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United Nations Development Programme
Country: Uganda – Project Document

Project Title: Improving policies and strategies for sustainable environment, natural resources and climate risk management

UNDAF Outcome(s): 2. Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with population dynamics, increasing income disparities, economic impact of HIV/AIDS, environment shocks and recovery challenges by 2014

Expected CP Outcome: 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, Climate Change Adaptation & Mitigation and Disaster Risk Management

Expected CP Output: 2.3.1 Selected policies and strategies for sustainable environment and natural resources management, climate change adaptation and mitigation and disaster risk management in place

Implementing Partner: Ministry of Water and Environment

Responsible Parties: National Environment Management Authority (NEMA), Office of the Prime Minister (OPM), Ministry of Local Government (MOLG), Ministry of Energy and Mineral Development (MEMD), Advocates Coalition for Development and Environment (ACODE), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)

Brief Description

The National Development Plan acknowledges the pivotal role of environmental resources in the creation of wealth and realization of improved livelihoods of the population and sustainable development, especially in terms of its contribution to the productivity of other sectors, notably agriculture, industry and fisheries, which are vital sectors for the achievement of a dynamic and resilient Ugandan economy. However, environmental resources in Uganda are under severe threat due to rapid deterioration in the quantity and quality of ecosystems which is caused inter alia, by pressures of growing population, inadequate implementation of policies, poorly regulated economic activities, poor land management practices, and climate change

This project aims to contribute to strengthening of national capacity for policy implementation through the review and/or development of policies and strategies for environment natural resources (ENR) and climate risk management (CRM) polices and strategies including: review and updating of the National Environment Management Policy; review of EIA regulations and guidelines to mainstream health and social issues (HIV) into capital projects; development of a national biomass strategy; preparing a strategies for electronic waste management and strengthening the institutional coordination for climate risk management activities.

Programme Period:	2011 - 2014
Key Result Area (Strategic Plan):	Environment and Sustainable Devt
Atlas Award ID:	00062247
Start date:	July 2011
End Date	December 2014
PAC Meeting Date	1 st and 2 nd June 2011
Management Arrangements	NIM

2011 AWP budget:	US \$ 234,000
Total resources required	US \$ 1,445,000
Total allocated resources:	US \$ 1,445,000
• Regular	US \$ 1,445,000
• Other:	
o Donor	Nil
o Government	in kind contributions
Unfunded budget:	None

Agreed by Government of Uganda, Ministry of Finance, Planning and Economic Development:

[Signature]

Agreed by the Directorate of Environmental Affairs, Ministry of Water and Environment:

[Signature]

Agreed by UNDP:

[Signature]

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LIST OF ACRONYMS

ACCRA	-	Africa Climate Change Resilience Alliance Project
ACODE	-	Advocates Coalition for Development and Environment
AWP	-	Annual Work Plan
BEST	-	Biomass Energy Strategy
BTC	-	Belgian Technical Co-operation
CCPC	-	Climate Change Policy Committee
CCU	-	Climate Change Unit
CDM	-	Clean Development Mechanism
COP	-	Conference of Parties
CRM	-	Climate Risk Management
CRM	-	Climate Risk Management
CSO	-	Civil Society Organisation
DEA	-	Directorate of Environmental Affairs
EAC	-	East African Community
EIA	-	Environment Impact Assessments
ENR	-	Environment and Natural Resources
EUEI PDF	-	European Union Energy Initiative – Partnership Dialogue Facility
GiZ	-	Deutsche Gesellschaft für Internationale Zusammenarbeit (GmbH)
GoU	-	Government of Uganda
HIV/Aids	-	Human Immuno Virus/ Acquired Immune Deficiency Syndrome
LDPG	-	Local Development Partner Group
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MDGs	-	Millennium Development Goals
MEMD	-	Ministry of Energy and Mineral Development
MWE	-	Ministry of Water and Environment
NAADS	-	National Agricultural Advisory Services
NAPA	-	National Adaptation Programme of Action to Climate change
NDP	-	National Development Plan
NEMA	-	National Environment Management Authority
NEMP	-	National Environment Management Policy
NEPAD	-	New Partnership for Africa's Development
NFA	-	National Forestry Authority
NGO	-	Non Government Organisation
NIM	-	National Implementation Modality
NPDPM	-	National Policy for Disaster Preparedness and Management

OPM	-	Office of the Prime Minister
PES	-	Payment for Ecosystem Services
PFCC	-	Parliamentary Forum for Climate Change
PMA	-	Plan for Modernisation of Agriculture
PV	-	Photovoltaic
REDD	-	Reduced Emissions, Deforestation and Forest degradation
SLM	-	Sustainable land management
UNCBD	-	United Nations Convention on Biological Diversity
UNCCD	-	United Nations Convention to Combat Desertification
UNDP	-	United Nations Development Programme
UNFCCC	-	United Nations Framework Convention on Climate Change
WFP	-	World Food Programme

1 SITUATIONAL ANALYSIS

1.1 Overview

Environmental and natural resources in Uganda play a pivotal role in the realization of sustainable development. In particular, the environment sector contributes to the productivity of other sectors especially agriculture, industry and fisheries by providing natural assets from a sustainable natural resource base. These natural assets provide critical inputs into the productive and value addition processes that result in wealth creation and increased incomes, which are necessary to lift the country out of poverty and propel it towards the achievement of MDGs and attainment of its vision of becoming a middle income country.

However, there has been a rapid deterioration of the quantity and quality of these natural resources as a result of increased pressure from rising population, intensification of economic activities, and environmental stress due to emerging impacts of climate change. The main challenges include environmental degradation through habitat conversion; pollution; proliferation of invasive species; and dealing with emerging environmental issues such as e-waste and the impacts of oil and gas discovered in the Albertine Graben. Habitat loss has affected most ecosystems such as forests, wetlands, rangelands and catchments and has resulted in the loss of biodiversity especially on privately owned land. Land degradation through soil erosion and loss of fertility and productivity has a negative impact on sustainable land management (SLM).

Furthermore, the effects of climate change on environment, natural resources and the economy have the potential to halt or reverse the country's development trajectory. In Uganda, as for the rest of the world, there are likely to be changes in the frequency or severity of extreme climate events, such as heat waves, droughts, floods and storms. In particular, climate change is likely to mean increased food insecurity; shifts in the spread of diseases like malaria; soil erosion and land degradation; flood damage to infrastructure and settlements and shifts in the productivity of agricultural and natural resources. It will be the poor and vulnerable who feel these impacts the hardest, though climate change has serious implications for the nation's economy, with for example, a shift in the viability of coffee growing areas. In addition to exacerbating poverty and triggering migration as well as heightened competition over strategic water resources, climate change could lead to regional insecurity.

1.2 Policy and regulatory framework related to environment natural resources and climate risk management

Environment management cuts across sectors and requires the participation of various stakeholders, including central government, civil society, private sector, and development partners. In this regard government has in place policy and institutional arrangements aimed at providing coordinated mechanisms for environment and natural resource management. The policy and legal setting for environmental management in Uganda is based on the following principles; i) wise use; ii) protection against risk (precautionary principle); iii) hydrological and ecological integrity; iv) Equitable utilisation. At the national level, the policies, strategies and plans to address issues of environment and sustainable natural resources management and climate change mitigation and adaptation include the following:

The **National Environment Management Policy (1994)**; this provides the policy framework for the closely inter-connected issues of sustainable environment and natural resource management, also many aspects of climate change adaptation & mitigation and disaster risk management. The National Environment Management Policy seeks, inter-alia to: set the overall goal, objectives and key principles for environment management; provide a broad policy framework for harmonization of sectoral and cross-sectoral policy objectives, principles and strategies; promote positive behavioural/attitudinal change in resource use; integrate environmental concerns in all development policies, plans and activities at national, district and local levels; provide a mechanism for integrating environmental costs and benefits in national economic planning and development; ensure public participation and gender integration in environmental management processes; preserve, conserve and/or restore ecosystems and maintain ecological processes and life support systems; establish an effective monitoring and evaluation system as well as an environmental impact assessment process and standards mechanism; and provide for an effective

information management system to facilitate collection, storage, analysis and dissemination of environmental information, among others.

Since the publication of the policy in 1994, new concerns and challenges that were not initially addressed by the National Environment and Management Policy have emerged, and these include: managing Uganda's changing waste profile, the impacts of oil and gas exploration and utilisation, the opportunities and threats of new developments in the production of bio-fuel feed stocks, combating invasive and alien species and managing the introduction and use of genetically modified organisms. The above-mentioned issues are further exacerbated by increasing weather variability, more frequent incidences of extreme weather events and the impacts of climate change.

Additional issues include the growing recognition of the inter-connectivity of ecosystems and the need to adopt ecosystem based approaches for sustainable environmental and climate risk management. These concerns provide a motivation for review and up-dating of the NEMP. The revised policy would also include strategies for funding under Payment for Ecosystem Services (PES) mechanisms, particularly carbon finance including voluntary markets, CDM, REDD, REDD+ and possible REDD++ among others. Additional provisions in the policy will also be required to strengthen existing institutional mechanisms to ensure compliance and enforcement, information exchange and dissemination, as well as institutional capacity building at national and local government levels to improve implementation of the policies.

The National Agriculture Policy (2010) under the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is intended to enhance agricultural production in Uganda in an environmentally sustainable manner. The policy provides for enhanced productivity through its Plan for Modernisation of Agriculture (PMA), enhancing farmer access to agricultural information and technology through the National Agriculture Advisory Service (NAADS) and research through the National Agricultural Research Organisation programmes. While the policy promotes the development of plant and animal varieties that are resilient/resistant to climate variability/change and factors in disaster risk reduction to some extent, it does not comprehensively mainstream climate change, climate change adaptation or disaster risk reduction/management. This project will contribute to the enhancement of institutional coordination of the ENRM policies in the different sectors such as agriculture.

The National Energy Policy (2002) under the Ministry of Energy and Mineral Development (MEMD); has the main goal as "to meet the energy needs of the Ugandan population for social and economic development in an environmentally sustainable manner". While the policy recognizes the need to address environmental impacts and being compatible to international provisions such as the UNFCCC and taking advantage of the Clean Development Mechanisms (CDM), the New Partnership for Africa's Development (NEPAD) and other regional and international provisions, it mentions climate change, but does not clearly elaborate on how climate change will be addressed.

The Renewable Energy Policy (2007) is also under the Ministry of Energy and Mineral Development (MEMD). The Government's Policy Vision for Renewable Energy is "to make modern renewable energy a substantial part of the national energy consumption" and the goal is "to increase the use of modern renewable energy from the current 4% to 61% of the total energy consumption by 2017". The policy includes a wide range of renewable energy sources (solar, PV, large and small hydro, bio-fuels, and waste for energy). The policy also mentions taking "advantage of the Clean Development Mechanism, Emissions trading, and Joint Implementation programmes under the Kyoto Protocol" and the objectives of "mainstream poverty eradication, equitable distribution, social services and gender issues in renewable energy strategies" and, at a lowly sixth (of eight) "utilize biomass energy efficiently so as to contribute to the management of the resource in a sustainable manner". For the foreseeable future, the dominance of biomass is not likely to change, due to the costs etc of modern alternatives such as Photo Voltaic cells – thus a systems analysis and development of strategies on biomass energy (supply and demand sides) will make a vital contribution to reducing environmental degradation due to over harvesting of resources.

The National Disaster Preparedness and Management Policy (2010) is aimed at establishing institutions and mechanisms that will reduce vulnerability of people, livestock, plants and wildlife to (mainly natural) disasters in Uganda. This policy clearly sets out the responsibilities, objectives, guiding principles and actions expected of the key concerned ministries, also inter-sectoral coordination and establishment of a National Disaster Risk Management Platform coordinated by the Office of the Prime Minister and Disaster

Management Committees at Local Council levels. Currently government is preparing an implementation strategy for the National Disaster Management Policy.

National Climate Change Policy is currently under preparation with the support development partners notably Belgian Technical Cooperation, Royal Danish Embassy, World Bank and the UN Joint Programme on Climate change (led by WFP).

The country's **National Adaptation Plan of Action (NAPA)** was launched in 2007 with the aim to provide a quick channel of communicating urgent and immediate adaptation needs of Uganda to the Conference of the Parties (COP) of UNFCCC. NAPAs provide an opportunity of learning by doing for the climate change process. The NAPA of Uganda prioritised nine sector projects namely: community tree growing; land degradation management; strengthening meteorological services; community water and sanitation; water for production; drought adaptation; vectors, pest and disease control; indigenous knowledge and natural resources management and; climate change and development planning. However, limited progress has been made in implementing the NAPA due to lack of funds, and inadequate capacity to prepare detailed proposals and mobilize funding.

1.3 Institutional Context

The cross-cutting nature of environment across sectors requires a multidimensional approach, involving the participation of various stakeholders including central and local government, civil society, private sector, and development partners in addressing issues of sustainable environment and natural resource management and climate change adaptation & mitigation. This section describes the key institutional arrangements for environmental management.

The Ministry of Water and Environment (MWE) provides the institutional home for Environment and Natural Resources (ENR), which is one of the two sectors under the aegis of the Ministry - with the other sector being Water & Sanitation (WS). The Environment and Natural Resources (ENR) sector comprises of sub sectors of environment management, weather and climate (meteorology), forestry and wetlands management. The sector also has strong linkages with land management (in the Ministry of Lands Housing and Urban Development); agriculture and fisheries (in the Ministry of Agriculture, Animal Industry and Fisheries); wildlife management (Ministry of Tourism); energy and minerals (Ministry of Energy and Mineral Development); transport (Ministry of Works and Transport); health (Ministry of Health); and education (Ministry of Education and Sports).

Within the MWE, responsibility for the ENR sector is vested in the Directorate of Environment Affairs, the services of which include: (i) national planning and formulation of environmental policy; (ii) setting standards and regulations; (iii) coordination, inspection, monitoring and supervision of actors in the sub-sector including divested agencies such as NEMA, NFA; as well as local governments and other implementing agencies. Additional support in this role is provided by the Weather, Climate and Climate Change (Meteorology) Department, which is responsible for weather and climate data capture, analysis, information dissemination; and coordination, guidance, and monitoring for climate change and adaptation/mitigation measures (the Climate Change Unit) for all the users (locally and internationally).

The Climate Change Unit serves as a secretariat for a multi-stakeholder Climate Change Policy Committee (CCPC) chaired by the Permanent Secretary MWE and is responsible for i) coordinating all mitigation and adaptation activities including the CDM in the country, ii) Uganda's reporting to the UNFCCC, as well as iii) raising awareness on climate change at policy level and in Uganda in general. A mid-term review of the Climate Change Unit carried-out in March 2011 revealed that while there was high demand for coordination and guidance on climate change in Uganda, the Climate Change Unit was constrained in terms of capacity to fulfil that role, for instance, it had limited staffing (with only 3 technical staff).

The Parliamentary Forum for Climate Change (PFCC), established in 2008, focuses mainly on climate change adaptation and mitigation issues with little or no focus on disaster risk reduction. Equipping MP's under PFCC with accurate and relevant climate change information will support them in their policy and budget oversight roles. There is a potentially very important opportunity for the project to undertake strong advocacy work to these parliamentarians, increasing their awareness on climate change issues, thereby enhancing coordination of climate change activities.

The **Environment and Natural Resources Development Partner Working Group** (ENR DPWG) is part of and reports to the Local Development Partner Group (LDPG) and supports government to mobilise additional resources, monitor and evaluate implementation of several projects and programmes related to ENR sub sectors of forestry (including Forestry Sector Services Department, National Forestry Authority and Department of Forestry Services), wetlands, meteorology, climate change and wildlife. The ENR DP is chaired by the Royal Norwegian Embassy and is co-chaired by Icelandic Aid.

1.4 Barriers to policy implementation

The National Development Plan acknowledges that “sustainable economic and social development of Uganda largely depends on exploitation of its environmental and natural resources, including climate. However, the increasing degradation of these resources coupled with increasing climate variability and climate change is beginning to have a serious negative impact on Uganda’s social and economic development and the livelihoods of millions of its people”. The NDP further underscores the significant constraints to the performance of the environmental sector, which include:

- i. Poor compliance with environmental laws and regulations
- ii. Inadequate appreciation of the contribution of environmental management to economic development.
- iii. Limited practical knowledge of environmental laws within law enforcement agencies to handle offences effectively.
- iv. Insufficient relevant information in a timely manner and in formats that can readily be used by investors, planners and decision makers,
- v. Inadequate institutional capacities in NEMA, DEA and local government to execute their roles.
- vi. Limited networking, collaboration and coordination among the national and international communities on information sharing and financial leverage.
- vii. Inadequate funding.

2 PROJECT IMPLEMENTATION STRATEGY

The project will prepare a revised and updated draft of the National Environment Management Policy that will be ready for submission to cabinet. In the preparation of the policy, the project will identify emerging issues and developments in the environment sector and integrate them in the revised policy. It will also review policies in related sectors, such as agriculture policy, energy policy, renewable energy policy, national policy for disaster preparedness and management, decentralisation policy, NAPA, and harmonize the environment and natural resources management components of those policies in the updated environment policy. The project will examine the institutional coordination arrangements for the implementation of the revised policy. The implementation strategy will include activities to review existing policy documents, consultations with key stakeholders such as MWE; the ten other ministries which comprise the Policy Committee on Environment, related agencies notably the NEMA, NFA and UWA, Civil Society, and the Private Sector among others. The project will conduct stakeholder validation and dialogue meetings that will feed into the preparation of the final draft.

Strategies for ENRM and CRM shall be reviewed and developed in collaboration and building on already existing plans, programmes and projects at the global, regional and national levels. For instance, the strategy to mainstream health (including HIV/Aids) and other social issues (including gender) will be undertaken building on and in collaboration with the UNDP Regional project on mainstreaming health and other social issues (including HIV/Aids) in 4 Eastern and Southern African countries”, UNDP initiatives on gender mainstreaming and women empowerment for instance gender analysis and gender budgeting. The project will promote some awareness and advocacy campaign in the process of reviewing the NEMP.

A key part of the project’s strategy will be to share lessons learned from the project activities through press releases, production of information leaflets, lobbying parliamentarians and peer to peer learning. The strategy shall involve South-South co-operation – notably on CRM among others; discussion at sectoral and inter-sectoral meetings and other fora in Uganda and internationally and a knowledge sharing and continuous learning process via email and internet to benefit district staff to provide information and guidance to professional staff.

The following is a description of the key outputs, activities and their broad implementation strategy.

Output 1: National Environment and Natural Resources Management Policy reviewed and updated

The strategy for achieving this output will employ a participatory approach for the policy review process and shall involve widespread organisational consultations at national level with the Office of the Prime Minister; the ten other ministries which comprise the Policy Committee on Environment, departments and related agencies notably NEMA, NFA and UWA among others. The adoption of a bottom-up approach will also ensure participation of the private sector, civil society, non-government actors and the academia. It is thus envisaged that non-government organisations, particularly Advocates Coalition for Development and Environment (ACODE), Environment Alert, Nature Uganda, the International Union for Conservation of Nature (IUCN) and World Wide Fund for Nature (WWF) will play a prominent role in publicising the report and setting the agenda for appropriate action to generate consensus on the revised NEMP (1994).

Key activities

- Preliminary review/ diagnostic study of the existing NEMP, related policies, laws and strategies and capturing implications for reviewed policy
- Retool the policy coordination office
- Undertake nationwide stakeholder consultations
- Finalize diagnostic review of existing NEMP
- Prepare and review draft environment management policy
- Print and forward reviewed environment policy to coordinating office for submission to cabinet for approval
- Designing and initiating an awareness campaign to push for action on the reviewed NEMP.

Output 2: Strategies for Environment and Natural Resources and Climate Risk Management revised or developed

Particular emphasis will be placed on reviewing and developing ENRM strategies, focussing on the identified gaps in the current policies and legal framework highlighted above.

The project will support 4 strategies for ENRM including (i) mainstreaming of health (including HIV/ Aids), gender and other social issues into the project will be undertaken through support to the reviewing Environmental Impact Assessment Regulations and Guidelines to include HIV/Aids and other health among other social issues, gender analysis and use of gender disaggregated data in project implementation, monitoring, reporting and evaluation. (ii) to promote and facilitate the use of renewable energy technologies through development of a Biomass energy strategy. (iii) to prepare a policy paper and public awareness strategy for electronic waste management and; (iv) to increase public awareness and environmental education on key emerging environmental challenges such as e-waste.

Activity Result 2.1: Review EIA regulations and guidelines with a view of mainstreaming of health and social issues (including HIV) into the execution of capital projects in collaboration with the UNDP regional project, Uganda Aids Commission and the National Environment Management Authority.

Key actions

- Reviewing and prioritizing existing environmental regulations (including EIA guidelines) and guidelines.
- Stakeholder consultations and validation of revised EIA regulations and guidelines
- Drafting of revised EIA regulations/ guidelines
- Review of revised EIA regulations and guidelines for approval
- Print and disseminate EIA regulations and guidelines
- Train EIA practitioners in using the revised EIA regulations/ guidelines

Activity Result 2.2: Biomass energy strategy prepared to promote and facilitate use of renewable energy technologies in Uganda

Key actions

- Initial analysis and scoping (including definition of vision and objectives, TOR for the strategy, selection of team, analysis of stakeholders, definition of roles and responsibilities (to be funded by EUEI PDF).
- Technical input to development of the strategy including analysis of the current situation of the sector, analysis of existing relevant policies, definition of the process, development of scenarios and drafting of the strategy.
- Stakeholder consultation process including reaching consensus building workshops.
- Launching of the strategy

Activity Result 2.3: Policy paper and public awareness strategy on electronic waste management in Uganda prepared

Key actions

- Preparing a status report for e-waste
- Preparing a draft policy brief on electronic waste in Uganda
- Preparing awareness strategy on e-waste

Output 3 Institutional coordination for ENRM and Climate Risk Management activities strengthened

The project will strengthen the Ministry of Water and Environment through the Climate Change Unit to coordinate environment and natural resource management. In particular project will strengthen institutional coordination for climate risk management through provision of technical support and

facilitating linkage between the Climate Change Unit in the Ministry of Water and Environment and the Department of Disaster Preparedness and Management in the Office of the Prime Minister.

Key activities

- Conducting national institutional capacity needs assessment for CRM
- Recruiting a Climate risk management advisor to support coordination of climate risk management at national level
- Training of selected technical staff at national and district levels in CRM aspects
- Preparing institutional coordination strategy for CRM coordination at national and Districts levels
- Identifying key strategies and preparing communication strategy for climate risk management

Exit Strategy

Support provided under this project is for policy review and, strategy development, among others, strengthening institutional collaboration and inter-sectoral coordination mechanisms. The key specialists of the Project Management team will work with counterpart staff of the Directorate of Environment Affairs and key responsible parties including the National Environment Management Authority, the Department of Disaster Preparedness and Refugees in OPM, the Department of Renewable Energy in MEMD, MAAIF (including NAADS and NARO) and the Ministry of Local Government among others as part of a capacity building and technology transfer process.

The project should build an exit strategy during the design, initiation, implementation, monitoring and evaluation of the project. At project initiation, ensuring that all project positions and their TORs are consistent with government or national standards; in cases where there was a skills scarcity, work with Government within the regulations to harmonise project service contracts with potential salaries of the positions once the project funding ends and; working with Government beneficiary institution to ensure that provisions are made within Government budgets for gradual cost sharing of the position, such that by the end of the project, Government would take over full funding of the position.

In addition the project will be implemented based on and using the existing structures of government as much as possible. During project implementation, mid-year and annual project reviews will be organised to create synergies with other UNDP projects. A deliberate effort will be made to build partnerships with Government and development partners.

3 RESULTS AND RESOURCES FRAMEWORK

Project Title: Improving policies and strategies for sustainable environment, natural resources and climate risk management				
Intended Outcomes				
UNDAF Outcome(s): 2. Vulnerable segments of the population increasingly benefit from sustainable livelihoods and in particular improved agricultural systems and employment opportunities to cope with population dynamics, increasing income disparities, economic impact of HIV/AIDS, environment shocks and recovery challenges by 2014				
Expected CP Outcome: 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management as well as Climate Change Adaptation and Disaster Risk Management				
Expected CP Output: 2.3.1 Selected policies and strategies for sustainable environment and natural resources management, climate change adaptation and mitigation and disaster risk management in place				
Partnership Strategies: Key partners include ACODE, Uganda Red Cross Society (URCS), Development Partners (Danida, GIZ, BTC, the UNDCF, World Food Programme) and private entities, notably Uganda Carbon Bureau.				
Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs (\$)
Output 1: National Environment management policy reviewed and updated				
Baseline:				
1 NEMP 1994 in place but not reviewed or updated since formulation	2011	Key activity: Review and update the National Environment Management Policy 1 Preliminary review/ diagnostic study of the existing NEMP, related policies, laws and strategies and capturing implications for reviewed policy 2 Retool the policy coordination office 3 Undertake nation wide stakeholder consultations at national, district, lower local government and community levels 4 Finalise diagnostic review of existing NEMP 5 Review and prepare updated draft environment management policy 6 Print and forward reviewed environment policy for approval 7 Preparing communication strategy for a awareness raising on reviewed NEMP	NEMA	Total 2011: \$25,000
2 Weak institutional coordination for environmental policy review and implementation	2012		NEMA, MWE	\$10,000
Indicator	1 Stakeholders consultation process concluded, with at least 60% consulted at all levels, by April	1 Stakeholders consultation process concluded, with at least 60% consulted at all levels, by April 2 Draft Diagnostic review report by June 3 Nationwide stakeholders review and validation processes completed by Oct 4 Diagnostic review report and draft revised policy produced by Dec 2013 1 Draft environment management policy prepared and reviewed by policy coordinating office 2 Communication strategy for a awareness campaign on NEMP prepared	NEMA & MWE	Total 2012: \$180,000
	2 Draft reviewed NEMP in place		NEMA & MWE	\$60,000
1 NEMP diagnostic review and validation report in place			NEMA & MWE	\$50,000
2 Draft reviewed NEMP in place			NEMA & MWE	\$50,000
			NEMA, ACODE	\$20,000
				Total 2013: \$55,000
				\$20,000
				\$35,000
Sub total				\$260,000

Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs (\$)
Output 2: EIA regulations and guidelines reviewed, biomass energy strategy and e-waste management strategies developed				
Baseline	Targets	Key activity: Reviewing EIA regulations and guidelines, preparing biomass energy strategy and e-waste management strategies		
		Activity Result 2.1: Reviewing of EIA regulations and guidelines		Total 2011:
1 Weak integration of health (including HIV/Aids) and other social issues into EIA regulations and guidelines	2011 1 Review of existing EIA regulations and guidelines as well as stakeholder consultations conducted	1 Reviewing existing regulations, guidelines related to EIA and stakeholder consultations conducted	NEMA, MWE & UNDP	\$110,000
2 No Biomass energy strategy in place	2 EIA regulations and guidelines incorporating health and social issues drafted	2 Drafting of revised EIA regulations / guidelines	NEMA, MWE & UNDP	\$40,000
3 Electronic waste is a new challenge, there is no policy on management of e-waste, inadequate awareness on e-waste	3 Initial analysis of existing policies and strategies and scoping for Biomass energy strategy (BEST) undertaken	3 Review of revised EIA regulations and guidelines for approval	NEMA, MWE & UNDP	\$30,000
	4 Status report on e-waste prepared	4 Printing and forwarding of copies of revised EIA regulations and guidelines	NEMA, MWE & UNDP	\$0
	2012 1 EIA regulations and guidelines incorporating health and social issues reviewed	5 Training of EIA practitioners in mainstreaming health (including HIV/Aids) and other social issues into EIA	NEMA, MWE & UNDP	Total 2012:
	2 Stakeholder consultations and consensus building workshops for Biomass energy strategy held	Activity result 2.2: Preparing a national biomass energy strategy	NEMA, MWE & UNDP	\$75,000
	3 Policy brief and awareness strategy for e-waste prepared.	1 Initial analysis of existing policies and strategies and scoping	MWE, MEMD	\$40,000
Indicators	2013 1 EIA regulations and guidelines incorporating health and social issues printed and forwarded for approval	2 Stakeholder consultations and consensus building workshops	MWE, MEMD	Total 2013:
1 EIA regulations and guidelines reviewed	2 BEST launched and disseminated	3 Launching of the strategy	MWE, MEMD	\$25,000
2 Biomass energy strategy prepared	3 Awareness raising on e-waste conducted	Activity result 2.3: Preparing of policy paper and public awareness strategy on electronic waste		\$10,000
3 National policy paper and public awareness/ communication strategy for e-waste management in place	2014 1 EIA regulations and guidelines incorporating health and social issues disseminated.	1 Review status on electronic waste in Uganda	NEMA & MWE	Total 2014:
	2 Awareness raising on e-waste conducted	2 Drafting of e-waste policy paper and awareness strategy	NEMA & MWE	150,000
		3 Stakeholder consultations and finalisation of e-waste policy paper and awareness strategy	NEMA & MWE	100,000
Sub total				\$395,000

Output 3: Institutional coordination for environment/ natural resources and climate risk management activities strengthened			
Baseline	Targets	Key activity: strategies for climate risk management strengthened	Total 2011: \$30,000
NDRM Policy and platform in place but there is weak institutional coordination mechanism for CRM	2011		
Indicators			
1 Climate risk management Advisor recruited	1 Climate risk management Advisor recruited by end of 2011	1 Recruiting a Climate risk management advisor to support coordination of climate risk management at national level	DPM Dept/OPM and CCU
2 National institutional capacity needs assessment for CRM report	2012	2 Conducting national institutional capacity needs assessment for CRM	DPM Dept/OPM and CCU
3 Number of staff trained in CRM aspects	1 National institutional capacity needs assessment for CRM conducted 2 Selected technical staff at national and district levels trained to plan, implement & monitor CRM initiatives	3 Training of selected technical staff at national and district levels in CRM aspects 4 Preparing institutional coordination strategy for CRM coordination at national and Districts levels	DPM Dept/OPM and CCU
4 Key strategies identified; Communication strategy for CRM prepared	2013	5 Preparing communication strategy for climate risk management	DPM Dept/OPM and CCU
Sub total	1 Institutional coordination platform for CRM at national and Districts levels established 2 Communication strategy for climate risk management prepared		Total 2013: \$60,000
Project Management			\$360,000
Total			\$1,445,000

4 ANNUAL WORK PLAN 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE	Funding source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget description	Amount US \$
Output 1: National Environment management policy reviewed and updated									
<p>Baseline:</p> <ul style="list-style-type: none"> 1 NEMP 1994 in place but not reviewed or updated since formulation 2 Weak institutional coordination for environmental policy review and implementation <p>Indicators:</p> <ul style="list-style-type: none"> NEMP diagnostic review and validation report in place Weak institutional coordination for environmental policy review and implementation <p>Targets:</p> <ul style="list-style-type: none"> 1 Final report of preliminary review/ diagnostic study of the existing NEMP, related policies, laws and strategies available by Dec 2 Environment management policy coordination office retooled by Dec 	<ul style="list-style-type: none"> a) Preliminary review/ diagnostic study of the existing NEMP, related policies, laws and strategies and capturing implications for reviewed policy b) Retool the policy coordination office 					NEMA	UNDP	Programme	\$25,000
						NEMA and MWE	UNDP	Programme	15,000
Year: 2011									
Output 2: EIA regulations and guidelines reviewed, biomass energy strategy and e-waste management strategies developed									
<p>EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i></p> <p>Baseline:</p> <ul style="list-style-type: none"> 1 Weak integration of health (including HIV/Aids) and other social issues into EIA regulations and guidelines 2 No Biomass energy strategy in place 3 Electronic waste is a new challenge, there is no policy on management of e-waste, inadequate awareness on e-waste <p>Indicators:</p> <ul style="list-style-type: none"> 1 EIA regulations and guidelines reviewed 2 No Biomass energy strategy in place 3 National policy paper and public awareness/ communication strategy for e-waste management in place <p>Targets:</p> <ul style="list-style-type: none"> 1 Review of existing EIA regulations and guidelines as well as stakeholder consultations conducted 2 EIA regulations and guidelines incorporating health and social issues drafted 3 Initial analysis of existing policies and strategies and scoping for Biomass energy strategy (BEST) undertaken 4 Status report on e-waste prepared 	<p>PLANNED ACTIVITIES <i>List activity results and associated actions</i></p> <p>Activity Result 2.1: Reviewing of EIA regulations and guidelines</p> <ul style="list-style-type: none"> a) Reviewing existing regulations, guidelines related to EIA and stakeholder consultations conducted b) Drafting of revised EIA regulations / guidelines <p>Activity result 2.2: Preparing a national biomass energy strategy</p> <ul style="list-style-type: none"> c) Initial analysis of existing policies and strategies and scoping <p>Activity result 2.3: Preparing of policy paper and public awareness strategy on electronic waste</p> <ul style="list-style-type: none"> d) Review status on electronic waste in Uganda 					NEMA & MWE NEMA & MWE MWE and MEMD/GIZ NEMA & MWE	UNDP UNDP GIZ UNDP	Programme Programme	\$110,000 40,000 40,000 30,000

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding source	Budget description	Amount US \$
Output 3: Institutional coordination for environmental/ natural resources and climate risk management activities strengthened									
Baseline:									
1 NDRM Policy and platform in place but there is weak institutional coordination mechanism for CRM	a) Recruiting a Climate risk management advisor to support coordination of climate risk management at national level					DPM Dept/DPM and CCU	UNDP, GoU	Programme	30,000
Indicators									
1 Climate risk management Advisor recruited									
2 National institutional capacity needs assessment for CRM report									
3 Number of staff trained in CRM aspects									
4 Key strategies identified; Communication strategy for CRM prepared									
Output 3: Project management and monitoring						UNDP	UNDP	Operational	\$69,000
1 Project office set-up	a) Procurement/rent of office space for duration of project b) Remodelling & furnishing c) Office equipment & facilities					MWE UNDP UNDP	GoU UNDP UNDP		10,000 10,000 15,000 10,000
2 Project monitoring and evaluation (including field monitoring, mid year/ annual reviews and terminal evaluation)									
3 Annual audits									24,000
Annual Budget									\$234,000

5 MANAGEMENT ARRANGEMENTS

Project Board

The Project Board (PB) is the highest decision making body for the project and will be established comprising of three roles: (1) Executive role - to be held by the Permanent Secretary of Ministry of Water and Environment (MWE) or any Senior technical official delegated by him/her to chair the Board. The Executive's function is to represent project ownership on the Board; (2) Senior Supplier role- UNDP will 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 and quality assurance role in the Project Board; and (3) Senior User or Beneficiary role - includes the Ministry of Water and Environment, Ministry of Local Government, Ministry of Energy and Mineral Development, Ministry Office of the Prime Minister, as well as Local Governments, and representatives of CSOs and Private Sector.

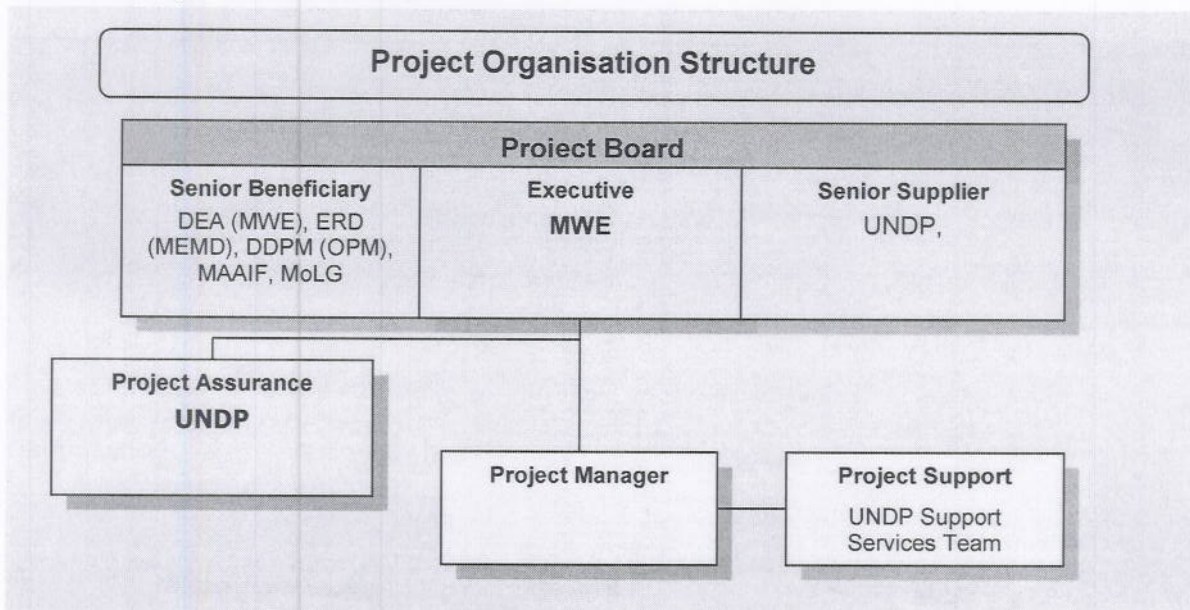
The Project Board may also include representatives from key partners on the project. The Project Board will steer the project to make sure that the project allocates the available resources effectively and efficiently to achieve the stated outputs. It will also ensure high level support and participation of key stakeholders both at national and local levels and build synergies for the SENRM, climate change adaptation, mitigation and disaster risk management. The membership and specific TORs for the Project Board will be reviewed and finalized during the inception phase.

Project Assurance

Project Assurance will be coordinated by the UNDP which will be responsible for monitoring progress towards achievement of project outputs, and overseeing compliance of project implementation with UNDP policies, coordinate quarterly and annual reporting including the presentation of work plans and reports to UNDP. This will create an opportunity for UNDP to share information across different projects for better linkages and harmonization.

Project Management

The implementation of project activities will be undertaken by a project team headed by the Project Manager who will be responsible for the day to day implementation 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. The project will be supported by a Finance and Administrative assistant to undertake key project financial & administrative backstopping and operations and procurement of services as defined in the project work plans. The project will be provided with technical resources through UNV specialists working as Policy Advisors – one on environment and natural management and the other on climate risk management as we as through UNDP extensive knowledge networks. The technical experts will report to the Project Manager who will report to the Project Board through the Implementing Partner.



5.1 UNDP Support Services

The UNDP will provide specific services to the project at the request of the Implementing Partner, including overseas procurement, sourcing of consultants, recruitment of international consultants, and arranging of training and fellowships. Where necessary, the UNDP will also provide other services such as direct disbursements, identification of programme personnel, local procurement of goods and services etc. Such services will be provided in accordance with the UNDP regulations, rules and procedures. UNDP costs on these additional services will be recovered from the project.

5.2 Collaborative Arrangements with Related Projects

This project is closely linked to another project on pilot initiatives that inform policy implementation by Local Governments (LGs) and Civil Society Organisations for Sustainable ENRM, CC adaptation and mitigation to deliver CPAP Output 2.3.2. As such, regular interaction among projects will ensure information exchange and enhance complementarities, especially feedback from beneficiary/impacted communities.

Also related to the two projects is the ongoing Territorial Approaches to Climate Change (TACC) project for Mbale region that is also being implemented with support from the UNDP, DfID and Danida. The TACC will also provide invaluable empirical data.

The Project Manager should participate in meetings etc. of the UN Joint Programme to ensure synergies and avoid any duplication.

There are many on-going initiatives, the expected outcomes of which include strengthening the legal, policy, strategy and institutional frameworks within the sectors of environment and natural management, climate change adaptation & mitigation and climate risk management. Active links with these not only provide immense opportunities for synergy to this project, but also institutional entry points for developing the requisite critical mass to push some of the reforms proposed by this project.

5.3 Brief Description / Summary of the Inputs to be provided by all Partners

Agency	Inputs
UNDP	► Mobilisation of funding for interventions

Agency	Inputs
	<ul style="list-style-type: none"> • High level support in lobbying for political support both for the interventions and the reforms associated with them • All financial, administrative and technical inputs relating to Project Management and Monitoring, as well as Quality Management of Project Activity results • Support services including, but not limited to, overseas procurement; sourcing of consultants; recruitment of international consultants; arranging of training and fellowships; direct disbursements; identification of programme personnel; and local procurement of goods and services
MWE	<ul style="list-style-type: none"> • Provision of office space for the Project Management Unit for the duration of the project • Mobilisation of direct and in-kind funds contributions to implementation of interventions • Integration of project activities in GoU planning and budgeting processes • Leadership in lobbying for political support both for the interventions and the reforms associated with them • All tax liabilities associated with procurement of services and equipment and implementation of activities • Provision of scheduled technical, financial and programme reports as well as any other reports deemed necessary by the UNDP or the PMU • Identification of counterparts to work in partnership with the project team and support the entire project's activities. • Facilitation of the inter-sectoral collaboration required in the project. <p>The project will involve all the departments and agencies related to MWE including of MWE, the Climate Change Unit, WMD, FSSD, Meteorology, NEMA and NFA.</p>
Ministry of Agriculture, Agricultural industries and Fisheries	<ul style="list-style-type: none"> • Contribute to the inter-sectoral elements of the project, including regarding the U-SIF. Also, MAAIF will work closely with the project team MAAIF will be a key member of the Project Board.
Ministry of Energy and Mineral Development	<ul style="list-style-type: none"> • Play a key role in the Project Board. They will collaborate in the review of existing policies etc, staff provide oversight on energy related aspects of the project.
Office of the Prime Minister (Dept of Disaster Preparedness and Refugees)	<ul style="list-style-type: none"> • Play a key role in the CRM activities
Ministry of Local Government	<ul style="list-style-type: none"> • Play a key role in development of the environmental indices and their implementation
ACODE	<ul style="list-style-type: none"> • The project will benefit from working with ACODE (Advocates Coalition for Development and Environment), a Uganda-based independent Public Policy Research, Analysis and Advocacy Think Tank – which has a programme on environmental democracy, to ensure that policies, laws and regulations in the area do not disadvantage communities dependent on natural resources. • Specifically raise the views of communities in policy making and thus their role will provide invaluable guidance to ensure the policies developed by the project are pro-poor. • Also contribute expertise in consultations and in drafting all the policies and strategies of the project (subject to agreement).

5.4 Audit Arrangements

The project should be audited annually by UNDP's approved auditors.

5.5 Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables

Intellectual property rights to outputs of the project are the property of the Government of Uganda.

UNDP reserve the right to authorise use of the UNDP logo on the Project's deliverables; it should not be used without this prior authorisation.

6 MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- 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.
- Based on the above information recorded in Atlas, 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the 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 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.

7 LEGAL CONTEXT

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

Consistent with the Article III of the Standard Basic Assistance Agreement, 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.

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.

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

The 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".

ANNEXES

Annex 1: Risk Log

Project Title: Development of Policies and Strategies for Sustainable Environmental and Natural Resources Management, Climate Change Adaptation / Mitigation and Disaster Risk Management		Award ID:	Date: 30 April 2011
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Uganda's mixed record of implementing policy documents. The urgent need of the proposed policies and strategies cannot be overemphasised. However, successful and timely implementation of the planned interventions will depend on their political prioritisation, which cannot be predicted with any degree of certainty.	16/03/11	Political	<ul style="list-style-type: none"> Policies will not be approved as planned, with knock-on effects of development strategy and implementation In turn, CPAP Output 2.3.1 may not be achieved during project duration <p>P = 3 I = 4</p>	<ul style="list-style-type: none"> Mobilisation of political capital at every opportunity of high level interaction between the UNDP and GoU leadership Proactive and intense engagement of the senior management staff of the implementing partner, especially during the planning and budgeting period Lobbying Parliamentary Dep'ts particularly the Directorate Development & Coordination Office, Legislative and Legal Services dep't and the Finance/budgets department. 	The Project Manager with support from UNDP	Project formulation team		St at us

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
2	Political instability in Uganda and or the wider East Africa Region	16/03/11	Political	<ul style="list-style-type: none"> Instability affecting Uganda or the wider East Africa Region could halt or delay progress in the project P = 2 I = 4	<ul style="list-style-type: none"> None possible 	The Project Manager support from UNDP	Project formulation team		
3	Lack of understanding of the win-win benefits and synergies between sustainable ENR, CC adaptation & mitigation and CRM	16/03/11	Operational	<ul style="list-style-type: none"> Poor of appreciation of the synergies could jeopardise reaping the multiple benefits P = 3 I = 3	<ul style="list-style-type: none"> Knowledge and information sharing among stakeholders 	The Project Manager support from UNDP	Project formulation team		
4	Inter-sectoral collaboration between Government Ministries challenging	16/03/11	Organizational	<ul style="list-style-type: none"> The project is inherently inter-sectoral, if collaboration cannot be established, the benefits of the project will be limited P = 3 I = 4	<ul style="list-style-type: none"> Knowledge and information sharing among stakeholders 	The Project Manager support from UNDP	Project formulation team		
5	Commitments and co-operation of MWE, its Directorates	16/03/11	Organizational	<ul style="list-style-type: none"> The project depends on harmonious working between the numerous 	<ul style="list-style-type: none"> Knowledge and information sharing among stakeholders 	The Project Manager support from UNDP	Project formulation team		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	Departments and Agencies (NEMA, NFA etc) challenging			national level environmental agencies – if this cannot be achieved, the project's activities will be limited P = 3 I = 4					
6	CSO partners unable to meet their commitments to partnership work with UNDP project	16/03/11	Operational	<ul style="list-style-type: none"> The project should work in close partnership with CSOs to help ensure grass-roots engagement in policy / strategy development <p>P = 2 I = 2</p>	<ul style="list-style-type: none"> Good financial management to ensure CSO partners supported in an adequately and timely manner 	The Project Manager with support from UNDP	Project formulation team		
7	District-level staff unwilling to participate in knowledge sharing and continuous learning approaches	17/03/11	Operational	<ul style="list-style-type: none"> Project aims to use innovative approaches to encourage continuous learning to develop capacity at district level. If this is no accepted, workshop approaches, which 	<ul style="list-style-type: none"> Knowledge and information sharing 	The Project Manager with support from UNDP	Project formulation team		

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
				are widely recognised to be not highly effective would have to be used. P = 3 I = 3					
8	Political interference prevents implementation of policies / strategies / guidelines developed	17/03/11	Political	P = 3 I = 3	<ul style="list-style-type: none"> Knowledge and information sharing – particularly with politicians at national and local levels 	The Project Manager with support from UNDP	Project formulation team		
9	Internal Financial (availability and management of financial resources, accounting and financial reporting)	30/04/11	Financial	P = 3 I = 3	<ul style="list-style-type: none"> Good financial management 	The Project Manager with support from UNDP	Project formulation team		
10	External Financial (economic factors: interest rates, exchange rate fluctuations, inflations)	30/04/11	Financial	<ul style="list-style-type: none"> Fluctuations could limit project's ability to implement all planned activities, but beneficial changes could enhance funding for activities. P = 2 I = 2	<ul style="list-style-type: none"> Good financial management 	UNDP Uganda	Project formulation team		

Annex 2: Terms of Reference for Proposed Project Staff

TOR for the Project Manager

A full-time Project Manager (PM) will be recruited to manage and coordinate the implementation of UNDP project to ensure that policies and strategies are in place for sustainable ENRM/ CRM, to realise its anticipated outputs by managing the activities. The PM will report regularly to the Project Board. He/she will be responsible for all project activities including the following:-

- Day to day operational management of the project activities to achieve the outputs;
- Identifying the appropriate personnel to be seconded to work on the project and advising the Project Board accordingly;
- Coordinating and supervising the work of all the project personnel, including closely working in partnership with the various responsible parties to ensure successful activities;
- Mobilising all project inputs in line with UNDP guidelines;
- Preparing and updating project work plans and budgets and submitting these, in consultation with UNDP, on a timely basis to the Project Board for approval;
- Ensuring timely delivery of all project outputs;
- Monitoring project activities, including preparing quarterly and Annual Review Reports and ensuring their timely submission to the Board and UNDP;
- Ensuring the timely preparation and submission of financial reports and settlement of advances;
- Identifying and resolving implementation problems, with the guidance of UNDP;
- Liaising regularly with UNDP E&E Team to ensure they are aware of progress in implementing project activities and where necessary to seek their technical and administrative assistance for the smooth operation of the project.

Required Skills and Experience

- Master's degree (or above) in environmental science or natural resource management;
- At least 10 years of previous, progressively more responsible project management experience;
- A broad and sound technical background in the concepts and principles of sustainable environment and natural resources management, also knowledge of climate change (adaptation and mitigation) and disaster risk management, be familiar with the problems of ecosystem degradation in Uganda, also the institutions, policies / legal framework for environmental management in Uganda;
- He/she should be committed to ensuring inter-sectoral co-operation to attain the overarching goal of the project;
- Proven team working skills;
- Experience working in the UN system in sub-Saharan Africa is highly desirable;
- Excellent written and spoken English is essential, as are demonstrated report writing skills.

In addition, the incumbent must demonstrate integrity by modelling the UN values and ethical standards; promote the vision, mission, and strategic goals of UNDP.

She/he should be able and willing to work as PM for one year (renewable for the entire project duration) upon successful performance.

TOR for Environment natural resources management Advisor

This Policy Advisor will provide technical expertise in support of relevant project activities. S/he will be responsible for co-ordinating the following activities:

- Preliminary review/ diagnostic study of the existing NEMP, related policies, laws and strategies and capturing implications for reviewed policy
- Identify and retool the policy coordination office
- Undertake nationwide stakeholder consultations at national, district, lower local government and community levels
- Finalize diagnostic review of existing NEMP
- Prepare and review draft environment management policy
- Print and forward reviewed environment policy to coordinating office
- Designing and Initiating lobbying and advocacy campaign
- Reviewing and prioritizing existing environmental regulations (including EIA guidelines) and guidelines for review and or development
- Stakeholder consultations and validation of 4 priority regulations and guidelines
- Drafting and review of priority environmental regulations/ guidelines
- Printing and forwarding of copies of 4 final priority environmental regulations and guidelines

He will also:-

- assisting the PM in preparing and updating project work plans and budgets to ensure their timely submission, in consultation with UNDP, on a timely basis to the Project Board for approval;
- assisting the PM in monitoring project activities, including contributing to the quarterly and Annual Review Reports, to facilitate their timely submission to the Board and UNDP.

The position requires a combination of advanced technical knowledge (*inter alia* on environmental issues, climate risk management), also skills in policy and strategy development. In addition, the Advisor must demonstrate integrity by modelling the UN values and ethical standards; promote the vision, mission, and strategic goals of UNDP. The expert will be selected through a competitive and transparent recruitment process undertaken by the Implementing Partner in consultation with UNDP. The Advisor will report regularly to the Project Manager.

Required Skills and Experience

- Master's degree (or above) in environmental policy or natural resource management;
- A comprehensive understanding of climate risk management issues and developments, and be familiar with the problems of ecosystem degradation in Uganda.
- S/he should also have sound knowledge of the rapidly developing policies / strategy landscape and legal frameworks for climate change, DRM and environmental management in Uganda.
- Several years experience providing programming and policy advice to national governments particularly in sub-Saharan Africa;
- Demonstrated ability to consult with various stakeholders, including various levels of government and local communities;
- S/he should also be committed to ensuring inter-sectoral co-operation to attain the overarching goal of the project;
- Proven team working skills;
- Experience working in the UN system in sub-Saharan Africa is highly desirable;
- Excellent written and spoken English is essential, as are demonstrated report writing skills.

TOR for Climate risk management Advisor

The position will provide leadership in developing strategies to implement a National Disaster Preparedness and Management Policy, which is expected to be approved in 2011. The officer will be selected through a competitive and transparent recruitment process undertaken by the Implementing Partner in consultation with UNDP. The officer will report regularly to the Project Manager. Specifically, s/he will be responsible for the following project activities:-

- Recruiting a Climate risk management advisor to support coordination of climate risk management at national level
- Conducting national institutional capacity needs assessment for CRM
- Training of selected technical staff at national and district levels in CRM aspects
- Preparing institutional coordination strategy for CRM coordination at national and Districts levels
- Identifying key strategies and preparing communication strategy for climate risk management

Required Skills and Experience

- Master's degree in a relevant environmental discipline;
- Several years of relevant professional experience, including experience in disaster risk management and related policy and / or operational issues in sub-Saharan Africa;
- Technical knowledge on disaster risk management and its different components (hazard identification, risk, vulnerability, resilience, mitigation, emergency response and recovery – see FAO, 2008), also knowledge of the development and implementation of climate risk management aspects;
- Demonstrated ability to consult with various stakeholders, including various levels of government and local communities;
- S/he should also be committed to ensuring inter-sectoral co-operation to attain the overarching goal of the project;
- Proven team working skills;
- Excellent written and spoken English is essential; as are demonstrated report writing skills

TOR for Communications Officer

This officer will assist the Project Manager and the entire team in providing technical advice on matters relating to communication and information dissemination aimed at ensuring increased recognition of the role of sustainable ENRM, CC Adaptation & Mitigation and DRM in development and poverty reduction. The officer will assist the Project Management Unit (PMU) to review and consolidate relevant existing and/or planned communication and information dissemination strategies in the ENRM, CC (adaptation and mitigation) and DRM sectors.

A key responsibility of the Officer will be to design, quality assure and supervise production of information and communications materials for the project's information dissemination and awareness raising activities. This will include designing and producing accessible versions of formal documents (e.g. the CC policy), where appropriate in relevant local languages.

A key requirement will be ensuring delivery of a co-ordinated, if possible unified, message from all project partners.

Required Skills and Experience

- A degree or equivalent in media / communications;
- Several years of relevant work experience, preferably in the ENR or rural development sector in sub-Saharan Africa (preferably Uganda);
- Proven team working skills;
- Excellent written and spoken English is essential, also good computer skills in relevant MS applications;
- Knowledge of two or more widely spoken local dialects of central & southern, western, northern and eastern Uganda – Luganda, Runyakitara, Luo and Kiswahili – will be an added advantage.

Annex 3: People Consulted during ProDoc Preparation

Name	Designation	Organisation
Mr Wilson Kwamya	Team Leader, GPR Unit	UNDP
Mr Daniel Omodo-McModo	Programme Consultant	UNDP
Mr Nicholas Burunde	Administrative Consultant	UNDP
Ms Irene Mujuzi	Programme Officer, Environment	UNDP
Ms Martha Namara	Project Coordinator Climate Risk Management project	UNDP
Ms Irene Agudu	Administrative Consultant	UNDP
Sriikiran	ADG Team Leader	UNDP
Mr Willy Karuru	CPAP Consultant	UNDP
Dr Revocatus Twinomuhangi	CPAP Consultant	UNDP
Mr Stuart Black	CPAP Consultant	UNDP
Mr Karemente Kyoratungye (RIP)	CPAP Consultant	UNDP
Ms Lucy Aliguma	CPAP Consultant	UNDP
Ms Angela Katama	CPAP Consultant	UNDP
Ms Rosie Bright	Programme Officer	WFP
Mr Collins Oloya	Asst. Commissioner	Wetlands Man, Dept.
Mr S.J. Okuta	Programme Assistant	GEF Small Grants Programme, UNDP
Onesmus Mugenyi	Deputy Executive Director	ACODE
Ms Rachael Musoke	Commissioner	Forest Sector Support
Dr Fetsus Bagoora	NRM Specialist	NEMA
Mr H.H. Irumba	Prin. Policy Analyst	MLHUD
Mr Nicholas Lakwonyero	DRR Expert	WFP
Ms Peace Nyanwa	Policy Specialist	WFP
Mr Kizza Wandira	Policy and Advocacy Officer	Climate Action Network Uganda
Mr Bill Farmer	Director	Uganda Carbon Bureau
Ms Margaret Barihaihi	ACCRA co-ordinator	World Vision
Mr Stephen Muwuya	UNCCD Focal Point	MAAIF
Mr John Tumuhimbise	Senior Energy Officer	MEMD
Mrs Margaret Lwanga	Environmental Specialist	MLG
Dr Ephraim Nyonya	Senior Researcher	IFPRI
Mr Lucas Black	GEF Formulation Consultant	UNDP
Dr Kennedy N Igbokwe	PM – CC Adaptation	FAO
Mr Mario Samaja	Senior Emergency and Rehab. Coordinator	FAO
Mr Daniel Opwonya	Technical Advisor	Giz
Mr Wilson Bamwerinde	Uganda Manager – FAO/GEF Kagera Project	FAO
Mr Owor John Martin	Commissioner	Disaster Preparedness and

		Refugees – Office of the Prime Minister
Mr Gershom Onyango	Director – Directorate of Environmental Affairs	MWE
Ms Sophie Kutegeka	Programme Officer (Forestry)	IUCN
Mr Robert Bagyenda	National Project Coordinator - COBWEB	IUCN
Ms Celia Nalwadda	Senior Plantation Officer	SPGS
Mr Allan Amumpe	Project Manager	SPSG
Mr Paul Jacovelli	Chief Technical Advisor	SPSG
Ms J. Loyce Nambozo	Chief Administrative Offices	Nakasongola District Local Government
Mr Kaweesi Henry	Agriculture Officer	Nakasongola District
Mbaziira Josephat	Environment Officer	Nakasongola District
Mr Adama Charles	Natural Resources Officer	Nakasongola District
Mr Kitaka Gerald	District NAADS Coordinator	Nakasongola District
Ms Sanne Frost Helt	Counsellor	Danish Embassy
Dr Callist Tindimugaya	Commissioner	MWE (Directorate of Water Resources Management)
Mr Bernard C.	Rural Advisor	EU
Ms Jalia Kobisinge	Operations Officer, Rural Development	EU
Mr Micheal S.Z. Nkalubo	Ag Commissioner Meteorology	Dept of Meteorology, MWE
Mr Magezi Akjiki	Assistant Commissioner (CC Specialist)	Dept of Meteorology, MWE
Mr Khalid Y. Muwembe	Senior Meteorologist / PR Officer	Dept of Meteorology, MWE
Mr Babanya	Applier Meteorologist	Dept of Meteorology, MWE
Mr Paul Isabirye	Unit Leader	Climate Change Unit, MWE
Mr Rebecca Nanjala	Project Manager	UNDP / DFID TACC Project
Various representatives of development partners agencies attending the Mid-Term Review of CCU		Danish Embassy
Dr Wael Khairy	Executive Director	Nile Basin Initiative
Dr Nicholas Azza		Nile Basin Initiative
Rev Sandra Mwebaze	Assistant Commissioner for Livestock	MAAIF
Mr Nick Hepworth	Director (also CCU Review Consultant)	Water Witness
Mr Frank Muhereza	CCU Review Consultant	Danish Embassy
Mr John Tumuhimbise	Senior Energy Officer	MEMD