholders within the region (in addition to those who may already participate in the above Committees) and establish working groups to leverage their expertise and obtain their views. The WGs should assess how climate change would affect different stakeholders, and put forward priorities, risks, concerns, potential conflicts and trade-offs on specific, focused issues for which WGs are established. The focus of these groups should be defined

according to the main issues identified at the regional level, either thematic (health, gender equity, etc.), geographic (municipal, district, urban, rural, etc.) or sectoral (buildings, transport, agriculture). However, to promote an integrated approach for climate change issue, adaptation and mitigation must be considered jointly by the groups and each WG should support realizing the integrated approach during the ICTP development process. Recommendations from WGs will inform discussions at RCCF and decision making by the ITCP Steering Committee.

126. A schematic overview of the project governance and coordination structure is shown below.



Key Partners for the project implementation (and the ITCP development)

District Local Governments of Mbale, Manafwa and Bududa

127. The Districts of Mbale, Manafwa and Bududa are the targeted beneficiary of the project. Mbale District Administration shall coordinate the overall project implementation at district level with support from the Project Manager. The three districts have expressed their commitment to working together towards the formulation of one integrated Climate Change Action Plan and Strategy, which will be endorsed by the three districts.

128. The Districts of Mbale, Manafwa and Bududa (Mbale region) shall sign a Memorandum of Understanding stipulating their commitment and collaboration in the implementation of the project as stated above and their respective roles in project implementation. The three (3) districts will support implementation of the project activities in their areas of jurisdiction. The District Local Governments will ensure smooth preparation of the ITCP and their integration into District Environment Action Plans (DEAPs) as well as their integration in District and Sub-County Development Plans (DDPs) and budgets.

129. The Chief Administrative Officers (CAOs) shall appoint the District Focal Point Officer for the project, to coordinate activities related to the project and ensure integration of priority climate change enabling activities in District and Sub-County planning and budget processes.

Mbale Coalition Against Poverty (Mbale CAP)

130. Mbale CAP is a development oriented association formed to bring together several local government and NGO stakeholders from the three (3) districts of Mbale, Manafwa and Bududa. The local Governments in Mbale region have signed a Memorandum of Understanding (MOU) agreeing to work together in Mbale CAP. The neutrality of Mbale CAP will give strength to this project to be implemented in Mbale region without any fear of political differences. It has helped Mbale to remain as one despite the recent divisions into separate districts.

Welsh Assembly Government (WAG)

131. The Welsh Assembly Government established its partnership with Mbale Region in 2007 following the success of the PONT Partnership between the towns of Pontypridd and Mbale and has been supporting the sustainable development of the Mbale region, in particular the activities of Mbale CAP. This project concept has been developed based on the existing partnership between the Mbale and WAG and the partnership is expected to be strengthened through the project implementation and the development of the ITCP. WAG will provide parallel technical and financial support throughout the development and implementation of the ITCP¹⁷. The partnership between Mbale and WAG is further supported by their participation in nrg4SD, which can provide a broader partnership platform for regions around the world.

Ministry of Water and Environment (MWE)

132. MWE houses the National Climate Change Focal Point and the newly formed Climate Change Unit. The Ministry of Water and Environment shall be a co-operating agency and will ensure: Government's participation in project through Government contribution and enabling environment for project and ownership of project outputs as well as; play Executive role and/or Senior Beneficiary role in Project Board and Project Support role. The MWE, represented by the Permanent Secretary, will be responsible for providing national level coordination of project activities and their integration into other climate change initiatives at the national level, in particular, the implementation of the National Adaptation Programmes of Action (NAPA) and the integration of climate change concerns into (national) development planning. .

National Climate Change Focal Point in MWE

133. The National Climate Change Focal Point (NCCFP) is responsible for efficient execution of UNFCCC obligation at global, national and local levels including the implementation of the NAPA. The NCCFP will provide guidance to the Project Management Unit to ensure linkage and harmony between national and district level climate change related policies, plans and activities. It will also ensure the linkage between the ITCP Steering Committee and the National Climate Change Policy Committee.

National Climate Change Policy Committee

134. The National Climate Change Policy Committee already exists and will ensure that the project's major outputs and outcomes, in particular, ITCP, is in line with national climate change strategies.

Ministry of Local Government (MoLG)

135. Ministry of Local Government provide support to all District Local Governments (including Mbale, Manafwa and Bududa) for them to develop their District Development Plans. Through the ITCP development, the project will support the Mbale region to make their District Development Plan more low-carbon and climate resilient. Lessons learned and best practices produced during the project implementation in Mbale will provide knowledge for the MoLG to apply during the District Development Planning process at other Districts to move towards the low-carbon, climate resilient development. MoLG will play a major role in rolling out initiatives such as this project to different districts in the country in the future.

Ministry of Finance, Planning and Economic Development (MFPED)

¹⁷ Activities supported by WAG technically and/or financially will be well coordinated within the implementation of this project through the ITCP Steering Committee. They include also tree-planting activities financially supported by Waterloo Foundation.

136. Ministry of Finance, Planning and Economic Development, the signatory of the project on behalf of the Government of Uganda, will ensure that the Project is implemented in conformity with the national implementation and in accordance with UNDP guidelines and will provide oversight to the project at the Programme level¹⁸.

United Nations Development Programme (UNDP)

137. UNDP Country Office (CO) will represent the interests of the parties which provide funding and technical expertise to the project (Senior Supplier's role). UNDP's primary function within the Project Board is to provide guidance regarding the project including (which may include close supervision): appraisal and approval of the project(s), oversight of project performance and quality assurance role in the Project Board; UNDP shall assist the PMU in sourcing expertise required for the project implementation, review of TORs for service providers as they relate to the work plan, before approval.. All project activities will be approved by UNDP as per the Annual Work Plan (AWP) under the Country Programme Action Plan (CPAP) or any other Country Programme.

138. The CO will seek for technical backstopping and additional guidance from the Regional Service Center, in particular from the responsible Regional Technical Advisor (RTA). The RTA responsible for Territorial Approach to Climate Change in the region will provide for overall supervision and technical backstopping upon such request from the CO. The RTA will monitor the progress and identify needs and opportunities for additional support from the UNDP's global/regional facilities and/or external expertise, and ensure that such support will be delivered in a timely and strategic manner. Expertise available to the project includes the TACC Global Programme, its extensive network and partnerships, including CLIMSAT, as well as Policy and Technical Advisors at the Regional Service Center and HQ.

139. UNDP (CO, RTA, the TACC Global Programme, and HQ) will also facilitate knowledge management, production, dissemination and replication of good practices from the project and provide support to resource mobilization efforts.

GEF Small Grants Programme

140. Since its launch in 1992, GEF Small Grants Programme (SGP) has been providing support directly to communities working on the global environment issues. SGP will be a key partner for the Mbale TACC in rolling out the small grant scheme to support community based initiatives targeting the climate change (mitigation/adaptation) issues in the Mbale region. During the establishment and implementation of the small grant scheme, SGP will provide the project with expertise that they accumulated in the past 2 decades for effective grant operation with communities.

G. MONITORING FRAMEWORK AND EVALUATION

Monitoring Framework

141. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

142. Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

¹⁸ MFPDE plays a major role, representing the Government of Uganda at the County Programming level. It assumes the executive role in the Programme Board constituted for the UNDP Country Programme in Uganda.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

143. Annually:

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (QPR) covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review exercise shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

144. Final Report:

- A **Draft Final Report** should be prepared four weeks before the end of the project implementation period.
- A **Final Report** incorporating comments from the beneficiary, UNDP and the donor within four weeks of receiving the comments from all the entities. This should describe the work done and the achievements of the project against its original objectives, clearly identifying any constraints that have limited the achievement of objectives. It should make recommendations for future developments and record lessons learned.

145. Day-to-day monitoring of implementation progress will be the responsibility of the Project Manager, based on the project's Annual Workplan and its indicators. The Project Manager will be responsible for the preparation and submission of the reports that form part of the monitoring process. The Project Management Unit will inform the UNDP CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial manner. PMU will submit a Quarterly Progress Report describing progress, outputs, achievements, challenges, results of the project.

146. Periodic monitoring of implementation progress will be undertaken by the Project Board, under the coordination of UNDP CO. The Project Board will meet biannually or more frequently as deemed necessary. This will allow parties to solve any problems pertaining to the project in a timely fashion to ensure smooth implementation of the project activities.

Financial reporting and auditing as per UNDP Financial Regulations:

147. As per the above mentioned financial regulations, Mbale District will submit reports in the formats provided by UNDP clearly agreed upon at the inception workshop as per the HACT & FACE guidelines. UNDP may request additional reports, if applicable, to be submitted by Mbale District and MWE should partners/donors supporting the project require any additional reports. Mbale District / MWE will prepare a final financial report and submit it to the UNDP Resident Representative no later than two weeks after project completion or following the termination of the present Agreement as per the CPAP. An inventory of supplies and equipment shall be attached to the report.

Audit Clause

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

Evaluation

149. A detailed schedule of project reviews (including annual project review exercise described above) will be developed by the project management in consultation with project implementation partners, Project Board/ITCP members, and stakeholder representatives. In case an external evaluation will be required by a donor, it will be planned for and its timing will be confirmed during the inception phase of the project.

H. LEGAL CONTEXT

150. This document, together with the CPAP signed by the Government and UNDP which is incorporated by reference, together constitute a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

151. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

152. The implementing partner shall:

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

153. 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.

154. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project 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.

I. ANNEXES

ANNEX 1. RISK ANALYSIS:

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	Decreased level of support to the project due to changes in the key political personnel after elections	at prodoc development	Political	Probability – low Changes in the key political personnel due to elections may lead to changes in development priorities and decrease the level of support to the project at the local level. Potential lower political commitment of the new politicians could weaken the governance structure, and the participatory approach	Consultation with new appointees to inform about the project and the ways it will contribute to the regional development priorities.	Project Manager UNDP CO Project Board
2	Low participation, low interest of some key players	at prodoc development	Organizational , Political	Probability – Medium Cross-sectoral approach could fail with some sectors not involved in project design and implementation, which could result in a narrow action plan or hamper implementation of planned actions	Participatory approach of the project	Project Manager Project Board ITCP Steering Committee Regional Climate Change Forum
3	Financial system reluctant to lend money to municipalities or entrepreneurs to finance climate change related project	at prodoc development	Financial	Probability – high It will hamper the leverage effect of the investment action plans, the implementation of the projects will occur only at a small scale.	Awareness raising workshops, meetings with international banks, solicit governmental support in encouraging banking sector to provide new financing opportunities at the local level	Project Manager Project Board UNDP ITCP Steering Committee
4	Underestimated level of efforts and financial resources required for data collection/ processing	at prodoc development	Operational	Probability – Medium As the data system, especially meteorological is very weak, and as there is a strong need for data in the elaboration of the climate profile and the integrated plan, it can either raise the cost or delay the project implementation.	Identification of multiple data sources and combination of bottom-up, local surveys	Project Manager Technical Advisor UNDP
5	Insufficient overall financial resources	At the start of project impleme	Fianncial	Probability – medium The project document clearly indicates unprogrammed amount. If it remained unprogrammed, it will results in the partial achievement of the expected outputs from the project. UNDP, in particular its	Identification of other potential partners, consultations with them, and clear description of	UNDP

		ntation		Partnership Bureau, is actively seeking for additional resources to ensure that the project will be fully programmed in due course.	what is yet to be funded. Ensure the delivery of activities/outputs that are already programmed to raise credibility of the project.	
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ANNEX 2. A GENERIC WORKPLAN FOR THE TACC PROJECT IMPLEMENTATION

Model timeline of activities	Y1				Y2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Project preparation and establishment of multi-stakeholder participatory process</i>								
Internal preparation/collect info on existing local government climate issues and strategies/awareness-raising of regional authorities (Support: CO)								
Establish a TACC Steering Committee and Proj Coord Unit (Support: CO, RTA)								
Formulate multi-stakeholder consultative process/strategy to develop a TACC roadmap, incl. variety/composition of WGs freq of mtgs... (Support: CO, RTA)								
Collect info on existing local government climate issues...								
Undertake multi-stakeholder consultations to develop a TACC roadmap, (Support: CO, RTA)								
Develop capacity ... (Support: CLIMSAT, external partners, other partner institutions, RTA, TACC Economist)								
<i>LG financing strategies</i>								
Collect info on existing local government financing strategies (Support: CO, UNCDF TACC Economist)								
Undertake feasibility studies on local government financing & policy (Support: CO, UNCDF TACC Economist)								
<i>Mitigation and energy development options</i>								
Establish energy development and GHG emission WG (Support: CO, RTA)								
Prepare GHG inventory and emission scenarios (Support: CLIMSAT, RTA)								
Identify priority options for mitigation through multi-stakeholder consultative process (Support: RTA, CO, INFRADEV, TACC Economist)								
<i>Vulnerability assessment and adaptation options</i>								

Low Carbon & Climate Resilient Territories

Model timeline of activities	Y1				Y2				Climate Resilience
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Prepare climate impact scenarios (Support: CLIMSAT, external partners)	█								
Establish vulnerability & adaptation WGs (e.g. water, agriculture, forestry, etc.) (Support: CO, RTA)		█							
Identify priority options for adaption through multi-stakeholder consultative process (Support: RTA, CO, INFRADEV, TACC Economist)			█						
<i>Assess priority climate financing needs and identify finance/policy mech's</i>									
Undertake assessment of socio economic impacts of identified priority mitigation and adaptation options (RTA, CO, TACC Economist, others)				█	█				
Prioritization of identified mitigation & adaptation options through multi-stakeholder consultative process (Support: RTA, CO, TACC Economist)					█				
Identify financing and policy instruments to address prioritized mitigation & adaptation options through MSC process (Support: RTA, CO, TACC Economist)						█			
Draft a comprehensive low carbon & climate resilient strategy & action plan - ITCP (Support: CO, RTA)								█	
<i>"Fast track" and follow on projects</i>									
Develop and implement 1-3 "Fast track" development projects (in consultation with external partners)			█		█	█	█	█	█
Develop and implement follow on integrated development projects in support of the ITCP by accessing, combining and sequencing different sources of environment finance					beginning in year 2 and continuing through year 3 and beyond				

ANNEX 3. THREE PRIORITY CONCEPTS IDENTIFIED BY THE STAKEHOLDERS DURING THE SCOPING MISSION

At this stage, based on the findings of the scoping mission, three climate change mitigation / adaptation projects are proposed.

Design of 3 forms of afforestation / reforestation (AR) project:

- *A CDM AR project in the mountainous uplands*, where deforestation has been severe but where relatively large swathes of land are available, in parts uninterrupted by farmland and settlements. Spatial contiguity will serve to simplify the design of the AR project and the scale will allow the scale economies inherent in the CDM to be exploited. Attention will be paid to tree species that can tolerate the upland microclimate of the area, that are fast-growing and that can supply a source of reasonable-quality firewood from cuttings and routine forest management. Lessons-learned from the Uganda Wildlife Authority / FACE AR project can be transferred to the upland AR CDM project, and the involvement of UWA would be welcome.
- *Provision of ongoing support to UWA to manage the FACE project* (following the scheduled withdrawal of the Dutch FACE Foundation involved in the original phase of the project), with a particular focus on retaining the carbon benefits of the project whilst restructuring the project so as to permit greater community involvement and co-sharing of benefits. Since Uganda is a UN REDD pilot country, it may be able to access funding from this source to support the continued provision of support to UWA, particularly as a community-centric model of managing in situ forest resources is a model with high replicability potential elsewhere in the country.
- *An agro-forestry project, providing shade for local coffee plantations*. Judicious choice of tree species may also serve to enhance soil water availability for the coffee and add nutrients to the soil. Benefits to the local community are clear, although it will be critically important to ensure that all coffee-growing cooperatives feel that they are benefiting equally from tree-planting activities. Existing Welsh Assembly Government support to the Gumutindo cooperative could be expanded to encompass such a project through an institutional carbon offset scheme, since it would fit well with other elements of the Welsh commitment to sustainable development and to MDG 7. Initial design work on this activity will focus on the feasibility of designing it as a CDM project, due to the robust quality controls and carbon price premium associated with the compliance carbon market. If the planting density does not permit recourse to the CDM, an alternative voluntary-sector standard, such as the VCS or CarbonFix, will be explored.

To undertake a fuel-efficient (fuelwood) cookstove roll-out project amongst villages in the district. This could be undertaken as a Programme of Activities (PoA) CDM project or as a VCS project, and could usefully build on UNDP MDG Carbon Facility's ongoing engagement with a similar project in Tanzania and the Uganda Carbon Bureau's work on a PoA project. Benefits would be multiple, not least an improvement of domestic air quality for women and children (smoke from cooking currently kills more people in Africa than malaria) and a reduced need for firewood collection (a laborious and sometimes dangerous occupation for women). Use of higher-efficiency stoves would reduce the rate of deforestation in the district, thereby supporting our parallel efforts to reforest the district. Furthermore, the upland AR project and the cookstove project could be coupled together, at least in the medium-term, so as to provide a sustainable source of fuelwood to the efficient cookstoves and simultaneously address the supply-side and the demand-side of the deforestation problem. Approximately 20,000 cookstoves would need to be rolled out over 4-5 years to make the cash flows of the project sufficiently robust. The Tanzania cookstove project that UNDP is currently assisting employs pairs of local women in each village to install cookstoves in households: the women are paid a piece rate for each stove installed and locally-sourced materials are used where possible. Production of the cookstoves is undertaken in locally-based workshops. Employment and income benefits therefore flow directly to the local community. A similar model may be possible in Mbale.

To promote small-scale water harvesting both for agricultural and for domestic purposes. Inadequate and extreme fluctuations in crop-available water are a major constraint to productivity and profitability. If what rainfall there is can be collected and used, instead of being lost through erosion-causing runoff, particularly

if combined with soil management practices that ensure that most of the water that reaches the crop root zone is used for transpiration rather than being lost to evaporation, there can be substantial benefits.

For those whose farming activities are drought prone, water harvesting can make better use of the water resources to which they have access. The principles are not only appropriate for cropping, but also to supply drinking water (human and animal) and domestic supplies. To be sustainable and appropriate, small-scale systems are required that need only a small capital investment, employ local materials and methods in their construction and can be maintained at the village level, and that minimize environmental impact.

Climate change adaptation benefits will flow naturally from these project activities, even though carbon financing (i.e. a mitigation tool) will be sought to fund the AR and cookstove components. The adaptation benefits of the upland AR project would include reduced soil erosion and surface run-off and – potentially – some remediation of the climate change reported by coffee farmers, which could have been exacerbated by local deforestation. The adaptation benefits of the agro-forestry project would involve the remediation of micro-climate to counter the warming trend experienced in the region over recent years. The adaptation benefits of the cookstove roll-out project involve reduced reliance on an unsustainable biomass resource, a resource that might be further threatened by future climate change. The water harvesting project will provide several benefits as listed below, not only these related to climate change adaptation:

- Water from sporadic but sometimes heavy rainfall is used instead of going to waste
- It smooths out variations in water availability, providing water when other sources fail
- Prevention of water loss through surface runoff reduces erosion
- It can help farmers improve crop and livestock productivity
- It reduce the risks to livelihoods, and enables farmers to generate income from their farming activities despite marginal conditions for agriculture
- Collect and store water near to the place of use thereby saving time and labour
- Provide good quality water where the groundwater is polluted or saline
- Provide water supplies for drinking in areas with as little as 50mm of rainfall

In the second phase of the Mbale Territorial Approach project, when these activities are fully financed and implemented, the cookstove project will serve as a useful ‘interim deliverable’ for Mbale communities, providing rapid benefits in the form of reduced need for firewood collection and improved domestic air quality. The cookstove project will, therefore, serve a valuable role in addressing Mbale stakeholders’ high expectations for near-term benefits from the Territorial Approach. Assuming tree planting / roll-out of cookstoves occurs in parallel with the CDM / VCS registration procedures, the first tranche of carbon credits from the cookstove project would be generated within a year of the first wave of cookstoves being disseminated; the first tranche of carbon credits from the AR activities could be expected approximately 5 years after tree planting commences. It may be possible to arrange pre-payment for ‘forward’ carbon credits (i.e. credits that are paid for before they are actually generated), which would assist in providing upfront financing for the projects. Alternatively, it may be advisable to use carbon revenues from the cookstove roll-out project to part-finance the AR activities. These options will need to be explored in detail.

The cost of each of the proposed project activities is uncertain: a key initial task will be to develop a rigorous costing of each activity, incorporating, where possible, cost synergies between the tasks (for example, using the same consultant to design all 3 AR project concepts). Indicative costs are given below, but these are rough estimates only and are sensitive to the ready availability of data (e.g. Geographical Information System maps), planting costs, the cost of labour, the size (hectares, number of cookstoves, number of water collection systems) of the projects, etc.

Project Activity	Description (indicative only)	Feasibility / Design Cost (approximation/ indication only)
1. AR Projects		
• Upland AR project	5,000 ha mixed-species, near-continuous	\$35,000 to develop

	plantation using an approved CDM methodology (e.g. AR-ACM0001)	PIN and supporting data
• Support to FACE project	Work with UWA to develop a forest management / planting regime so as to build on the benefits of the FACE project; leveraging existing data and forest management infrastructure.	\$20,000 to develop forest management plan and carbon strategy
• Coffee shade agro-forestry project	2,000 ha mixed-species, low-density tree planting sufficient to provide c.40% shade cover, using approved CDM methodology AR-AMS0004; scattered planting sites.	\$35,000 to develop PIN and supporting data
2. Fuel-efficient cookstove roll-out project	Distribution and installation of 15,000 efficient domestic woodfuel cookstoves, implemented as a programmatic CDM project (e.g. using methodology AMS II G)	\$30,000 to develop PIN and supporting data
3. Small-scale water harvesting	Identification of suitable technologies, cost/benefit analysis, estimates on water saving, public consultation, costed roll-out strategies, possible pilots	\$30,000 to develop costed project concept through consultation and pre-feasibility analysis
4. Pilot activities, capacity development and barrier removal in support of subsequent full-scale implementation	Small-scale pilot projects, public consultations, technical workshops, questionnaire surveys, mapping, market surveys, etc.	\$50,000
TOTAL		\$200,000

ANNEX 4. INDICATIVE TABLE OF CONTENTS OF AN INTEGRATED TERRITORIAL CLIMATE PLAN

Introduction (objectives of the ITCP, process followed and methodologies adopted, etc.)

Part A: Climate Profile

1. Description of the regional context

- 1.1 General economic and demographic data on which analyses and scenarios will be built
- 1.2 Regional development issues and priorities
- 1.3 Identification of main local stakeholders
- 1.4 Past and on-going climate change and related risk management actions

2. Vulnerability Assessment

- 2.1 Assessment of existing climate and socio-economic vulnerabilities
- 2.2 Projection of possible climate changes at relevant spatial and temporal scales
- 2.3 Simulation of the physical and economic impacts in the most vulnerable sectors (agriculture, water, coastal zone management, health, tourism, etc.)
- 2.4 Assessment of impacts on most vulnerable groups

3. GHG emissions and energy needs

- 3.1 Assessment of existing GHG emissions by sector (transport, buildings, industry, waste, agriculture and forest) and sub-sector and energy demand/supply
- 3.2 Assessment of energy needs by 2020/2050 and expected GHG emissions by 2020/2050 under a business as usual scenario

Part B: Identification and selection of priority options

1. List of selection criteria adopted and key sectors identified for low carbon development and adaptation policies and measures
2. Description of main opportunities identified in each sector
3. Estimated costs and benefits (environmental, social and economic: GHG emission reductions, job creations, energy access, local pollution reductions) of the different options and comparison of these options
4. Assessment of adaptive capacity and feasibility of implementing the options.
5. Description of potential synergies and trade off identified between priority adaptation and mitigation measures
6. List of prioritized mitigation and adaptation options (no regrets/low regrets, negative costs, no cost, low cost, higher cost options; short term, middle term, long term, political and social acceptance, regulatory needs, capacity and financial requirements, irreversibility)

Part C: Integrated Climate Change Action Plan

1. Review of existing climate change policy/financial instruments and institutional implementation arrangements
2. Survey of public opinion, including business community (optional)
3. For each priority option, description of matching policy/financing instruments to attract and drive direct investment towards lower carbon/climate resilient activities
4. Detailed first portfolio of no-regret actions identified at early stages of the process and already under implementation by the time the IRCCAP is finalized.
5. List of projects adopted (public policies and investments) and integrated policy and investment action plan
6. Implementation and M&E Arrangements (governance, indicators, etc.)

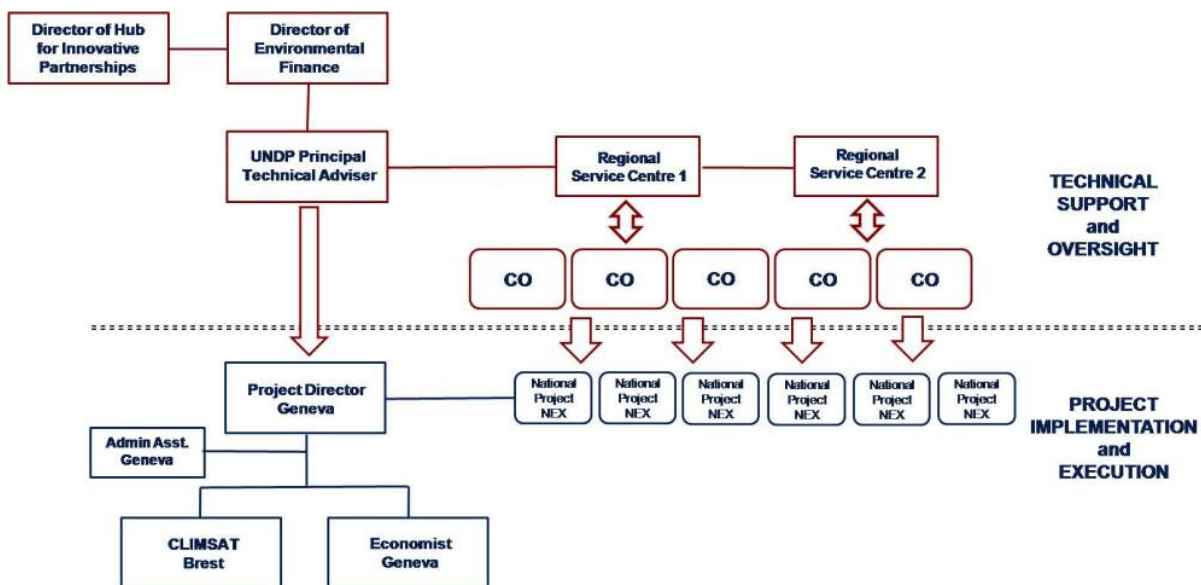
Annexes:

Present and Future Vulnerability Maps

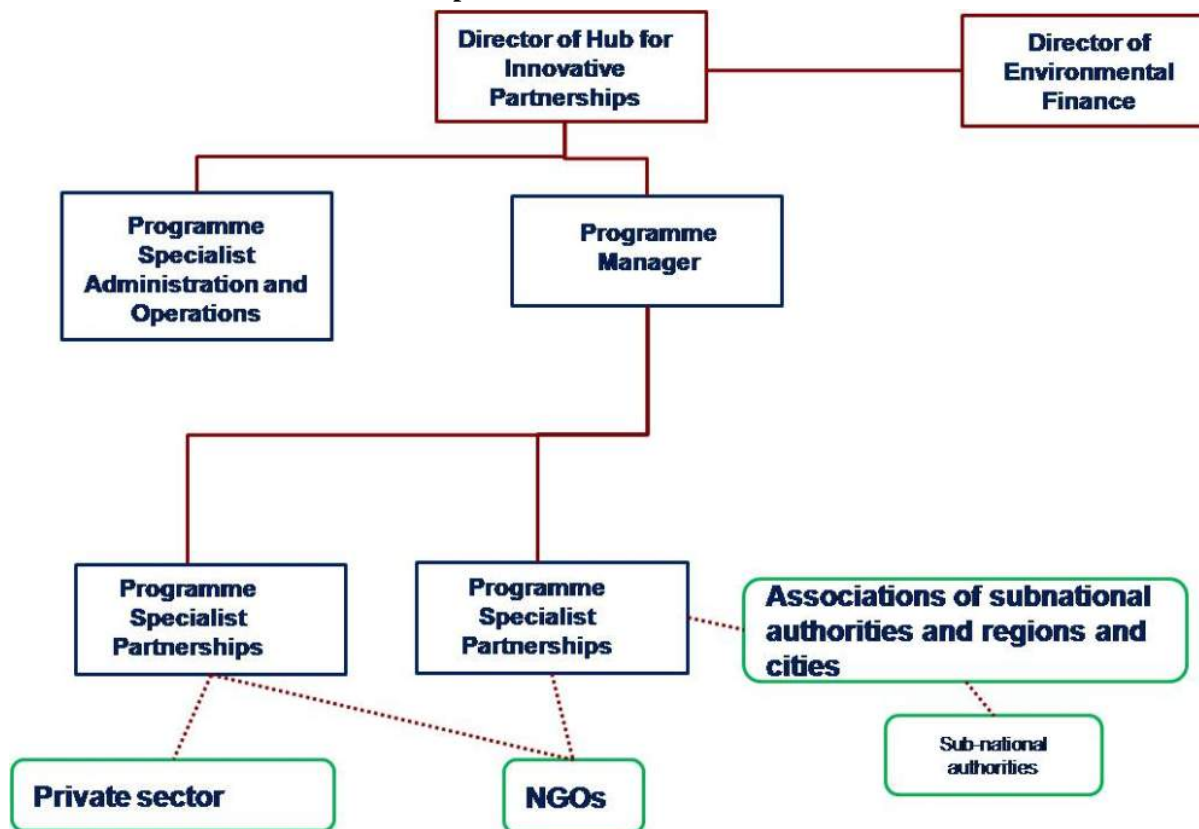
List of proposals from co-construction process, public forums, and white papers.

Project Summaries listed by size and types of financing

ANNEX 5. TERRITORIAL APPROACH GLOBAL PROGRAMME, ORGANIZATIONAL CHART



UNDP Hub for Innovative Partnerships



ANNEX 6. RELEVANT UNDP IMPLEMENTED PROJECTS

UNDP/Uganda Poverty Reduction Programme funded a Business Development Services project component implemented by Eastern Private Sector Development Centre (EPSEDEC) based in Mbale and covers a total of eight districts including Mbale, Manafwa and Bududa among others.

In addition, there are some ongoing and oncoming projects related to climate change supported by UNDP Uganda but are outside the target districts and these include:-

- Mainstreaming and implementation of Sustainable land management priorities in six (6) cattle corridor districts on Uganda funded by Norway through UNDP Dry lands Development Centre (Project under preparation and expected to start mid 2009).
- Sustainable land management project focussing on sustainable charcoal production and land/ resource tenure in two cattle corridor districts of Uganda funded by GEF (Project under preparation and expected to start late 2009)
- ECODEF Enhancing resilience to Climate variations in Sironko funded by UNDP GEF Small Grants Programme
- United Nations Joint Programme on Climate Change in Uganda (2010)

Globally, UNDP launched in 2009 a reference book titled, “Charting a New Low-Carbon Route to Development: A Primer on Integrated Climate Change Planning for Regional Governments”, which deals with the subject matters directly related to the Uganda TACC project. The book is available on line at

http://www.preventionweb.net/files/12201_ChartinganewlowEN.pdf

UNDP’s strategy is to support the efforts of developing countries and vulnerable groups for scaling up mitigation and adaptation action to successfully meet the climate change challenge and achieve the Millennium Development Goals (MDGs). See http://www.undp.org/GEF/documents/publications/CC_Strategy_WEB.pdf

According to UNDP’s situation analysis at the global level, successful climate change management will require a dramatic scaling up of mitigation and adaptation efforts at all levels, enabled by a coordinated mix of policy and financial instruments. It will call for a new development paradigm that mainstreams climate change into strategies and plans, and that links policy setting with the financing of solutions.

TORs for Project Manager
(To be based in the Mbale Region)

Roles and responsibilities

- Provide overall co-ordination, management and supervision of project implementation.
- Develop a detailed work plan for the project at inception phase.
- Control expenditures and ensure an adequate management of the resources provided for the project.
- Prepare periodic progress reports on the project as per UNDP requirements.
- Organize and facilitate national and regional workshops.
- Organize and act as secretary to Project Board meetings.
- Manage the hiring process for national and international experts.
- Manage and monitor delivery of outputs by national and international experts and institutions to work for the project in line with Terms of Reference.
- Coordinate between the international and national experts, ensuring the national staff receives all necessary training, templates, methodologies and support to undertake their data collection functions.
- Regularly liaise with project partners.
- Plan for ensuring project sustainability and replication, collect lessons learned from the project.
- Ensure that the necessary monitoring mechanisms are built in the daily and periodic activities during the project implementation.

Qualifications and skills

- Masters degree in environment, economics, development, or a closely related field.
- Demonstrated experience in successful working and collaborating with the Government of Uganda.
- Experience of cooperation with non-government and research institutions preferably in the area directly relevant to climate change.
- Technical knowledge of the implications of climate change on development, finance, environment and other relevant fields is critical.
- At least 7 years of work experience, preferably including the project management experience.
- Demonstrated solid knowledge of climate change mitigation/adaptation and development.
- Experience in design of adaptation and/or mitigation projects would be an asset.
- Ability to deliver on-time.
- Outstanding time-management, organizational and inter-personal skills.
- Excellent negotiations skills.
- Fluency in written and spoken English.
- Excellent drafting and reporting skills.
- Excellent computer literacy.

TORs for Senior Technical Advisor

(Short-time)

Roles and responsibilities

TA's main tasks for the project are to:

- 1) provide technical and strategic assistance to the PMU and the overall project throughout the duration of the project, in particular for the climate profiling exercise, quality assurance for feasibility studies, quality assurance for community-based projects supported by the small grant scheme, development of project concepts for potential carbon financing, etc.;
- 2)
- 3) liaise with international partners together with UNDP CO to be informed about their strategy for support to Uganda and keep them informed about the progress in the Mbale region;
- 4) provide technical backstopping in developing the ITCP and its associated investment and policy packages; and
- 5) provide any other assistance/guidance as necessary to the PMU and to the Mbale Region during the project implementation.

Qualifications and skills

- Masters degree in environment, economics, development, or a closely related field.
- Technical knowledge of the implications of climate change on development, finance, environment and other relevant fields is critical.
- At least 10 years of work experience, preferably including support to governments through policy and strategic interventions.
- Demonstrated solid knowledge on climate change adaptation and development.
- Demonstrated solid knowledge and experience in various carbon financing mechanisms.
- Experienced in designing adaptation and/or mitigation projects.
- Experience in resource mobilization and partnership development.
- Experience of project management, preferably for UNDP, would be an asset.
- Ability to deliver on-time.
- Outstanding time-management, organizational and inter-personal skills.
- Excellent negotiations and communication skills.
- Fluency in written and spoken English.
- Excellent drafting and reporting skills.
- Excellent computer literacy.

TORs for Administrative/Financial Assistant

(To be based in the Mbale Region)

Duties and responsibilities

The Administrative and Financial Assistant provides assistance to the Project Manager in the implementation of day-to-day project activities. He/she is responsible for all administrative (contractual, organizational and logistical) and all accounting (disbursements, record-keeping, cash management) matters under the project.

Specific Tasks will include

- Provide general administrative support to ensure the smooth running of the project management unit.
- Project logistical support to the Project Manager, Technical Advisor and project consultants in conducting different project activities (trainings, workshops, stakeholder consultations, arrangements of study tour, etc.).
- During the visits of foreign experts, bear the responsibility for their visa support, transportation, hotel accommodation etc.
- Organize control of budget expenditures by preparing payment documents, and compiling financial reports.
- Maintain the project's disbursement ledger and journal.
- Keep files with project documents, expert reports.
- Control the usage of non-expendable equipment (record keeping, drawing up regular inventories).
- Keep regular contact with project experts and consultants to inform them about the project details and changes.
- Provide English translation as required.
- Draft correspondence and documents; finalize correspondence of administrative nature; edit reports and other documents for correctness of form and content.
- Arrange duty travel.
- Act on telephone inquiries, fax, post, e-mails and co-ordinate appointments.
- Perform any other administrative/financial duties as requested by the Project Manager.
- Organize and coordinate the procurement of services and goods under the project.


Qualifications and skills

- Secondary degree.
- Fluency in written and spoken English.
- Outstanding time-management, organizational and inter-personal skills.
- At least 3 year experience in office administration, preferably within UNDP projects.
- Excellent computer literacy.

Contractual and reporting arrangements

- Reports to the Project Manager and works under his/her direct supervision;
- Cannot be employed elsewhere during the entire course of the project.

ANNEX 8. LETTERS OF CONFIRMATION FROM DISTRICTS


The Republic of Uganda

MANAFWA DISTRICT LOCAL GOVERNMENT
Office of the Chief Administrative Officer,
P. O. Box 916, Mbale.

Telephone:			
District Chairperson	0702110043	Chief District Auditor	0782962342
C.A.O.	0712010070	District Education Officer	0782307099
DRC/DO	0712010070	District Engineer	0771099418
CEO	0712010070	District Health Services Officer	0771043431
Natural Resources Officer	0782001004		

In web: ca@manafwa.gov.ug
Web: www.manafwa.gov.ug CR. 210/3

30th June, 2009

The Country Director,
UNDP Uganda Country Office.

MBALE REGION INTEGRATED TERRITORIAL CLIMATE PROJECT:

Reference is given to the communication from Chief Administrative Officer, Mbale, Ref. CR. 210/3 dated 29th June, 2009 concerning the above mentioned project.

Manafwa District Local Government agreed to work as partners of this project under Mbale CAP; but since Mbale CAP is neither recognized as government nor as a nationally registered NGO, we have accepted Mbale District Local Government to take the overall responsibility of managing the project on behalf of the partners of Mbale Region.


Kanyarutokye Moses
CHIEF ADMINISTRATIVE OFFICER
MANAFWA.




Amb. Wallimwa M.P. Charles
DISTRICT CHAIRPERSON,
MANAFWA.

Cc: RDC, Manafwa.
Cc: District Chairperson, Mbale.
Cc: Chief Administrative Officer, Mbale.

BUDUDA DISTRICT LOCAL GOVERNMENT

Tel: Chief Admin Officer 0772 546055
District Chairperson 0772 434059
Speaker 0782 346623
D/CAO/District Engineer 0772 430688
CFO/Chief Internal Auditor 0772 479176
District Education Off 0772 570565
D/Director of Health Services 0782 308719



THE REPUBLIC OF UGANDA

P.O. BOX 292
MBALE
UGANDA

*In any correspondence
on this subject please quote:* CR. 210/3

30th June 2009

The UNDP Country Office
Kampala

MBALE REGION INTEGRATED TERRITORIAL CLIMATE PROJECT

Bududa District was part of the greater Mbale until the year 2006 when the new District was created.

Under the Mbale Region Integrated Territorial Climate Project we agreed to work together as a region.

It is against this background that I write to confirm that Bududa District Local Government accepts Mbale District Local Government to take overall responsibility of managing the Integrated Territorial Climate Project on our behalf.

Thanks in advance for your usual co-operation.

CHIEF ADMINISTRATIVE
OFFICER
30 JUN 2009
A handwritten signature in blue ink, appearing to read 'Oswald V. K. A. District'.
Oswald V. K. A. DISTRICT
Chief Administrative Officer

Copies to: District Chairperson, Mbale
District Chairperson, Bududa
Chief Administrative Officer, Mbale.

The Republic of Uganda



Declaration of Commitment to Mbale CAP for Regional Sustainable Development

1. Mbale CAP was formed as a coalition of Civil society and the District Local Government of Mbale¹ with the intention of fostering closer links with the people of Mbale and the people of Wales. The coalition also acts as a vehicle through which poverty reduction programmes are conceived and implemented.
2. This Declaration of Commitment to Mbale CAP for Regional Sustainable Development dated the 10th day of March 2009 is made between Mbale Coalition Against Poverty (Mbale CAP) with offices in Sironko Cell, Malukhu Ward, Industrial Division, Mbale Municipality, Mbale District on the one hand and the Districts of Mbale, Manafwa and Bududa of Eastern Uganda on the other hand.
3. We, the Districts of Mbale, Manafwa and Bududa are mutually committed to sustainable development and In pursuing the development of the Coalition already established to foster the smooth implementation of poverty eradication projects, the parties declare their commitment to Mbale CAP and co-operate in the framework of the terms and conditions set out below
4. Considering:
 - That the visibility and political importance of Regional Governments has significantly increased world wide and that they represent the most appropriate level to manage many public services that national authorities are not equipped to provide;
 - That Local governments in Uganda occupy an important place among the various actors involved in development policy, given their role in the setting and implementation of development strategies and policies;
 - That Local Governments through regional development partnerships and collaboration with civil society and the private sector, are instrumental in fostering local democracy and inclusive and equitable local development;
 - That regional development partnerships, as a tool for development, are particularly apt to respond to local needs and requirements, because of their flexibility and efficiency, in particular in providing trans-boundary basic services to the population, and specifically the poorest sections of our society;
 - That regional development partnerships projects provide a formidable leverage to enhance the understanding of our citizens about the needs for our shared

¹ Before the creation of Manafwa (July 2005) and later Bududa (July 2006) Districts

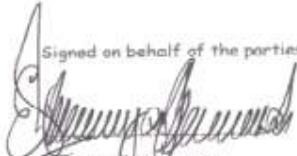
humanity and solidarity especially with regard to those who live in poverty and destitution:

- That regional partnerships for development can also greatly assist in ensuring a smooth decentralization process;
- That for all these reasons, the Districts of Mbale, Manafwa and Bududa, in concluding regional development partnerships, provide a crucial contribution to the fight against poverty and promotion of sustainable development:

5. Confirms:

- Our commitment to sustainable development in the framework of Mbale-Manafwa-Bududa development cooperation;
 - Our desire to have Mbale CAP to act as a link between partners from Wales or else where as the parties will determine from time to time and local institutions;
 - Our determination to support Mbale CAP to broker and channel financial support from national and international funds and charitable trusts to the implementing organisations and institutions in relation to the specified projects;
 - Our support towards the operation of Mbale CAP through material and financial contributions;
6. This declaration of commitment shall constitute legal, valid and binding obligations on the parties, and shall be enforceable in accordance with the terms therein:


Signed on behalf of the parties as follows:-


District Chairperson
Mbale District


District Chairperson
Manafwa District


District Chairperson
Bududa District

Witness on behalf of the parties as follows:-


Chief Admin. Officer
Mbale District


Chief Admin. Officer
Manafwa District


Chief Admin. Officer
Bududa District


Coordinator
Mbale CAP

Minutes of Virtual Project Appraisal Committee

Project: Territorial Approach to Climate Change in the Mbale region of Uganda

UNDP Country Office: Uganda

Date: Virtual PAC was organized from 8th December to 24th December 2009 (then extended by 1 month).

A total of 15 external key stakeholders were identified and contacted to participate in the Virtual PAC process for the above project as detailed in the table below:

	NAME	ORGANISATION/ POST	EMAIL ADDRESS
	CIVIL SOCIETY ORGANISATION		
1	Robert Bakiika	EMLI Bwaise Facility/ Executive Director	bakiika@gmail.com ; bakiika@bwaisefacility.org
2	Apollo Mwenyi	Mbale Coalition Against / Programme Coordinator	mwenyiapollo@yahoo.com
	ACADEMIA		
3	Prof. John Kaddu	Makerere University/ Professor	kaddujb@zoology.mak.ac.ug
4	Dr. Phill Hollington	University of Bangor, Wales/ Researcher	p.a.hollington@bangor.ac.uk
5	Dr. Hillary Thomas	PONT project in Pontypridd	hsct2@yahoo.co.uk
6	Mary Manana	Uganda Christian University, Mbale Centre/ Academic Registrar	mananamary2006@yahoo.com
	GOVERNMENT		
7	Phillip Gwage	Climate Change Unit/ Coordinator	pgwage@googlemail.com
8	Obong David	MWE/ Permanent Secretary	dooo@infocom.co.ug ; ps@mwe.go.ug
9	Kahanguzi Kashaka	MoLG / Permanent Secretary	ps.molg.go.ug
	LOCAL GOVERNMENT		
10	Andrew Mawejje	Mbale District Local Government /CAO	mawejjeandrew@gmail.com
11	Anna Nakayenze	Mbale District Local Government/ DNRO	nakayenze_anna@yahoo.com
12	Amb Charles Walimbwa	Local Council V Bududa / Chairman	c/o_watalungha@gmail.com
13	Masikah Nakhaima	Bududa District Local Government /DNRO	masikah2005@yahoo.com
	DEVELOPMENT PARTNERS		
14	Rob Rudy	DfID/ Pro-Poor Growth Advisor	r-rudy@dfid.gov.uk
15	Jon Townley	Wales Assembly Government/ Head of International Sustainable Development and the Wales for Africa Team	Jon.Townley@Wales.GSI.Gov.UK
	UNDP		
16	Mary Symmonds	UNDP CO /Country Director	mary.symmonds@undp.org
17	Dr Christophe Nuttall	UNDP Geneva/ Director Hub for Innovative Partnerships	christophe.nuttall@undp.org
18	Dr Akiko Yamamoto	UNDP RSC Pretoria/ Regional Technical Advisor (International Waters)	akiko.yamamoto@undp.org
19	Wilson Kwamya	UNDP / ARR (P)	wilson.kwamya@undp.org
20	Dr Christophe Rynikiewicz	UNDP / Senior Climate Change Advisor	christophe.rynikiewicz@undp.org
21	Dr Patrick Birungi	UNDP/ National Economist	patrick.birungi@undp.org
22	Daniel Omodo McMondo	UNDP / PO Environment	daniel.omodo@undp.org
23	Abubaker Wandera	UNDP GEF Small Grants Programme/ Coordinator	abubaker.wandera@undp.org

The VPAC was chaired by the Country Director of UNDP Ms. Mary Symmonds, the five (5) key stakeholder groups relevant to the project were selected to participate in the virtual PAC including i) Civil society and private sector ii) Academia, iii) Government agencies/departments, iv) Local Governments and, v) Donors and development partners

Comments were received from the Virtual PAC, compiled and responded to as follows:

Minute	Comments from VPAC participants	UNDP Responses
	GENERAL COMMENTS	
Min 1	General Comments	
	<p>Members of the VPAC made a general comment that the project scope, objectives, result matrix and timing were relevant to the objectives of the National Development Plan and were also timely given that the project would start at the beginning of the National Development Plan (NDP), United Nations Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD) and Country Programme Action Plan (CPAP) 2010 – 2014.</p> <p>There was a general observation that though all, the objectives were clear, there were some discrepancies in measuring results and management arrangements.</p>	<p>All these comments were incorporated into the project document with support from the Office of the UNDP Regional Technical Advisors RSC Pretoria and NY.</p>
	SPECIFIC COMMENTS	
Min 2	Situation analysis & lessons learnt	
	<p>According to one participant, Christophe Nuttall the Situation Analysis articulated the project’s linkage to the CPD and Country Programme Action Plan (CPAP) but lacks information on linkage at the sub-national level. There was no information on the content of the relevant DDPs except that the districts see agriculture as a way out of poverty.</p> <p>There was another comment that the ProDoc was lacking on analysis of the sub-national context such as regulatory autonomy (standard setting, permitting, prohibiting activities etc.) and fiscal/financial autonomy (ability to raise and spend funds at the sub-national level) nor the inter linkages between these capacities and the national framework (e.g. national standard setting and related permitting at the sub-national level.</p> <p>Ministry of Local Government (MoLG) noted the following:</p> <ul style="list-style-type: none"> • Sustainability of the project will be achieved by aligning its activities within the Local Government system and processes and it is important that District Technical Planning Committees who are major players in the local government development planning process be inducted thoroughly and brought on board on this process. • In furtherance of ensuring that development planning moves towards low carbon and climate resilient development climate resilient planning be included and integrated in the local government development planning processes. Thus there should be activities aimed at developing guidelines and indicators to mainstream and track climate issues into the LG planning process respectively. • Information development and sharing is also critical factor 	<p>The situation analysis was improved in the Prodoc (see paragraph 22, 23, 41) to include those comments. Following Mbale CAP meeting in January districts are targeting to reflect climate change issues in their Budget Framework Papers (BFPs), district development plans (DDPs), annual work plans (AWPs) and budgets</p> <p>The project document addresses the issue of District Technical Planning Committees (DTPCs) through appointment of senior members of the DTPCs to liaise with the PMU.</p> <p>UNDP and MoLG shall explore the issue of developing guidelines and indicators to mainstream climate change in Local government planning either within or outside the TACC project.</p> <p>Capacity building is an essential aspect of the TACC project.</p> <p>Ministry of Local Government concerns were incorporated into the project document. UNDP agrees that partnerships with academics and CSO</p>

Minute	Comments from VPAC participants	UNDP Responses
	<p>for climate change mitigation and adaptation interventions. Therefore the project should take advantage of the Local Government Information and Communication system (LOGICS) that has been developed by this Ministry.</p> <ul style="list-style-type: none"> • The Local Governments Act Cap 243, should therefore be applied and adopted as one of the enabling laws because district operations are fully guided by it. • The project document should emphasize the important role that this Ministry plays in ensuring sustainability and harmonization of this project at Local Government <p>The National Coordinator UNDP GEF Small Grants Programme made the following contributions to the situation analysis and lessons learnt:</p> <ol style="list-style-type: none"> i) The project document should reflect UNDP – Uganda’s previous/current investments in the Mount Elgon/Mbale region. For example: the project should scale up interventions where UNDP had investments on climate change issues and also pick up lessons learnt. ii) UNDP in Uganda has invested resources in building capacity of Eastern Private Sector Development Centre Limited (EPSEDEC) in Mbale where it is working with number of institutions. UNDP Uganda Global Environment Facility Small Grants has funded interventions related to Climatic change by NGOs such as Kifango Farmers Association in Manafwa; Shunya Yetana Community Based Organization in Bududa is working around the landslides prone degraded areas of Mount Elgon Ecosystem. SGP projects have supported mitigating effects of climate variations, water scarcity and land degradation by empowering project beneficiaries with knowledge, skills to design and adopt appropriate technologies that enhance their ability to improve livelihood conditions. iii) In brief civil society (NGO/CBOs) should be used as a delivery mechanism to pilot some interventions and technologies because they are more efficient and effective than direct implementation through local governments. Amount of funds for pilot projects should be increased and where possible UNDP GEF/SGP experience here could be used. iv) UNDP invested resources in Kapchorwa Local government recently together with NEMA. v) The Global Change Research Network in African Mountain Research Initiative in Makerere University should be included and collaboration sought through Dr. Bob Roga Nakileza of Makerere University, e-mail Phone: 0782-470334.as they are doing climate change and adaptation work in Mbale/Elgon region. vi) IUCN, EAC and bilateral donors are supporting a transboundary Mount Elgon Ecosystems approach and 	<p>should be encouraged all through the life of the projects. An extended first list of participants would be officially agreed on at the inception phase. CCD (Community Driven Development) programmes may be a way to foster NGO/CBOs’ participation.</p> <p>UNDP took note of lessons learnt from earlier projects in Uganda for instance the fact that political support for implementation of identified priorities in Kapchorwa District Development Plan. Lessons learnt on the specific example on Kapchorwa project are that there is political support for effective ecosystems wide approach for soil and water conservation, protecting river banks upstream and improved sanitation (downstream). Districts were able to implement priority environmental actions and by-laws with UNDP support. The project document has been updated to reflect lessons learnt from UNDP GEF SGP.</p> <p>Optimal ways to built on existing methodologies of the SGP, also the SGP UNV Community Based Adaptation scheme and the financing channels will be finalized at the inception phase.</p> <p>One paragraph has been added in the project document on SGP under the “Key Partner” section.</p> <p>IUCN and EAC were included in the project</p>

Minute	Comments from VPAC participants	UNDP Responses
	also working at community levels for climate adaptation and mitigation measures. Contact Mr. Chemangei Awadh who is the coordinator chemangeiawadh@yahoo.com	document as partners for the project
Min 2	Objectives, outputs and activities	
	<p>Stakeholders raised the following observations regarding the proposal and more specifically the Strategy, Objectives, Outputs & Activities:</p> <p>One participant observed that the project includes a clear capacity development strategy, programme components, outcomes and outputs. However, it focuses too much on some project activities and not on climate change mitigation and adaptation. For instance, the document spends 3 pages explaining the demonstration projects but remains vague on how mitigation and adaptation will be integrated into development planning. Without pre-empting the results of the assessment and ITCP process, it would provide more clarity if the existing development plans would be at least briefly described thus making the whole project more tangible and concrete (we would know exactly in what areas the project is expected to intervene).</p> <p>Concerning outputs, comments were raised to see what would be the Welsh input to the added output 5</p>	<p>The UNDP CO reviewed the comments, other resources and District level strategic documents in line with the project document and clarified as mitigation & adaptation would be integrated into development planning. Additional clarifications to be made during the project inception phase.</p> <p>The detailed description on the three identified priority concept has been moved from the Output 4 description to the Annex 2 to improve the focus of the description on the Output 4.</p> <p>Output 5 will consolidate lessons learned not only from the activities governed by this project document but also those activities supported by WAG towards the development of ITCP. The contribution from WAG is expected upon the development as well as dissemination of the lessons learned.</p>
Min 3	(a) Operational approach, funding and proposed timeline	
	<p><u>Procurement clause</u></p> <p>One participant suggested that the Public Procurement and Disposal of Public Assets Act, 2003, of the Republic of Uganda should be applied</p> <p>The Government of Uganda Public Service Commission Regulations should be applicable when procuring contract staff to be based in Mbale Region on a full time basis.</p> <p><u>Small Grants Scheme Funding</u></p> <ul style="list-style-type: none"> You talked about establishing a climate change small grants scheme in collaboration with SGP, is it in line with the TACC? If yes, what CSOs are sitting on this scheme? <p><u>Types of trees to be planted</u></p> <ul style="list-style-type: none"> There was need for clarification on the issue of low density trees planted with respect to coffee shade agroforestry project. 	<p>Procurement procedures should follow UNDP Programme and Operations Policies and Procedures (POPPs), applicable to National Implementation Projects. UNDP, together with the implementing partners, will ensure transparency and accountability in all procurement process and the procurement process will be clearly explained to stakeholders during the inception workshop in details as necessary.</p> <p>The Climate Change small grants scheme will be fully in line with TACC. The procedures will be established during the inception phase of the project.</p> <p>Type of trees, and many other technical details to be determined, will be investigated through activities under the Output 2.</p>

Minute	Comments from VPAC participants	UNDP Responses
	<p><u>Funding International Consultants</u></p> <ul style="list-style-type: none"> • On the issue of funding International Consultants, it was observed that international consultant appear twice but should appear once to minimize on the travel costs associated with his/her expenses> • On the budgeting the travel is not specific, does it include both inland and international travel or only limited to Mbale region 	<p>UNDP applies the results based approach to the project management. Details of inputs, such as travel and timing of the deployment of international consultants will be determined throughout the project implementation to ensure the most effective use of the project resources to achieve the expected outputs and outcomes.</p>
	<p>(b) Project management structure and partnership issues</p>	
	<p><u>Proposed Project Financial Management System</u></p> <p>Members of Mbale CAP raised the following comments:-</p> <ol style="list-style-type: none"> 1. A separate financial management system should be setup in the Project Management Unit through which project funds will be received and disbursed to spending centres. Financial management manual should be developed by UNDP Uganda Country Office and the draft shared with Mbale CAP. The manual should be one of the annexes to the final project agreement, in addition to the cost sharing agreement among others; 2. The Accounting Officer of the entity or District through which project finances will be channeled should authorize the release of project funds to finance approved project activities in light of the recommendations from the Project Steering Committee; 3. Arrangements should be put in place to handle the mainstreaming of the project financial management system into the Integrated Financial Management System (IFMS) of Mbale District Local Government. Such a process may be started on during the second project year after drawing lessons from the 1st year operations and after strengthening the capacity of the Local Government through the planned output No. 2; 4. Financial transfers to community-based climate change adaptation and mitigation projects (under the small grants scheme) should be made through an approved area-based NGO, especially where the beneficiary community may not have the requisite institutions to manage financial resources. Accountability for the disbursed funds must be made through the same channel; 5. Financial transfers to NGO-initiated climate change adaptation and mitigation projects (under the small grants scheme) should be made direct from the project account to the NGO account; 6. Projects that cut across district boundaries that cannot be effectively and efficiently managed by the community or NGOs should be financed directly (to service provider) from the project account; 7. The project steering committee will draw up procurement 	<p>UNDP recognizes that the TACC project shall follow the National Implementation Modality of project implementation as indicated in the project document and relevant project stakeholders will be sensitized and trained on how this process works.</p> <p>Details of the roles and responsibilities between the Mbale District and MWE regarding the fund management must be specified in the MoU between the two, which should be cleared by UNDP prior to signing.</p> <p>Regarding financial transfers under the small grants scheme, UNDP will also draw from its wealth of experience in managing the Global Environment Facility Small Grants Programme as indicated in the project document and advise on the best modality of executing the SGP component. The details of the operational procedure will be agreed upon the establishment of the small grant scheme during the inception phase.</p> <p>UNDP and Government of Uganda shall follow the procurement procedures established for National Implementation projects, as specified in POPP. The proposed TORs for the Climate Change Focal Points (to be appointed by the CAO of the three</p>

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	<p>policies and guidelines in light of the financial management manual. The procurement policy and guidelines should clearly state the composition and terms of reference of the procurement committee.</p> <p>TORs for Climate Change Focal Points</p> <p><u>Members of Mbale CAP and other participants also made their inputs on TORs for the Climate change focal points; PMU; appointment of Project manager, funding, Mbale Regional Climate Change Forum, Project Board, Mbale Regional ITCP Steering Committee as follows:</u></p> <ol style="list-style-type: none"> 1. Coordinate all activities in the project activities at the district level; 2. Mainstream climate change adaptation and mitigation issues into Local Governments (District and Sub County) levels; 3. Provide technical and strategic assistance to the project steering committee and overall project in particular quality assurance for community based projects and NGO projects supported under the small grants scheme; 4. In liaison between the project management unit (PMU) and the District Local Governments to ensure consistence of the district level climate change adaptation and mitigation with the activities in the regional project level; 5. The duration of the assignment will be for the entire project period but with an initial probationary period of 1 year; 6. The climate change focal point person should be drawn from the highest levels of the Natural Resources Sectors of the three districts 7. After sharing these terms of reference with the Climate Change Advisor at the UNDP Uganda Country office, the Chief Administrative Officers of the three districts in the region shall appoint Climate Change Focal Points not later than 31st December 2009; <p>Project Management Unit (PMU) - Appointment of the Project Manager</p> <ol style="list-style-type: none"> 1. After the project approval, UNDP Uganda Country office should issue an invitation for applications for the post of Project Manager preferably from Ugandan Nationals. The interview panel should be composed of representation from UNDP Uganda Country office, Ministry of Water and Environment and the Project Steering Committee; 2. The requirement for a foundation Bachelors Degree in Sciences with a bias in Natural Resources Management should be indicated in the person specifications, in addition to the Masters degree in a related field; A minimum of 70% of the project funds must be directed towards the financing of the projects at the lowest level of project implementation; <p>Agro forestry should not be confined to coffee but should be extended to cover other enterprises including crops and</p>	<p>districts) are noted. The posts must be taken into consideration when the project finalizes its governance and coordination structure during the inception phase.</p> <p>Appointment of the Project Manager shall follow normal UNDP and Government of Uganda national implementation modalities.</p>

Minute	Comments from VPAC participants	UNDP Responses
	<p>livestock. Tree planting should not be confined to mountainous areas but spread to other places through establishment of woodlots;</p> <p>Mbale Regional Climate Change Forum</p> <ol style="list-style-type: none"> 1. Mbale CAP has wider mandate than climate change issues. In order to protect its identity, Mbale Regional Climate Change Forum should be separate from Mbale CAP 2. The Mbale Regional Climate Change Forum should be composed of Mbale CAP Coordinator (Apollo Mwenyi), Chairperson Mbale CAP (Mawejje Andrew), Representative from Environment Committee of Mbale CAP (Anna Nakayenze), 3 NGO representatives (1 from each district), 1 representative from the private sector, 1 representative from the Education Sector; 3. The primary function is to coordinate activities which promote engagement and participation by the widest range of people in all parts of the region so that they can be involved in the work of low carbon climate change-resilient development; 4. Other functions are to coordinate the consultation process on climate change action and measures relevant to Mbale Region; build capacity of participating NGO's and those they represent to be involved in climate change adaptation and mitigation measures; work closely with WAG to strengthen the Region to Region partnership; promote the role of the community in the development of local action plans to inform the regional plans; work closely with the ITCP Steering committee on developing a communications strategy on climate change; and promote, in all parts of the region, access to grants from the small grants scheme. 5. Meetings timetable and chair to be decided during the first meeting in January 2010; 6. It is very important to quickly establish the Mbale Regional Climate Change Forum and that it has a central role in the delivery of the project. 7. Someone from the MRCCF should be on the selection panel for the Project Manager post. This is a crucial post. I do not believe that there should be such a restrictive set of academic qualifications for the post – surely the key skill we need for this person is that they can actually make the project work – not be an expert in natural resource management. Ideally the person appointed should not only be a Ugandan national but have a good knowledge of Mbale and be based there <p>Project Board</p> <p>That the Project Board should be composed of the following:</p>	<p>What is the most effective role that Mbale CAP can play for this project implementation and what would be the responsibilities given to them will be further discussed upon the finalization of the project governance and coordination structure during the project inception phase.</p> <p>TORs (mandates and membership) of the Regional Climate Change Forum, as well as all other organs contributing to the project implementation, will be finalized during the inception phase, taking into considerations comments received during VPAC.</p> <p>All TORs will be reviewed during the inception workshop and tabled for approval at the 1st Project Board meeting.</p> <p>Building on the comments by VPAC participants, UNDP CO suggests that the climate change forums should be seen as a way to broaden participation and awareness. Membership of this forum does not necessarily restricted to the leaders of the working groups mentioned in 2. The working groups for the forum still need to be confirmed at the inception meeting.</p> <p>TORs (mandates and membership) of the Project</p>

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	<ol style="list-style-type: none"> 1. The Permanent Secretary MWE (Obong G.) – Chairperson; 2. The Permanent Secretary Ministry of Local Government (Mr. Kahanguzi Kashaka) 3. The Head National Climate Change Unit (P. Gwage) 4. Representative from UNDP Uganda CO Representative DFID Uganda 5. Representative of Regional Chief Administrative Officers (Maweje Andrew) 6. Representative of Regional District Chairpersons (Amb. Walimbwa Charles LC V Manafwa) 7. Representative of Regional Heads of Natural Resources Sectors (Masikah Nakhaima, Ag NRO Bududa); 8. Coordinator Mbale CAP (Apollo Mwenyi) 9. Representative of the Welsh Assembly Government <ul style="list-style-type: none"> • The Welsh Partnership Steering Group also needs to have a say and be represented on the Project Board. The Welsh PSG is not only responsible for the bulk of the funding for this project (no one should be in doubt that the main reason DfID have engaged because of our involvement) but have committed considerable additional resources to help deliver the project and will draw in further resources as the project move forwards – The Wales are not just donors but key implementing partners. • A member thought EMLI Bwaise Facility is a member of the project board but only found Mbale CAP. • There was a query whether the Project Coordinator should sit on both Project Board and Mbale Regional Climate Change Forum for fear of conflict of interest. <p>Mbale Regional Integrated Territorial Climate Project Steering Committee (ITCP SC)</p> <p>Membership for the Mbale Regional ITCP Steering Committee was proposed that the ITCP SC should be largely based in Mbale Region with the proposed representation as under</p> <ol style="list-style-type: none"> 1. The Chairperson Mbale (Mujasi Bernard) and CAO Mbale (Maweje Andrew) 2. The Chairperson Manafwa (Amb. Walimbwa Charles) and CAO Manafwa (Kanyarutokye Stephen) 3. The Chairperson Bududda (Watira Wilson) and CAO Bududda (Oswan Vitalis) 4. Climate Change Focal Persons from Mbale (Anna Nakayenze), Bududda, and Manafwa; 5. The Coordinator Mbale CAP (Apollo Mwenyi) 6. Representative from Uganda Wild Life Authority (Mr. Adonia Bintoora - Conservation Area Manager Mbale) 7. Representative of a development partner (UNDP CO – Daniel Omodo - McMondo) 	<p>Board, as well as all other organs contributing to the project implementation, will be finalized during the inception phase, taking into considerations comments received during VPAC.</p> <p>UNDP notes the recommendations for the Project Board membership provided during the VPAC</p> <p>The issue of whether the Project Coordinator should sit on both Project Board and Mbale Regional Climate Change Forum was examined and realized the roles need to be streamlined during the inception phase.</p> <p>UNDP’s view, in line with the project document, is that the ITCP Steering Committee includes both national and regional levels. Therefore a representative of the National Climate Change Policy Committee/ Permanent Secretary of Ministry of Water and Environment (or his representative) should be included to create a direct linkage between the Project Board and the NCCCPC as indicated in the project document.</p>

Minute	Comments from VPAC participants	UNDP Responses
	<p>8. Representative from private sector 9. NGO representative 10. Representative from research and educational institution (Manana Mary – Registrar Uganda Christian University Mbale Study Centre), Muhamad Kayondo (IUIU) and ---- (MUK)</p> <p>TORs for the Mbale Regional ITCP SC were proposed as follows:-</p> <ol style="list-style-type: none"> 1. To formulate and coordinate the development of the Integrated Territorial Action Plan to enable the region to achieve MDG goals and a low carbon route to climate change resilient development; 2. To develop and promote the implementation of the planning framework for climate change adaptation and mitigation in the Mbale region; 3. To be the key body in the establishment of a coherent cross-sectoral climate change policy 4. To coordinate, supervise and monitor project activities relevant to climate change mitigation and adaptation at different levels. 5. To be responsible for overall management of funds for these purposes. 6. To approve the work of sub committees as appropriate. 7. To oversee the proposed small grants scheme to encourage community based climate change measures. 8. To coordinate needs assessment and the capacity building action plan. <p>Project Appraisal Committee</p> <p>There was a comment proposing that Mbale Region be represented on the Project Appraisal Committee by Mary Manana, the Academic Registrar of Uganda Christian University, Mbale Study Centre who is a member of Mbale CAP, to finally appraise the project as the last step towards the project approval.</p> <p>Memorandum of Understanding between Mbale Region and the Line Ministry of Water and Energy</p> <p>Mbale District authorities expected detailed discussions between technical and political officials of Mbale region and the Ministry of Water and Environment over the MOU after which they could share the draft with UNDP for comments.</p>	<p>UNDP observed that Ms. Mary Manana is one of identified members of the Virtual Project Appraisal Committee for the Territorial Approach to Climate Change project. In a virtual PAC, a selected number of participants are invited to participate through email and their comments compiled in a similar fashion, Eventually, the VPAC minutes are circulated by email to the participants for a stipulated duration of time following which the minutes are signed. Once this happens, it signifies final appraisal of such a project.</p> <p>UNDP also received comments from Dr. Geoff Lloyd's and Jenkins and took them into consideration.</p> <p>Regarding the MoU between Mbale Region and the Ministry of Water and Environment, UNDP realized that there was no need for an MoU between MWE and Mbale District since the latter were the</p>

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	<p><u>Comment on funding, Mbale CAP</u> Most comments were around funding projects and management which needed review in the final doc. before signing.</p> <p>Implementation arrangements</p> <ul style="list-style-type: none"> • There was a comment that the pilot projects suggested in the document, do not need a lot of technical expertise to implement for instance: tree planting only needs sensitization of the communities, setting up of nursery project beds which is already happening; Fuel saving stoves is even more simpler, there is a lot of local know in this area which may not need international expertise. Thus it was suggested that to realize better results in the first three years more funding could go to these projects and the small percentage to setting up systems and management. • <u>Comment on project implementation:</u> There was another comment that the implementation of the project looks more from top to bottom, which is not a good approach to development. Experience in Uganda had showed that this approach delays implementation of projects and encourages corruption like it happens in Public Procurement and Disposal of Public Assets Authority (PPDA). • <u>Location of steering committee:</u> There was a suggestion that the steering committee be based in Mbale with enough representation from the center to work hand in hand in hand with the forum. • The proposed implementation arrangement should seek to consolidate on-going activities and link with other activities in the region; • There was no clear sustainable institutional arrangement within the project document to carry on or even sustain interest in the activity after the expiry of the project. <p><u>Need for bottom – up community participatory approaches</u></p> <ul style="list-style-type: none"> • More of the top-bottom approach yet the project seems to be bottom – up, there was a suggestion to apply integrated approach. • Of recent, the districts are to start Community Driven Development (CDD) programmes, that has recently started in Districts, could be used as an avenue for easy entry into communities? • The work plan did not show clearly who will do what, for example what the community is expected to do and the local government of the region. 	<p>implementing agency under a National Implementation Modality.</p> <p>All proposed activities (on the ground) are intentionally made simple in order to increase the likelihood of replicability and sustainability of the activities in the Mbale region. Specialized expertise are required not to carry out those activities but to identify whether any of those activities would be qualified to generate carbon credits for the Mbale region, and if so, determine what is the most appropriate carbon financing for each activity and what process to be followed to register the credits.</p> <p>Pilot projects may look simple but appropriate delivery and scaling mechanisms have to be put in place to ensure:-</p> <ul style="list-style-type: none"> • that projects follow internationally recognized methodologies (for example CDM rules are not simple). • that appropriation of tools and projects are really effective • that projects are built on traditional knowledge and modernize it when necessary • that scaling up is a priority <p>The proposed project interventions include the mixture of bottom-up and top-down approaches. The project promotes bottom-up approach through encouraging more community based activities, such as the launch of the climate change small grants scheme and on the job capacity development activities, while it is designed to influence strategically policy and investment decisions of the policy makers in order to achieve the low carbon and climate resilient development. Both approaches are necessary for the successful implementation of this project.</p> <p>The project will strive to be coordinated and consolidated with ongoing activities and other activities in the region throughout the project implementation (and the ITCP development process). The ITCP Steering Committee should act as a leading vehicle for coordination.</p>

Minute	Comments from VPAC participants	UNDP Responses
	<p><u>Participation of stakeholders</u></p> <ul style="list-style-type: none"> The project document was is so silent on civic engagement, yet this is the milestone for community development. <p><u>Community education and research</u></p> <ul style="list-style-type: none"> The community might need a component of education both at elderly and youth stage, if yes how will you account for it? The project also needs a component on research that should be funded. 	<p>The need for education will be to some extent addressed in the communication strategy (awareness raising). The need for more formal training will be addressed in the capacity building strategy, to be implemented during the ITCP implementation.</p> <p>The need for research will be considered and included as appropriate in the capacity building strategy, following the capacity gap assessment. The capacity building strategy will be included in the ITCP and implemented during the ITCP implementation.</p>
Min 4	M&E Framework	
	<p>There was a specific comment for need of a table showing how quality will be monitored</p> <p>Wales (and Welsh partners?) expressed also their will to be included in the monitoring process.</p>	<p>UNDP and Government of Uganda shall utilize appropriate M&E mechanisms for this project</p> <p>Project logframe will provide the bases for the M&E exercise. The project's progress towards its objective and its implementation effectiveness will be evaluated using the project logframe.</p> <p>Wales, as well as any other Project Board members, are most welcome to participate in the monitoring process.</p>

Conclusion

The Territorial Approach to Climate Change initiative will pilot a holistic (i.e. territorial) approach to realize the low carbon and climate resilient development at the sub-national government level in a highly participatory and inter-sectoral manner. The project is in essence received preferably by stakeholders during the appraisal.

The project is a very timely intervention given in light of the ongoing National Development Plan, the UNDAF, the UNDP Country Programme and Country Programme Action Plan; the recently approved UN Joint Programmes on Climate change. All of these strategic documents consider climate change as an emerging priority issue. Strategic interventions addressing climate change adaptation and mitigation needs to respond to the priority have been developed at the national scale, but not yet at the sub-national scale. It will contribute to some of the key outcomes of the Country programme.

Several comments and questions were received during the VPAC related to procurement procedures. In response to them, procurement procedures applied to this project will be explained in details during the inception workshop.

A number of comments were also received regarding the project governance structure, including comments on mandates and membership of a few committees and other institutional set-up. The clear understanding of the

project governance structure is essential for effective governance and coordination of the project activities. Moreover, the facts that this project must coordinate with other ongoing initiatives and efforts that support the development of ITCP and that the project activities must be well integrated into the development planning process of the sub-national/national governments give coordination challenges to the project. The TORs of each organ and the project coordination/governance structure will be closely reviewed and further discussed during the inception phase, presented to stakeholders for their inputs during the inception meeting, and approved by the first Project Board meeting by end 2010.

The project was endorsed by the UNDP Resident Representative on behalf of the project appraisal committee for implementation.

Signed by:



Date: 4 August 2010

Theophane Nikyema
RESIDENT REPRESENTATIVE, UNDP UGANDA