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United Nations Development Programme

Country: Uganda

Project Title: Strengthening Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda

UNDAF Outcome(s):

Outcome 2: Vulnerable segments of the population in Uganda have sustainable livelihoods and employment including agricultural systems to manage population dynamics, economic disparities, environmental shocks and recovery challenges by 2014.

Expected CP Outcome(s):

Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place.

Implementing Partner: World Wide Fund For Nature (WWF), Uganda

Responsible Parties: MWE, GEF/SGP, IUCN, MAK-CAES, MOLG, MEMD and MAAIF

Brief Description

Uganda's economy and population largely depend on natural resource based sectors like agriculture, forestry and fisheries. However, climate change and the strain on natural resources, due to population growth and environmental degradation, are intensifying the poverty and vulnerability of many people in the country. This makes Sustainable Environment and Natural Resources Management (ENRM), Climate Change Adaptation and Mitigation crucial for reducing widespread poverty and livelihood improvement; more especially to the poorest and vulnerable sections of society whose livelihoods depend on natural resource ecosystems. This project will focus on strengthening the efforts and capacities of local governments, CSOs and communities to sustainably manage and utilise natural resources, integrate climate change adaptation and mitigation in their activities and build climate change resilient societies. This will be achieved through developing, piloting and implementing initiatives in biodiversity and ecosystem management, sustainable land management, efficient energy technologies and reduction in GHG emissions, and building climate change resilient communities. Implementation arrangements seek to contribute to a systematic demonstration and scaling up of experiences in sustainable ENRM, climate change adaptation and mitigation pilot initiatives and recommend an evidence-based framework to guide relevant institutions at national and local government levels, including Civil Society Organizations (CSOs). The project intends to use lessons learnt to inform policy and strengthen decentralized governance mechanisms and institutions and practices that empower local governments and CSOs in ENRM and climate change adaptation and mitigation.

Programme Period:	2011 - 2014	2011 AWP budget:	US\$ 300,000
Key Result Area:	Environment & Sustainable Development	Total resources required:	US\$ 4,695,000
Atlas Award ID:	00062248	Total allocated resources:	US\$ 4,500,000
Start Date:	July 2011	Regular	US\$ 4,500,000
End Date:	December 2014	• Other:	
PAC Meeting Date:	May 2011	o Donor	
Management Arrangements:	NIM	o Government:	In kind contributions
		Unfunded budget:	US\$ 195,000

Agreed by (Implementing Partner): World Wide Fund for Nature (WWF)

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

Agreed by UNDP:

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ACRONYMS AND ABBREVIATIONS

ADG	Accountable Democratic Governance
CSO	Civil Society Organization
CPAP	Country Programme Action Plan
DDP	District Development Plan
ENRM	Environment and Natural Resources Management
ENR-SIP	Environment and Natural Resources - Sector Investment Plan
FAO	Food and Agricultural Organization
GEF	Global Environment Facility
GHG	Green House Gases
GoU	Government of Uganda
GPR	Growth and Poverty Reduction
IP	Implementing Partner
IUCN	International Union for Conservation of Nature
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAK-CAES	Makerere University, College of Agricultural and Environmental Sciences
MDGs	Millennium Development Goals
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MEMD	Ministry of Energy and Minerals Development
MLHUD	Ministry of Lands, Housing and Urban Development
MoLG	Ministry of Local Government
MoFPED	Ministry of Finance, Planning and Economic Development
MWE	Ministry of Water and Environment
MTTI	Ministry of Trade, Tourism and Industry
NAADS	National Agricultural Advisory Services
NAPA	National Action Programmes of Action
NARO	National Agricultural Research Organization
NBSAP	National Biodiversity Strategy and Action Plan
NEMA	National Environment Management Authority
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forest Authority
NGO	Non-Government Organization
NPA	National Planning Authority
NUSAF	Northern Uganda Action Fund
OPM	Office of the Prime Minister
PAC	Project Appraisal Committee
PB	Project Board
PEAP	Poverty Eradication Action Plan
PMU	Project management Unit
POPs	Persistent Organic Pollutants
PTSC	Project Technical Steering Committee
RET	Renewable Energy Technologies
SLM	Sustainable Land Management
SFC	Sustainable Forest Conservation
SGP	Small Grants Programme
TOR	Terms of Reference
UNCCD	United Nations Convention to Combat Desertification
UNCDF	United Nations Capital Development Fund
UNDAF	United Nations Development Assistance Framework
UNFCCC	United Nations Framework Convention for Climate Change
UNDP	United Nations Development Programme
UNDP-SGP	United Nations Development Programme – Small Grants Program
UNEP	United Nations Environment Programme

UNIDO	United Nations Industrial Development Organisation
UNFFE	Uganda National Farmers Federation
UNV	UN Volunteer
UWA	Uganda Wildlife Authority
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature
WWF-UCO	World Wide Fund for Nature – Uganda Country Office

I. SITUATIONAL ANALYSIS

Uganda, a landlocked country in East Africa, lies astride the equator and has a total area of 241,039 km², of which land area is 197,097 km², water and swamps is 43,942 km², dry land is 80,000 km² (MoAF, 1999); and forest land (including woodlands, highland forest and plantations) is 50,000 km² (Kalyanjan, 2001). The minimum altitude is 620 meters (below sea level) and the maximum at 5,110 meters (above sea level). The country receives a mean annual rainfall ranging from 750 to 2,000 mm and the temperatures range from 15 to 30°C (NEMA, 2008) and is endowed with immense bio-physical and socio-cultural diversity.

The State of the Environment Report for Uganda (2008) states that Uganda's development and people's livelihoods are for now and in the foreseeable future dependent on the natural resource base. The economy is largely natural resource based and agriculture dominates the economy, employing 80% of the population and contributing over 40% of the Gross Domestic Product (GDP). Eighty five percent (85%) of Uganda's population is rural, depending on rain-fed agriculture which is prone to impacts of climate variability and change. The country's average population growth rate is 3.2%, one of the highest in the world (UBOS, 2009). At this growth rate, the population increased to 31.8 million in 2010 and is projected to increase to 37.9 million in 2015 and 61 million by 2040 (NDP, 2010). The population growth is highest in arid areas, averaging 9.7% in Kotido and 6% in Moroto and Nakapiripirit Districts. Thus, most natural resource stressed and climate change-vulnerable communities exhibit the highest population growth rates. Therefore, Uganda's population size, structure and dynamics continue to increase pressure on natural resources to supply food, water, energy, raw materials, natural fibre and other services. In the process of meeting these needs, natural resources are harvested unsustainably and this poses significant challenges to SENRM, agricultural production, job creation and livelihoods assets.

Although Uganda's economy has been growing at an annual rate of 5-7% over the past decade and poverty has fallen from 56% in 1992 to 38% in 2009, the performance of the economy and agricultural sector in Uganda are increasingly negatively affected by environmental degradation and climate change stress. In addition, whereas Uganda's climate offers great potential for food production, the prolonged and frequent droughts in many parts of the country undermine agricultural productivity and food insecurity is on the rise especially in the cattle corridor. For example, the Karamoja region perpetually depends on food aid. If this trend continues, Uganda may not meet its Millennium Development Goal (MDG) targets. As a coping mechanism, to compensate for the decline in productivity of environmental resources and reduction in agricultural yields from the traditional arable land, some of the poor communities have encroached on and degraded ecologically sensitive areas such as wetlands, steep slopes and water catchment areas.

Natural resource degradation and climate change have a gender dimension and affect men, women and the young differently. For the women who are the main custodians of households in provision of food, water and firewood, the depletion of natural resources means spending long hours searching for water and firewood, depriving them of time for other productive economic activities. During floods, water and sanitation-related diseases are more prevalent and the women spend more time attending to sick family members. This predisposes women to increased health risks and reduced income generation. Initiatives in ENRM and climate change sectors provide tremendous potential for the diversification of rural enterprises and creating employment opportunities for women and the youth.

The Environment and Natural Resource Management Context

Although a large percentage of Uganda's land is arable, and approximately 75% of the country's land is relatively fertile and receives sufficient rainfall for rain-fed cropping or pasture, land degradation is a serious environmental problem in the country. It is estimated that 4% to 12% of GNP is lost due to environmental degradation, 85% of which is due to soil erosion, nutrient loss and changes in crops. The worst affected include highland areas, dry lands, forests and wetlands.

The highlands of Uganda are fragile, densely populated, and intensively cultivated and this creates significant pressure on land resources resulting in soil erosion, landslides and general land and environmental degradation. In the dry lands on the other hand, which occupy an area stretching from the north-east through central regions to the south-west that is commonly referred to as the cattle corridor, the greatest environmental challenge is desertification. Desertification in this region is mostly driven by droughts, unsustainable utilisation of biomass for fuel wood (including charcoal), poor farming practices and overgrazing.

Forests in Uganda can be classified as woodlands (80%), highland forest (19%) and plantations (1%). Forests in protected areas under the Permanent Forest Estate (PFE) cover 18,810 km² and are managed by the National Forest Authority (61%), Local governments (0.3%) and the Uganda Wildlife Authority (38.7%). According to the FAO, Uganda's forests spanned about 108,000 km² in 1890 but shrunk to 50,000 km² by 1995. Even where the forests exist, the quality of tropical high forests had been, and continues to be, degraded. The leading causes of deforestation are over-harvesting (timber, firewood for domestic and industrial purposes, charcoal) and encroachment. The root causes of forest degradation include policy deficiencies, market failures, weak regulations and a rapidly increasing population, driving up demand for forest and woodland products. Uganda continues to suffer from problems associated with land and forest degradation as the lack of viable alternatives perpetuates extractive activities with low returns and high costs on the environment.

Land degradation is a serious challenge and there is a rapid decline in the fertility and productivity of the original land. In addition soil erosion has also led to the siltation of lakes, rivers and streams. Lakes Kyoga and Victoria are growing shallower, owing to this phenomenon. In addition to the physical obstruction, the sediment is also rich in nutrients and thus encourages eutrophication. This, in turn, deprives the fish populations in these waters of oxygen when the excessive vegetative growth decays as a result of bacterial action. This phenomenon has been experienced in most of the rivers and lakes. Wetlands have also been degraded due to growing pressure and scarcity of land for agriculture and rapid urbanisation.

Sustainable ENRM has a great potential for providing numerous direct and indirect benefits in form food, water, energy, employment, incomes, agricultural support, watershed protection, increased quality of life and reduced vulnerability to shocks and stresses. ENRM is particularly crucial to the poorest and vulnerable sections of society in Uganda, whose ability to improve their livelihoods are hindered by natural resource degradation. Recognizing its importance, management provisions have been included in a number of action plans, aimed at strengthening the institutional framework of the environment and natural resources sector. The relevant Action Plans include among others: The National Development Plan; National Biodiversity Strategy and Action Plan (NBSAP); Plan for Modernization of Agriculture (PMA); National Environment Action Plan (NEAP); Wildlife Protected Area Systems Plan (WPASP); Land Sector Strategic Plan (LSSP); National Forestry Plan (NFP) and the Wetland Sector Strategic Plan (WSSP).

Climate Change Context

The National Adaptation Programme of Action (NAPA) refers to drought as one of the most prominent effects of climate change. In Uganda, the frequency of droughts has already increased, with seven droughts having been experienced between 1991 and 2000 alone. From 2001 weather patterns have been extreme and intense resulting in frequent extended dry spells. 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.

Through its adverse effects on livelihoods and agricultural productivity, climate change is also set to increase food insecurity setting in hunger and malnutrition. An increase in the intensity and frequency of heavy rains and floods expose the population to waterborne diseases such as cholera and diarrhoea. Temperature rise has significant impacts on health as well as agriculture. The highlands areas including Kabale, which were previously malaria-free, are now prone to malaria. Uganda's ecosystems are

particularly most vulnerable to climate change and most especially the dry lands, water basins and mountain areas. Therefore an ecosystem based approach to tackling climate change is very important because climate change, ecosystem degradation and climate change related risks and hazards tend to be linked in a vicious cycle (UNEP, 2009).

1.5 Past and Ongoing Activities

Uganda Wildlife Authority (UWA) and National Forestry Authority (NFA) are promoting tree planting and conservation activities in protected areas under collaborative management arrangements. For example the Nile Basin Reforestation Project is being implemented by NFA in association with local community organizations and will grow trees for carbon sequestration. The project is financially supported by the World Bank Bio Carbon Fund. In addition, NEMA with support from the World Bank is implementing waste composting projects in a number of municipalities to reduce carbon emissions to the atmosphere through composting. The Mt. Elgon Regional Ecosystem Conservation Programme (MERECP), an East African Community regional trans-boundary conservation and sustainable development programme was developed in response to the need for a regional approach to the management of the Mt. Elgon trans-boundary ecosystem as a catchment for Lake Victoria. MERECP also plans to pilot REDD implementation.

Multilateral donors have been involved in funding ENRM and climate change in Uganda. There have been a number of projects supporting Clean Development Mechanisms (CDM) by EU/UK aimed at identifying investments in energy, and at identifying market players and developing operational secretariats to coordinate national and international CDM activities. The Royal Danish Embassy has initiated several avenues of support, including 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 integration of climate change within the National Development Plan, and to support Uganda in its international negotiation efforts. In particular, the Royal Danish Embassy supported Uganda's preparation for COP 15 in 2009.

The World Bank, together with UNDP, is supporting a Sustainable Land Management (SLM) 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 European Commission (EC) has undertaken an update of the European Commission Country Environment Profile for Uganda and is exploring options for integration of Climate change in the European Commission – Uganda Development Cooperation

WFP and FAO have conducted vulnerability assessment in various parts of the country, promoted the installation of automatic weather stations for early warning in Karamoja, promoted sustainable forestry management and planting energy crops. They have also piloted initiatives on REDD and livelihood projects to do with tree planting and planting of high value and drought resistant staple crops to cope with climate change in various parts of the country.

WWF- Uganda Country Office, in collaboration with UWA, is engaged in biodiversity conservation project on Mt. Rwenzori and integrated water resources (catchment) in the Semliki valley. With funding from the German Climate Change Funding Initiative, WWF has completed a concept note on REDD for Climate Change Adaptation and Mitigation. In addition, WWF with funding from UNDP is implementing a biodiversity conservation project in Kibale and Kyenjojo districts. The project is ending in June 2012 and could be rolled up to other districts. One of the challenges identified in these initiatives is lack of incentives. REDD has been identified as one of the incentives and a REDD strategy is being developed. In the energy industry WWF is engaged in pilot studies on clean energy with the Department of Technology, Makerere University and regional surveys have been conducted on different energy technologies and

initiatives. WWF also has close links with the Ministry of Energy and Minerals Development and in collaboration with CSOs it has conducted surveys on the impact of oil and gas exploration and extraction on the environment.

The Belgian Embassy is co-financing a €2 million project to support CDM initiatives through the Climate Change Unit (CCU) in the Ministry of Water and Environment (MWE). The project is for three years, largely focusing on reducing identified barriers, particularly strengthening technical capacity and creating awareness among private sector institutions, with a special focus on financial institutions. The Norwegian Embassy support has focused on ENRM and climate change mitigation through support to the forestry sector, as well as commitments to the energy sector.

The UK's Department for International Development (DFID) has provided core funding to the Parliamentary Forum on Climate Change, a nonpartisan group of parliamentarians seeking to increase public awareness and promote co-operation on climate change issues. Oxfam has provided analytical and advocacy support to climate change.

UNEP/ UNDP/ IUCN are piloting a four year Ecosystems Based Approach program in mountainous regions of Uganda to be funded by the Germany Federal Ministry for Environment, Nature Conservation and Nuclear safety (BMU). IUCN in partnership with CARE international, ACF, CRS as part of the Global Water Initiative are piloting projects that balance conservation with livelihoods, including pilots for REDD, ecosystem based adaptation, and integrated watershed management in the upper Aswa-Agago catchment area. The German Development Organisation (DED) and GIZ are engaged in conservation of biomass energy through promotion of charcoal saving stoves, efficient kilns and building awareness.

Barrier Analysis

Despite the powerful synergies between UNDP, multilateral agencies, NGOs and national stakeholders; financing, capacity, and incentive barriers for scaling up sustainable ENRM and climate change adaptation and mitigation persist. Although the NDP is in place, development policies in Uganda are largely sectoral and pose some challenges for coherent cross-sectoral ENRM and climate change adaptation and mitigation at national or sub-national levels. As a result a number of projects tend to focus on one or two sectors and few are multi-focal to promote integrated development. Climate change is a new area of concern in Uganda and the understanding of and the need for climate change adaptation and mitigation is still restricted to a few institutions and individuals. In addition, institutional capacity to mainstream climate change challenges in the ENRM and general development is under-developed at regional and local levels. There are also capacity limitations to identify, scale up and implement appropriate SENRM and mitigation/adaptation measures. Aware that ENRM and climate change are interrelated and reinforce each other, there is need for capacity enhancement for implementing multi-focal and integrated initiatives in ENRM and climate change at the downstream end, so that the lessons learnt and best practices can be used to inform policy at national level.

This provides the context and basis for UNDP's support, and the need to identify areas of building leverages and co-financing in pilot initiatives that inform policies on Sustainable ENRM, climate change adaptation and mitigation to be implemented by local governments and CSOs. The project will focus on strengthening the capacities of institutions (government and CSOs) in sustainable ENRM and climate change adaptation and mitigation by developing and scaling up pilot initiatives that empower the poor, vulnerable and women. The project will build on previous achievements and existing efforts to consolidate partnerships established to support the implementation of pilot initiatives in sustainable ENRM and climate change resilience development. The initiatives will be implemented downstream at Local Governments and are intended to inform policy. In light with that arrangement, the IP will sub-contract responsible parties, who will work with Local Governments to build on their areas of expertise.

II. PROJECT IMPLEMENTATION STRATEGY

This project shall strengthen efforts of the Government of Uganda by enhancing sustainable conservation and utilization of natural resources and Climate Change Adaptation and Mitigation. It will also strengthen the capacities of institutions (government and CSOs) to take actions in sustainable ENRM and climate change adaptation /mitigation. This shall be achieved through developing and scaling up pilot initiatives which are effective in SLM and ENRM; empowering the poor; supporting biodiversity conservation and restoration of degraded ecosystems; and supporting development of community resilience in the face of climate change. The project shall achieve the overall objective through targeting the following outputs:

Output 1: Mechanisms for enhancing biodiversity conservation and restoration of degraded ecosystems demonstrated

Well functioning ecosystems provide a wide range of services which are essential for society and human welfare including benefits such as soil fertility essential for food production flows of reliable clean water among others. This output shall involve support for initiating, developing and piloting biodiversity conservation and degraded ecosystem restoration initiatives. It will involve creating awareness on the sustainable utilization of the services provided by natural ecosystems in order to attract public interest and participation in the reduction of biodiversity loss and restoration of degraded ecosystems.

The activity key results to be targeted in order to achieve this output will include:

- Promote and plant multipurpose trees in non-traditional areas.
- Demonstrate Ecotourism initiatives outside protected areas.
- Support development of Public Private Partnerships (PPP) in urban wetland management.

The key results shall be achieved through preparing policy briefs to authenticate the incentive/disincentive schemes, promoting alternatives for over-exploited natural resources, identifying suitable sites for piloting, building capacity of local communities and other stakeholders and encouraging public private partnerships.

Output 2: Key successful Sustainable Land Management (SLM) practices identified and replicated.

The purpose of this output is to provide a basis for the scaling up of concrete land management solutions which are still very limited in implementation in Uganda and to help local governments, CSOs and communities develop SLM plans, whether as part of integrated rural development strategies or stand alone land management programs. The output shall also involve actions to replicate SLM best practices, to enhance carbon stocks or storage, and enhance development of communities' resilience to climate change impacts. Practices that cause reduction in soil erosion and can improve soil fertility and promote biodiversity conservation shall be promoted as support to achievement of objectives of the Uganda Strategic Implementation Framework for SLM. The key activities to be targeted in order to achieve this output shall include:

- Promote integrated water catchment (watershed) management.
- Integrate POPs management into LG plans.

These shall be achieved through evaluating current approaches used for SLM and management of catchments, preparing guidelines, mobilizing and sensitizing relevant stakeholders on the best practices for water catchment management and supporting development and implementation of action plans for recommended interventions. Partnerships shall be built with NEMA, MAAIF, MWE and College of Agricultural and Environmental Sciences to select pilot districts, strengthen the capacity of the relevant local government teams and CSOs to develop POPs action and management plans, using the lessons learnt to mainstream POPs management in DDPs. The project will work with key stakeholders to identify and provide appropriate incentives.

Output 3: Mechanisms for enhancing efficient utilisation of biomass energy, Renewable Energy Technologies (RET), and GHG emissions reduction identified and promoted;

The purpose of this output is to support initiation and scaling up of efficient energy (biomass and renewable) solutions which are still very limited in Uganda, given that technology is a major barrier to realizing sustainable energy services. In an effort to popularize efficient energy utilisation, technologies will be evaluated, piloted and disseminated. Particularly, technologies that promote recycling and clean combustion resulting in low GHG emissions (climate change mitigation) will be promoted. In addition, development of economic incentives for sustainable charcoal and RET will be supported. Activities expected to contribute to this output include:

- Promoting efficient Biomass energy utilization technologies
- Promoting appropriate Renewable Energy Technologies (RET) such as solar

Technology transfer solutions through south to south approaches shall be explored. Other activities will include identifying, demonstrating and transferring efficient biomass utilisation technologies and RETs; putting in place mechanisms and incentives for wood lots establishment, raising awareness and strengthening the capacity of communities and other stake holders to voluntarily adopt efficient biomass and biomass technologies; and encouraging the private sector to invest in commercial production and marketing of biomass energy technologies. Lessons learned shall be captured, documented and shared, to inform policy as well as for purposes of replicating successful practices.

Output 4: Climate Change Resilient Development promoted

Under this output, the project will strive to improve the capacity of local governments, CSOs, and communities to adapt to climate change through integrating climate change adaptation into their plans 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 as both are essential to realize low-carbon development and climate change resilience. Activities that shall be targeted for this output will include:

- Assess vulnerability to climate change impacts; and evaluate and test proposed interventions in selected hotspots for compliance with set international standards.
- Replicate appropriate water harvesting technologies for domestic and institutional water supply and for crop and livestock farming.
- Promote and scale up relevant climate change adaptation initiatives

These shall be achieved through conducting vulnerability assessments, evaluating the appropriateness of various water harvesting technologies to target regions, raising awareness on the need for water harvesting, demonstrating and transferring the appropriate technologies and putting in place mechanisms for integrating gender and sustainable livelihood aspects. Using the findings of the assessments and in partnership with concerned stakeholders, coordination and articulation of capacity development strategies and their implementation shall be done. Policy briefs on lessons learnt from the initiatives shall be prepared in order to inform policy reviews that support development of community resilience.

Target Beneficiaries: Project primary beneficiaries will be local governments, CSOs, the private sector and community groups that are interested in establishing partnerships for promoting local economic development. Beneficiaries shall be organizations at the district and village levels with whom the local CSOs, CBOs and SMEs will interact. They will benefit from the project by accessing ENRM techniques and tools. The project will contribute to policy development through lessons learnt and policy briefs.

Geographical Location of Project Interventions: Selection of geographical location and districts to host the pilot initiatives shall be made taking into account some of the following criteria:

- Priority biodiversity hotspots identified by previous activities in different parts of Uganda by UNDP and its partners;
- Degraded and fragile ecosystems that need urgent actions such as highland areas and semi-arid areas in the cattle corridor;

- Scaling up or replicating successful interventions by UNDP
- Trans-boundary natural resource interventions.

Gender Dimension: Gender perspectives will be included at every step and activity of the project implementation. Gender analysis and mapping will be a crucial element for all trainings and all PMU and other relevant staff will have opportunities to undertake gender sensitization trainings. Specific activities and events relating to gender and women issues will be organized. Gender tailor made training and monitoring and evaluation frameworks will be conducted. Participation of women leaders, women entrepreneurs and women from grassroots organizations will be fostered and their concerns mainstreamed in decisions affecting them. In addition, the project will identify and scale up proven models so as to have multiple impacts and to empower women. These gender considerations will be integral to all outputs of the project.

Socio-economic and Vulnerability Issues: The project will provide opportunities for mainstreaming and strengthening the capacities of stakeholders of the project regarding cross-cutting issues related to HIV/AIDS, ethnicity and vulnerability to climate change, making them an integral part of each project output so as to ensure impact of the project.

Exit Strategy:

In order to ensure that sustainable land management, efficient utilization of biomass energy and renewable energy technologies, biodiversity conservation and restoration of degraded ecosystems are continued even after the project ends, the project shall integrate the participation of communities in all its activities, so as to enhance ownership and ensure that economic benefits accrue to the communities involved. This shall be achieved by working with communities organized in coherent groups; they will be trained in group and organizational dynamics, and facilitated to develop and/or implement rules and regulations guiding communal resource use, protection and investment. Communities shall be encouraged to invest in environment friendly enterprises like bee keeping, which can be integrated with tree planting.

In addition, the project shall make efforts to link private sector players to the promotion of efficient biomass energy utilization, especially the manufacture and distribution of the renewable energy technologies. This will make technology use demand driven with economic benefits, increasing its sustainability.

Given that interventions shall be made in areas with functioning local government structures, the project will make efforts to involve the local government leadership in project activities so that by the end of the project, it is visibly the responsibility of those local leaders to oversee continuity of the outputs of the projects, given the benefits that accrue to those districts..

Finally, the project will capture, document and disseminate lessons learnt to all communities in the areas of operation, to encourage adoption and similar investment by the communities. The lessons shall also be used to inform policy and strengthen decentralized governance mechanisms, institutions and practices that empower local governments and CSOs in ENRM and climate change adaptation and mitigation.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place</p> <p>Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented</p> <p>Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity</p> <p>Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively</p> <p>Key result Area: Environment and Strategic Development</p> <p>Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)</p> <p>Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda</p>				
EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	Amount
<p>Output 1: Mechanisms for enhancing biodiversity conservation and restoration of degraded ecosystems demonstrated</p> <p>Baseline: Strategic approaches for restoration of degraded ecosystems have not been systematically tested with local stakeholders</p> <p>Indicators: Mechanisms for increasing 4 species of conservation concern in place Distance and area of trees planted</p>	<p>Targets:</p> <p>2011: Baseline surveys and stakeholder mobilisation Tree planting mobilisation</p> <p>2012: Ecotourism plans developed Urban wetland PPP based management plans developed Propagation trials and scaling up for selected threatened species</p>	<p>Activity result 1: Promote the planting by communities, of multipurpose trees in non-traditionally recognised forestation areas</p>	MWE, FSSD/MOLG	280,000

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
	EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES
	with identified tree species	2013:	
	Ecotourism management strategies and plans developed for 3 pilot sites	4 PPP based wetland management plans implemented	
	Management plans and strategies for PPP developed and implemented for 4 urban wetlands	3 Ecotourism plans implemented	
		2014:	
		4 PPP based wetland management plans implemented	
		2 Ecotourism plans implemented	
			<ul style="list-style-type: none"> • Support set up of tree nursery with appropriate species such as Mangoes, Mvule • Plant the trees at the relevant institutions/areas • Monitor progress of the intervention • Prepare policy brief to MWE and relevant institutions on the initiative
			Activity result 2. Demonstrate Ecotourism initiatives outside protected areas, for livelihood improvement
			<ul style="list-style-type: none"> • Identify suitable sites for piloting support to ecotourism
			SGP
			Amount
			310,000

<p>Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place</p> <p>Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented</p> <p>Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity</p> <p>Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively</p> <p>Key result Area: Environment and Strategic Development</p> <p>Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)</p> <p>Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda</p>		
	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY
EXPECTED OUTPUTS, BASELINE AND INDICATORS	<ul style="list-style-type: none"> • Support infrastructure development and mini-circuits for tourism in the pilot sites • Draft bye-laws to guide the eco-tourism interventions • Monitor impact of tourism benefits and commitments to conservation and livelihood improvement • Prepare and implement tourism plans for the pilot areas • Train local communities and other stakeholders to act as service providers along the value chain e.g. acting as tour guide and selling different goods <p>Activity result 3. Support development of Public Private Partnerships (PPP) in urban wetland management</p> <ul style="list-style-type: none"> • Prepare management plans for selected wetlands • Popularize and implement interventions for PPP arising from developed management plans • Prepare policy brief on conservation and management of wetlands through PPP 	Amount
		298,000

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
	EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES
			RESPONSIBLE PARTY
			Amount
	Sub-Total Output 1	Sub-Total Output 1	888,000
Output 2: Successful Sustainable Land Management (SLM) identified and replicated			
Baseline: Technological and social innovations for SLM not widely scaled up with local stakeholders	Indicators: Landscapes in 4 areas restored using different SLM interventions Catchment management action plans developed and implemented in 3 sites Action plans developed and implemented for the management of Persistent Organic Pollutants (POPs) with local governments in 2 areas	Targets: 2011: Community interest groups to host pilot initiatives mobilized and sensitized Pilot sites for SLM characterized 2012: Interventions set up in different areas and sites Catchment action plans developed 2013: Implement site level activities	Activity Result 1: Promote integrated water catchment (watershed) and sustainable land management
			MAAIF
			300,000

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
		INDICATIVE ACTIVITIES	RESPONSIBLE PARTY
EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,		Amount
Two (2 districts with POP action plans	POP interventions tested 2014: Effectiveness of SLM innovation monitored and evaluated	<ul style="list-style-type: none"> Carry out a situation analysis of SLM technologies developed and not appropriately scaled out Promote soil erosion control technologies e.g. contours and terraces and other and SWC Promote tree planting in critical erosion areas such as fragile highlands and dry lands 	
		Activity result 2. Integrate POPs management in local government plans	
		<ul style="list-style-type: none"> Work with NEMA to select pilot districts Build capacity of the relevant local government teams and CSOs in POPs management Develop action plans for POPs management 	SGP/MWE (NEMA)
			390,000

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
	EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES
			<ul style="list-style-type: none"> Facilitate implementation of the action plans Use lessons learnt to mainstream POPs management in DDPs
	Sub-Total Output 2	Sub-Total Output 2	690,000
Output 3: Mechanisms for enhancing efficient utilisation of biomass energy and promoting Renewable Energy Technologies (RET), and GHG reduction identified and promoted			
Baseline: Mechanisms for promoting RETs not well defined in light of climate change	2011: Feasibility studies for recommended technologies Pilot groups mobilized Logistical evaluations	Activity result 1. Promote efficient biomass energy utilization technologies	
Indicators: 3 technologies tested in 6 sites for efficient biomass energy utilization Three alternative energy technologies tested with domestic and institutional stakeholders	2012: 2013: Appropriate technologies scaled out		
		/WWF	350,000

<p>Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place</p> <p>Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented</p> <p>Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity</p> <p>Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively</p> <p>Key result Area: Environment and Strategic Development</p> <p>Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)</p> <p>Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda</p>				
<p>EXPECTED OUTPUTS, BASELINE AND INDICATORS</p>	<p>OUTPUTS TARGETS FOR YEARS,</p> <p>2014:</p> <p>Impact of technologies monitored</p>	<p>INDICATIVE ACTIVITIES</p> <ul style="list-style-type: none"> • Develop, demonstrate and transfer efficient biomass utilization technologies (efficient kilns, improved charcoal stoves, charcoal briquettes, eco-bricks etc) • Put in place mechanisms and incentives for wood lots and forest plantations establishment • Raise awareness of different sectors and stakeholders (government, CSOs and communities) to voluntarily adopt efficient biomass energy technologies • Work with the private sector (more especially small enterprises) to commercially produce, sell and maintain biomass energy technologies' infrastructure. • Facilitate the involvement and utilization of both men and women in efficient biomass energy utilization technologies • Prepare policy briefs on the findings <p>Activity result 2. Promote appropriate Renewable Energy Technologies (RET) e.g., solar</p>	<p>RESPONSIBLE PARTY</p>	<p>Amount</p>
				MEMD/SGP

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place				
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented				
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity				
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively				
Key result Area: Environment and Strategic Development				
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)				
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda				
EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	Amount
		<ul style="list-style-type: none"> Review the existing approaches to the development and utilization of RET, their potential and appropriateness Develop action plan for appropriate RET development, demonstration and transfer Raise awareness of different sectors and stakeholders (government, CSOs and communities) to voluntarily adopt RET 		
		<ul style="list-style-type: none"> Facilitate the involvement and utilization of both men and women in RET Develop incentives for the commercial production, marketing and utilization of RET technologies 		
Sub-Total Output 3	Sub-Total Output 3			750,000
Output 4: Climate change Resilient Development promoted	Output 4: Climate change Resilient Development promoted			

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place					
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented					
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity					
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively					
Key result Area: Environment and Strategic Development					
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)					
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda					
EXPECTED OUTPUTS, BASELINE AND INDICATORS		OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	Amount
Baseline: Mechanisms for building resilience to climate change effects among Uganda communities not tested	Indicators: Climate change impact vulnerability piloted among three community groups	Targets: 2011: Vulnerability Assessments Pilot sites characterized	Activity result 1: Assess vulnerability to climate change impacts , evaluate and test proposed interventions in selected climate change hotspots		
Water harvesting technologies tested in 4 districts	2013: Appropriate incentives promoted	2012: Setting up of water harvesting technologies facilitated			
Water harvesting technologies set up	2014: Water harvesting technologies evaluated	2013: Appropriate incentives promoted Water harvesting technologies set up			
Water harvesting technologies evaluated	Capacity built based on experiences and lessons	Capacity built based on experiences and lessons		WWF and IUCN	310,000

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place				
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented				
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity				
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively				
Key result Area: Environment and Strategic Development				
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)				
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda				
EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY	Amount
experiences and lessons		<ul style="list-style-type: none"> Apply appropriate tools to conduct vulnerability assessments (e.g.CRISTAL tool) Evaluate and test compliance of proposed interventions Configure interventions in line with set international standards Activity Result 2. Replicate appropriate water harvesting technologies for domestic and institutional water supply, and for crop and livestock farming <ul style="list-style-type: none"> Replicate the appropriateness of various water harvesting technologies to target regions Raise awareness of various stakeholders (local government, institutions, private sector, CSOs 	MWE, CCU/MAAIF	500,000

<p>Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place</p> <p>Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented</p> <p>Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity</p> <p>Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively</p> <p>Key result Area: Environment and Strategic Development</p> <p>Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)</p> <p>Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda</p>				
<p>EXPECTED OUTPUTS, BASELINE AND INDICATORS</p>	<p>OUTPUTS TARGETS FOR YEARS,</p>	<p>INDICATIVE ACTIVITIES</p>	<p>RESPONSIBLE PARTY</p>	<p>Amount</p>
		<ul style="list-style-type: none"> • and communities) on technologies for water harvesting • Prepare implementation plans, demonstrate and transfer appropriate water harvesting technologies • Put in place mechanism for integrating gender and HIV in water harvesting • Monitor the impact of water harvesting technologies on conservation and livelihood improvement • Prepare Policy Briefs to guide scaling <p>Activity result 3: Promote and scale up relevant climate change adaptation initiatives</p> <ul style="list-style-type: none"> • Work with key stakeholders to identify capacity gaps and appropriate adaptation mechanisms • Conduct Cost-Benefit Analysis of promotion of the relevant incentives • Build capacity of CBOs and CSOs, local governments and other key stakeholders to mainstream climate change in their 		

Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES	RESPONSIBLE PARTY
		management and action plans	Amount
		<ul style="list-style-type: none"> Put in place mechanisms for scaling up successful initiatives 	
Sub-total Output 4	Sub-total Output 4		850,000
Management, Monitoring, Evaluation and Audit	Management, Monitoring, Evaluation and Audit		
		Inception Workshops	
		National	WWF,
		Regional (4)	
		National Planning and Reporting Workshops	
		Mid-term project Evaluations	UNDP
		End of phase project Evaluation	UNDP
		Vehicle O & M	
		Office Rental and Utilities	
		Staff Remuneration	
		Audit	UNDP
Sub- total Management,	Sub- total Management,		

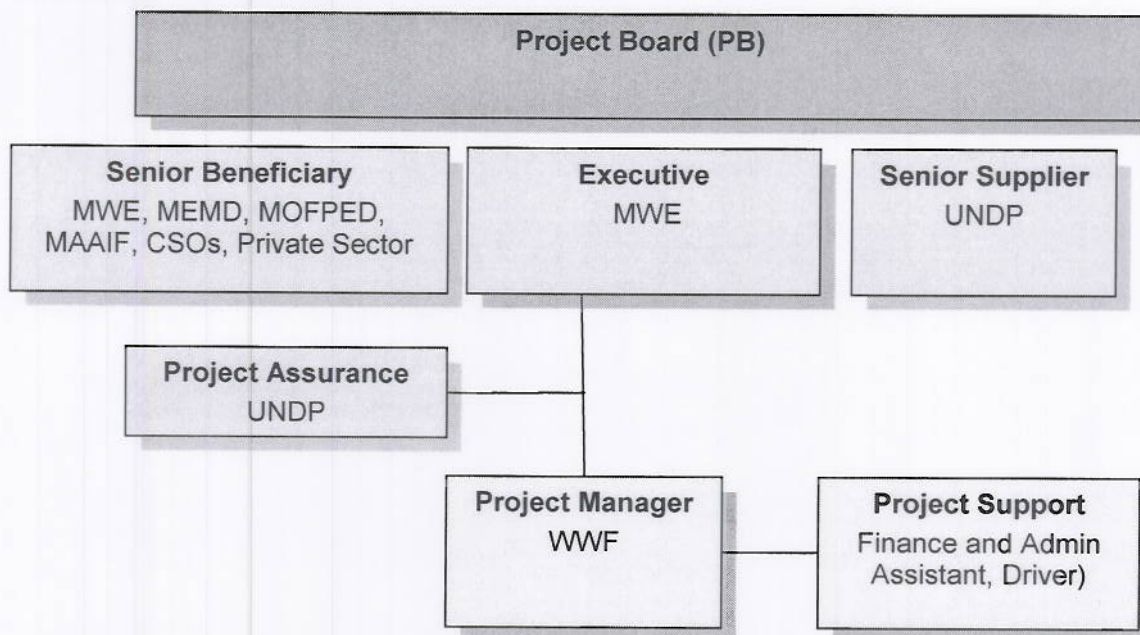
Intended Outcome: Outcome 2.3: Institutional frameworks and capacity for sustainable Environment and Natural Resources Management (ENRM), Climate Change (CC) adaptation and mitigation; and Disaster Risk Management (DRM) in place			
Outcome indicators: Number of ENRM and Climate change adaptation/mitigation pilot initiatives developed and implemented			
Baseline: There are limited initiatives for ENRM, CC adaptation/mitigation at the local levels due to inadequate skills and financial capacity			
Target: At least 20,30,30,20 new ENRM,CC mitigation/adaptation pilot initiatives implemented in 2011,2012, 2013 and 2014 respectively			
Key result Area: Environment and Strategic Development			
Partnership Strategy: GEF Small Grants Programme (SGP); Ministry of Local Governments (MOLG); Ministry of Energy and Minerals Development (MEMD) Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)			
Project Title and ATLAS ID: Piloting initiatives for Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda			
	EXPECTED OUTPUTS, BASELINE AND INDICATORS	OUTPUTS TARGETS FOR YEARS,	INDICATIVE ACTIVITIES
	Monitoring, Evaluation and Audit	Monitoring, Evaluation and Audit	RESPONSIBLE PARTY
	<i>Sub-Total All Output + Management, Monitoring, Evaluation and Audit</i>	<i>Sub-Total All Output + Management, Monitoring, Evaluation and Audit</i>	Amount
	Management fees (10%)	Management fees (10%)	1,200,000
	GRAND TOTAL	GRAND TOTAL	3,178,000
			317, 800
			4,695,000

IV. ANNUAL WORK PLAN 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPO NSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding source	Amount US \$
<p>And baseline, associated indicators and annual targets</p> <p>Output 1: Mechanisms for enhancing biodiversity conservation and restoration of degraded ecosystems demonstrated</p> <p>Targets: Baseline surveys and stakeholder mobilisation Tree planting mobilisation</p> <p>Indicators: Mechanisms for increasing 4 species of conservation concern in place</p> <p>Baseline: Strategic approaches for restoration of degraded ecosystems have not been systematically tested with local stakeholders</p> <p>Output 2: Successful Sustainable Land Management (SLM) practices identified and replicated</p> <p>Targets: Community interest groups to host pilot initiatives mobilized and sensitized Pilot sites for SLM characterized</p> <p>Indicators: Catchment management action plans developed and implemented in 3 sites</p> <p>Baseline: Technological and social innovations for SLM not widely scaled up with local stakeholders</p>	<p>1-Activity Result: Promote and plant multipurpose trees in non-traditionally recognised forestation areas</p> <p>Support set up of tree nursery with appropriate species such as Mangoes, Mvule</p> <p>Activity result 2. Demonstrate Ecotourism initiatives outside protected areas, for livelihood improvement Identify suitable sites for piloting support to ecotourism</p>					WWF		
				x			UNDP	50,000
				x		SGP	UNDP	60,000
	<p>Activity result 2. Integrate POPs management in local government plans Work with NEMA to select pilot districts</p> <p>Build capacity of the relevant local government teams and CSOs in POPs management</p> <p>Develop action plans for POPs management</p>					SGP	UNDP	30,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding source	Amount US \$
<i>And baseline, associated indicators and annual targets</i>								
Output 4: Climate change Resilient Development promoted								
Targets: 2011: Vulnerability Assessments Pilot sites characterized Baseline: Mechanisms for building resilience to climate change effects among Uganda communities not tested Indicators: Climate change impact vulnerability piloted among three community groups	Activity result 1: Assess vulnerability to climate change impacts , evaluate and test proposed Apply appropriate tools to conduct vulnerability assessments (e.g CRISTAL tool) Activity result 3: Promote and scale up relevant climate change adaptation initiatives Work with key stakeholders to identify capacity gaps and appropriate adaptation mechanisms				WWF	UNDP	60,000	
5. Management, monitoring, evaluation and audit								100,000
TOTAL BUDGET								300,000

V. MANAGEMENT ARRANGEMENT



Project Assurance

Project Assurance will be coordinated by the UNDP (Uganda) GPR Unit who will act on behalf of UNDP to oversee programmatic and policy compliance, coordinate on behalf of UNDP quarterly and annual reports 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 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 and consultants.

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 other 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 of Agriculture Animal Industry and Fisheries, selected 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 outcomes. 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 Management Unit (PMU)

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 responsible parties and consultants. The PMU will consist of a Project Manager, Senior Technical Advisor (UNV on short -time), ENRM and Climate Change Specialists, and a Finance and Administrative Assistant from WWF-UCO. The PMU will be responsible for providing key project financial & administrative backstopping and operations and procurement of services as defined in the project work plans.

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. The Senior Technical Advisor (UNV) will provide technical expertise, coordination harmonization between project activities in the relevant ministries and institutions. The ENRM and Climate specialists will provide technical expertise in related fields. Financial and Administrative Assistant will be responsible for making sure that the PMU maintains records and controls to ensure the accuracy and reliability of the annual work plan's financial information.

Project Technical Committee

A Project Technical Steering Committee (PTSC) will be established to undertake the development and implementation of the project. It will include both national and local authorities to ensure policy consistency between the relevant ministries and local governments. The PTC will ensure all relevant projects and activities that contribute to the development of the project are well coordinated. The project Technical Committee will provide technical guidance to the PMU, Evaluate Technical Consultancy Reports, Provide guidance on technical competency of consultants and guide the project Board on technical issues related to ENRM.

Annex I: Risk Analysis

An assessment of risks that may affect the project was conducted during the project formulation. Below are the potential risks, according to the offline risk log and the proposed management plan.

Project Title: <i>Strengthening Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda</i>		Award ID:		Date: 20 April 2011				
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update
1	Limited political will and support	20/04/11	Political	Implementation of the project will largely depend on the political will and support, including district and sub-county politicians P = 3 I = 4	Right from the beginning of the project at the inception level, political leaders should be actively involved in the planning and sensitization. Political leaders should also be represented to the Project Board	UNDP, Pilot Initiative Districts	Willy Kakuru & Revocatus Twinomuhangi	20/04/11
2	Low staffing and losing expertise from core team members	20/04/11	Operational Organisational	Successful implementation of the project and ownership and continuity of initiated interventions will depend on counterpart staff from central government and local governments P = 2 I = 4	Selection of the staff to work with should broaden the team, preferably with diversified skills and experiences. All implementing stakeholders should be familiar with the project activities and deliverables.	IP & Relevant Responsible Parties	Willy Kakuru & Revocatus Twinomuhangi	20/04/11

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update
3	Low collaboration amongst the relevant technical institutions	20/04/11	Operational Organizational	Most project components need collaboration between different institutions P = 3 I = 3	Relevant institutions should be involved right from the project inception and should continuously be involved in planning, implementation, progress review and reporting	IP	Willy Kakuru & Revocatus Twinomuhangi	20/04/11
4	Local communities with limited participation and willingness to promote project initiatives	20/04/11	Operational Organizational	Success of most initiatives depend on local community involvement P = 2 I = 3	Increase sensitisation at local community level, working with local government administrative structures, Active involvement of community leaders and community based organizations in project implementation	IP Responsible Parties Pilot Local Governments	Willy Kakuru & Revocatus Twinomuhangi	20/04/11
5	Set up pilot demonstration sites affected by unfavourable weather and natural calamities	20/04/11	Environmental	Some of the interventions are weather dependant and can be affected by natural calamities P = 3 I = 3	Running more than one pilot initiatives for similar interventions in different areas Timely setting of experiments	IP Responsible Parties	Willy Kakuru & Revocatus Twinomuhangi	20/04/11
6	Poor monitoring and evaluation and delayed delivery of outputs	20/04/11	Operational Strategic	Consistent and regular M & E has a big impact on monitoring success and impacts of the project	Developing a detailed participatory M & E framework with key project partners Agreements with the Responsible Parties Regular follow ups and timely monitoring and evaluation	IP Responsible Parties	Willy Kakuru & Revocatus Twinomuhangi	20/04/11
7	Limited capacity, especially in	20/04/11	Operational Organizational	Successful implementation of the	A UNV Volunteer to be engaged. Filed level Project Officer to be	IP UNDP	Willy Kakuru & Revocatus	20/04/11

Annex II: Terms of Reference for key project personnel

To guide effective planning and recruitment of personnel, terms of reference for key personnel are proposed and appended, for consideration.

1. PROGRAMME MANAGER

- Provide oversight for coordination, management and administration of the project implementation
- Coordinating different technical teams implementing the project activities as specified in the agreements between UNDP and the Implementing Partner and responsible parties
- Over-seeing implementation of the project's Monitoring and Evaluation Plan
- Conduct regular planning meetings for evaluating linkages of project activities to different institutions, especially local governments
- Preparing quarterly, semi-annual work plans and budgets
- Preparing quarterly, semi-annual and annual progress reports
- Representing the Implementing Partner at different fora relevant to the project
- Linking with partner institution and harmonizing their activities with those of the project
- Ensure the coherence and quality of activities of the project

2. INFORMATION, EDUCATION, COMMUNICATION (IEC) AND INSTITUTIONAL SUPPORT ADVISOR

- Develop training materials for different project interventions
- Build capacity through seminars and use of print and electronic media and trainings workshops
- Carry out collaborative training programmes for selected trainers
- Coordinate and nurture effective partnerships with national, district and other local government authorities
- Assess and document lessons learnt during implementation of the project
- Monitor, evaluate and give technical backstopping to different components of the project
- Participate in relevant workshops and meetings at project and district levels
- Collect and manage relevant data as may be required
- Compile and present regular reports on the tasks assigned
- Any other duties as may be consulted upon by the immediate supervisor

4. FINANCE AND ADMINISTRATION OFFICER

- Assist the project team in the administration and management of finances and other resources.
- Keep project accounts and effect payments to facilitate project activities
- Prepare financial reports in a timely and accurate manner
- Ensure timely procurement, maintenance and functioning of equipment
- Assist with the organization and logistical support for workshops, and training sessions
- Manage communications support, including internet access and email and telephone connections
- Attend to obligations for internal and external auditors
- Perform any other related duties as required by the supervisor

3. SENRM AND CLIMATE CHANGE OFFICER

- Responsible for coordinating the adaption and disseminating of relevant SENRM and climate change adaptation and mitigation interventions
- Work with the Responsible Parties and districts in identification and selection of pilot initiatives sites for selected interventions

- Provide technical back-stopping in preparing tools for achieving the SENRM and Climate change interventions
- Develop tools for, and conduct land use situation analysis in pilot initiative districts
- Build capacity (trainings, workshops, materials, etc) for district personnel and other relevant stakeholders for selected interventions
- Collect and compile relevant project data and compile regular project reports
- Facilitate any necessary exchange of data and information with relevant project stakeholders
- Maintain collaborative linkages with the project districts and other stakeholders and participate in relevant meetings
- Conduct Monitoring and Evaluation of project activities
- Any other activities as may be required and assigned by the immediate supervisor for the successful implementation of the project

MONITORING AND EVALUATION OF THE PROJECT

The project monitoring and evaluation will aim at providing a regular overview of the progress of implementation of activities in terms of in-put delivery, work schedules and planned outputs/targets. It will involve routine information gathering, analysis and reporting to UNDP, implementing institutions, development partners, communities and other stakeholders.

The evaluation shall represent a systematic and objective assessment of project components or activities in terms of their design, implementation and results. In addition, the project evaluation will deal with strategic issues such as project relevance, effectiveness and efficiency, as well as impact and sustainability, in the light of specified objectives.

Rationale

Detailed M & E frameworks and strategy will be drawn for the 4 components of the project and agreed upon by the Implementing Partners and Responsible Parties at the beginning of implementation of the project. The Project Monitoring and Evaluation Framework will focus on:

Promoting accountability for achievement of project objectives through an assessment of actions, results, effectiveness, processes, and performance of the partners involved in project activities.

Promoting learning, feedback, and information sharing on results and lessons learned among the project implementing partners, as a basis for decision-making on policies, strategies for project implementation and to improve knowledge and performance.

The specific objectives for applying a monitoring and evaluation strategy will be to:

Provide key stakeholders with information needed to guide the project implementation strategy towards achieving its goals and objectives.

Provide early contingency plans for the likely problematic activities and processes that need collective action.

Help empower primary stakeholders by creating opportunities for them to reflect critically on the project direction and interventions.

Provide a basis for systematically collecting and analyzing information on the changes arising from project activities.

Ensure accountability and value for money to the beneficiary local communities and collaborating partners.

M&E implementation modalities and responsibilities

In the initial period of implementation, the day to day responsibility for implementing the M&E Strategy will be undertaken by the project IP, in collaboration with UNDP. Subsequently, coordination of

implementation of the Project M & E Strategy will be taken over by the Implementation Partner and Responsible parties, with technical oversight from UNDP.

Information management system and procedures

Information and experiences on project performance will be disseminated internally, among project beneficiary organisations and through additional dissemination workshops/meetings arranged as necessary and through relevant, media and publications. Project partners, participating communities and other stakeholders will receive summaries of annual reports to keep them abreast about work progress. They will also receive other publications, whenever available. A template for development of the M & E framework that will be strengthened by the relevant Responsible parties and harmonized by the Implementation Partner at the beginning of the project is appended.

Periodic and annual reviews

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored periodically and through an annual cycle. A mid-term and end of project evaluation will also be carried out in the second and final year of the project

Monitoring within the annual cycle

Within the annual cycle, the project will be monitored with the following considerations:

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 the UNDP 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, a risk log shall be activated in the Atlas and shall be regularly updated by reviewing the external environment that may affect the project implementation.

Based on the information recorded in the 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 the Atlas and updated to track key management actions/events

Annual Monitoring

On an annual basis, the project will be monitored by the implementing partner and responsible parties and reported through annual project review report. This will be guided by the following considerations:

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 covering the whole year with updated information, as well as a summary of results achieved against pre-defined annual targets at the output level.

Annual, Mid-term and end of Project Review: Based on the annual review report, a mid-term project review will be carried out in the second year. The mid-term review will assess progress of implementation of the project in the first half of the project period and guide direction of implementing the final duration of the project. An end of project review shall also be conducted during the fourth year, to assess the performance of the project and appraise the Annual Work Plans (AWP) for the following year. The final project review will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress was made towards outputs, and that these remain aligned to appropriate outcomes.

5.4 The Monitoring and Evaluation Strategy and Plan Template

Project Output and Activities							
	Information that will help answer the questions (INDICATORS)	How to collect information (MEANS OF VERIFICATION)	Who collects information (ACTORS)	ASSUMPTIONS	Milestones		
OUTPUTS UNDER OBJECTIVE #1					SHORT TERM	LONG TERM	
Mechanisms for enhancing biodiversity conservation and restoration of degraded ecosystems established and strengthened							
OUTPUTS UNDER OBJECTIVE #2							
Successful Sustainable Land Management (SLM) practices identified, scaled up and strengthened							
OUTPUTS UNDER OBJECTIVE #3							
Mechanisms for enhancing efficient utilization of biomass energy and promoting Renewable Energy Technologies (RET), and reduction in GHG emissions identified and supported							
OUTPUTS UNDER OBJECTIVE #4							
Avenues for promoting climate change resilient							

Project Output and Activities						
	Information that will help answer the questions (INDICATORS)	How to collect information (MEANS OF VERIFICATION)	Who collects information (ACTORS)	ASSUMPTIONS	Milestones	
development and reducing vulnerability to climate change impacts identified and supported						