



United Nations Development Programme
Country: Uganda
PROJECT DOCUMENT

Project Title: Low Emission Capacity Building Project - Uganda

UNDAF Outcome(s): Outcome 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

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: Catalyzing access to environmental finance

UNDP Strategic Plan Secondary Outcome: Mainstreaming environment and energy

Expected CP Outcome(s):

Outcome 2.3 Strengthened national capacity for sustainable environment and natural resources Management, and climate change adaptation and mitigation in place

Expected CPAP Output (s):

Output 2.3.1-Selected national and local government institutions have the capacity to develop policies and systems for sustainable environment and natural resources management, climate change adaptation and mitigation

Implementing (Executing)Partner: Ministry of Water and Environment – Climate Change Unit (MWE-CCU)

Responsible Parties: National Environment Management Authority (NEMA)

Brief Description

This EU-UNDP Low Emission Capacity Building (LECB) Project focuses on strengthening Uganda’s technical and institutional capacity in the development of Green House Gas (GHG) inventory systems and Nationally Appropriate Mitigation Actions (NAMAs) with in-built Measuring, Reporting and Verification (MRV) systems. The project is line with the UNFCCC and Kyoto Protocol frameworks, and is also aligned to the United Nations Development Assistance Framework (UNDAF) for Uganda 2010-2014 which prioritizes supporting national efforts and capacities to ensure growth, prosperity and social transformation while at the same time integrating climate change concerns into the development process and accelerating progress towards achieving the Millennium Development Goals (MDGs). The project responds to Uganda’s socio-economic development and climate change challenges and needs as captured in the country’s five year National Development Plan (NDP) 2010/11 – 2014/15 which includes, among others: developing national capacity to deal with climate change challenges; ensuring climate proof development planning; and, promoting a low carbon economic development path. It further responds to capacity gaps in establishing a national GHG system, as identified in the Initial National Communication (INC) to the UNFCCC. The project will focus on developing NAMAs that have potential development benefits such as increased clean energy generation and access, new technology investment opportunities, improved health, increased employment opportunities and overall economic growth and poverty reduction. It will also raise general knowledge and awareness on climate change and contribute to putting climate change issues higher on the national agenda through strengthened cooperation and increased involvement of relevant stakeholders. It will also strengthen and build national capacities for participation in different mechanisms related to low emission development and fulfilling Uganda’s commitments to the UNFCCC and regional climate change initiatives.

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End Date	Dec 2014
Management Arrangements	NIM
PAC Meeting Date	18 th April 2012

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Total allocated resources:	USD 672,000
• Regular	_____
• Other:	_____
o Government	_____
o In-kind	_____
o Other	_____
In-kind contributions	_____

Agreed by (Government): *[Signature]* Date/Month/Year: 28-Aug-2012

Agreed by (Executing Entity/Implementing Partner): *[Signature]* Date/Month/Year: 6/9/2012

Agreed by (UNDP): *[Signature]* Date/Month/Year: 21/09/2012

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Contents

Acronyms	iii
1. Situation analysis	1
2. Strategy	9
3. Project Results Framework	13
4. Budget	19
5. Work plan	21
5. Management Arrangements	25
6. Monitoring and Evaluation framework	28
7. Legal Context	31
Appendices	33
<i>Appendix A: Technical components of the project proposal</i>	<i>33</i>
<i>Appendix B: Terms of Reference</i>	<i>46</i>
<i>Appendix C: Initial National Communication GHG data</i>	<i>55</i>
<i>Appendix D: Outreach and Visibility under the LECB Project</i>	<i>56</i>
<i>Appendix E: Minutes of the External Project Appraisal Committee meeting held on 18th April 2012</i>	<i>58</i>



Acronyms

CCAP	Country Program Action Plan, Uganda
CDM	Clean Development Mechanism
CREEC	Centre for Research in Energy and Energy Conservation
DNA	Designated National Authority
EAC	East African Community
EACCP	East African Community Climate Change Policy
EF	Emission Factor
ERA	Electricity Regulatory Agency
EU	European Union
GEF	Global Environment Facility
GEF	Grid Emission Factor
GHG	Green House Gas (es)
GIS	Geographical Information Systems
INC	Initial National Communication
IPPC	Intergovernmental Panel on Climate Change
IPP	Independent Power Producers
KCCA	Kampala Capital City Authority
KP	Kyoto Protocol
LEDS	Low Emission Development Strategies
LECB	Low emission capacity Building
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAK	Makerere University
MAK-CEDAT	Makerere University, College of Engineering, Design, Art and Technology
MEMD	Ministry of Energy and Mineral Development
MFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoWT	Ministry of Works and Transport
MDGs	Millennium Development Goals
MRV	Measuring, Reporting and Verification
MWE	Ministry of Water and Environment
NAMA	Nationally Appropriate Mitigation Actions
NAPA	National Adaption Programs of Action
NCs	National Communications
NCCP	National Climate Change Policy
NCSP	National Communications Support Programme
NDP	National Development Plan
NEMA	National Environment Management Authority
NFA	National Forestry Authority
NGO	Non Governmental Organizations
NPA	National Planning Authority
NIS	National Inventory System



PB	Project Board
PoAs	Programme of Activities
PTSC	Project Technical Steering Committee
QA	Quality Assurance
QA	Quality Control
REDD	Reducing Emissions from Deforestation and Forest Degradation
RS	Remote Sensing
SNC	Second National Communication
SSC	Short Service Commissioned
TACC	Territorial Approach to Climate Change
UEGCL	Uganda electricity Generation Company Ltd
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNDAF	United Nations Development Assistance Framework for Uganda
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
UWA	Uganda Wildlife Authority



1. Situation analysis

1.1 Context and significance: environmental, political, and institutional

The focus of this Low Emission Capacity Building Project in Uganda is strengthening the technical and institutional capacity for the development of a green house gas (GHG) national inventory system, nationally appropriate mitigation actions (NAMAs), and the associated measuring, reporting and verification (MRV) systems. The project is aligned to the United Nations Development Assistance Framework (UNDAF) for Uganda 2010-2014, which priorities focus on supporting national efforts and capacities to ensure growth, prosperity and social transformation while integrating climate change concerns into the development process and accelerating progress towards achieving the Millennium Development Goals (MDGs). It responds to Uganda's socio-economic development challenges pertaining to environment and climate change as captured in the country's five year National Development Plan 2010/11 – 2014/15 that emphasizes, among others: developing national capacity to deal with climate change challenges; ensuring climate proof development planning; and promoting low carbon economic development path. It further responds to capacity gaps in establishing a national GHG system as identified in the Initial National Communication (INC) to the UNFCCC.

Uganda signed the UNFCCC on 13th June 1992 and ratified it on 8th September 1993. It compiled its GHG Inventory in 1994 with GEF/UNEP funding, submitted its Initial National Communication (INC) to UNFCCC in 2002, and is currently working on its Second National Communication (SNC). The inventory was updated in 1995 under the U.S. Country Studies Program. The INC covered the following areas: energy, industrial processes (cement production -two factories, lime production, foam mattress production), solvents (paint and dry cleaning industries), agriculture and savannah burning, land use change and forestry as well as waste.

Although Uganda's contribution to global GHG emissions as a result of fossil fuel consumption is low, with biomass resources accounting for more than 90 percent of national energy needs (Ibrekk & Studsrod, 2009), land degradation and deforestation are increasing sources of emissions of GHGs. According to figures from the National Biomass Study (unpublished 2008), Uganda lost an average of 100,000 hectares of forest per year over 15 years (i.e. between 1990 and 2005). This is equivalent to 3,700,000 tons of carbon which translates to 13,500,000 tCO₂ equivalents. The majority of the country's districts have lost either all the forest cover or more than 50% of the forest that existed at the start of the 1990 decade.¹ The main drivers of biomass loss are agricultural expansion into forested land, population growth, unsustainable cutting of trees for charcoal, for firewood, unsustainable harvesting of timber, livestock grazing and bush burning. Uganda's population growth is high at a rate of 3.2% per annum (one of the highest in the world). The rate of urbanization is also high at 5.6% per annum. The high population growth and urbanization are likely to increase GHG emission emissions through increased demand for biomass energy and fossil fuels (food which will translate into forest degradation, wetland reclamation, and increased consumption of fossil fuels. All these will increase the country's' GHG emissions. Therefore, the Low Emission Capacity Building project is timely as it will address some of these issues, by among others, helping the development of NAMAs in these areas that could be viable substitutes to the unsustainable practices.

¹ Uganda National Report for the Implementation of the Programme of Action for the Least Developed Countries for the Decade 2001-2010, 2010



It is further noted that women can play an important role in supporting households and communities to mitigate and adapt to climate change. Therefore gender issues should be taken into consideration where relevant, such as the kinds of local knowledge and best practices that they can bring to the table when considering NAMA options and/or potential barriers to NAMA implementation.

The project will support the implementation of the National Climate Change Policy and Implementation Strategy Bill which has been approved by Parliament of the Republic of Uganda. Regionally, the project responds to provisions of the East African Community (EAC) Climate Change Policy (EACCCP) of 2011, which obliges Partner States to take necessary measures such as capacity building, finance, technology development, and monitoring and evaluation to address climate change.

1.2 Capacity Constraints

There is inadequate climate change capacity in Uganda, particularly low emission development capacity. The capacity constraints can be identified in the following areas:

1. General

- The Climate Change Unit (CCU) of the Ministry of Water and Environment (MWE) which is responsible for coordinating the country's climate change activities and policy development has limited capacity (funding and human resources). Consequently, it is difficult to engage with diverse stakeholders in policy discussions regarding climate change. Currently, the National Planning Authority is developing guidelines for mainstreaming climate change in development planning at national and local levels. However institutional and technical capacity to mainstreaming climate change into national planning and creating an enabling environment for private sector involvement), and advocating for increased budget allocation for NAMAs, LEDS, MRVs, is still lacking.
- Furthermore there is a perception that since Uganda is not a serious GHG emitter, it does not need mitigation actions. This largely stems from old perception that Uganda's climate change priority is adaptation and not mitigation but also from limited awareness of climate change issues by policy makers. This raises the need for raising awareness and training of government official and policy makers.
- The National Environmental Management Agency (NEMA), which has the overall responsibility for environmental management, formally devolved the environmental management responsibility to districts and lower local governments. However the local governments have limited human and technical capacity to adequately handle this function. Environmental training and manuals have been given to relevant government agencies, NGOs, and district and sub-district officials.
- A large number of capacity development activities have been and are being undertaken in the country². However, capacity constraints persist. One suggestion several development partners have voiced is to link capacity development activities to specific other development activities to make it more targeted.

²See latest Climate Change Actors' Landscape in Uganda prepared by GIZ, 2011



2. Development and establishment on GHG inventory management systems

- Generally, inadequacy of quality data and poor data management was identified as a key challenge which needs to be addressed as it affects emissions estimates of GHGs and also other elements of information for the preparation of national communication. There are difficulties in accessing accurate data and data is not digitized;
- Inadequate reliable data from land use change and forestry sector. The application of default emission factors might not be suitable to national conditions. In this case use and applications the Geographic Information Systems (GIS) and Remote Sensing (RS) techniques would help alleviate this shortcoming in estimating emissions and removals from the land use change and forestry sector³;
- Inadequate capacities to undertake inventory work on a sustainable (continuous) basis;
- There is **no estimation of uncertainties** for sources and removals of emissions;
- Grid emission factors not readily available, investors currently have to conduct studies to establish it. The Electricity Regulatory Agency (ERA) collects and manages grid carbon intensity from Independent Power Producers – Uganda (IPP-U) and Uganda Electricity Generation Company Ltd (UEGCL) but could be improved by upgrading reporting requirements and coming up with country specific Emission Factors (EF)⁴;
- Lack of appropriate hardware and software to develop and, or improve GHG emission data management systems. As a result Uganda has not yet completed the preparation of its Second National Communication (SNC) on Climate change that would help the country fulfill its obligations, not only under the UNFCCC but also, other reporting requirements of the various multilateral environmental agreements. The SNC will not prepare a GHG Inventory System; it will merely communicate the status of GHG emissions and sinks.

3. Design of nationally appropriate mitigation actions (NAMAs)

The 2002 Uganda Initial National Communication (INC) provides a rather general overview of the possible mitigation options. However, the INC does not provide the detailed analysis required to implement them, as appropriate. The INC is also quite outdated and suffers from the shortcomings described above and thus cannot be a reliable basis for the development of NAMAs. Other sectoral plans (RE, forests, soil, wetlands etc. as described above) do not fit into an overall framework or lack implementation strategies. More detailed mitigation assessments will require addressing capacity gaps in the following areas: use of specific models for mitigation analysis at the sectoral level; development of baselines and mitigation scenarios to estimate emission reduction potentials;

³The NFA has developed capacity in this area and the REDD+ readiness program funded by FCPF aims to provide assistance in this area.

⁴Development partners in Uganda are thinking about developing GEF. This work could be complementary to the LECB.



development of socio-economic scenarios; and feasibility analysis of the mitigation options identified, including cost assessments, use of appropriate tools to assess and prioritize actions in the context of development needs; design of institutional frameworks to ensure appropriation of strategies by the relevant stakeholders; and estimation of resources (financial and technical) required for implementation.

4. Measuring, reporting and verification (MRV) systems:

Use of tools to track and assess impacts of actions adopted to address GHG emissions; use of tools to track sustainable development impacts of mitigation actions, design of mechanism for coordination and regular reporting of mitigation and other related actions in the context of NAMA; use of approaches to develop verification procedures for actions that countries may implement under NAMA; and design of organizational structure required for MRV systems.

With these challenges and opportunities in mind, this programme has been designed to support countries by providing technical expertise and assistance in developing Public Sector capacities in terms of national GHG inventory systems, MRV, and NAMAs.

1.3. Sector analysis

Funding from the African Development Bank (AfDB) was used to identify priority sectors for NAMA development. The five sectors identified were energy, agriculture, forestry, transport, and waste. Of these, four have been prioritized under the Low Emission Capacity Building (LECB) project and are described in more detail below.

Energy

Uganda's five year **National Development Plan (NDP) 2010-2015** foresees the following investments in the energy infrastructure: raise electricity consumption to that of Malaysia and Korea (during the plan from 75 kWh/capita to 674 kWh/capita, so generation capacity will be increased to meet the needed 3,500 MW of generation capacity by: Bujagali HPP 250 MW, Karuma HPP 700 MW, Ayago HPP 700 MW, Isimba HPP 130 MW, Arianga HPP 400 MW, Thermal plants 700 MW, Mini HPP 150 MW, Solar thermal 150 MW, Geothermal 150 MW, Cogeneration from biomass 150 MW. Rural electrification expected to increase by 20 % and reduction of power losses by 16%.

Uganda's **energy sector** is largely informal and underdeveloped. The major sources of energy in Uganda are biomass, petroleum and hydro-electricity with other renewable sources of energy contributing negligibly to the national energy balance. The Constitution of the Republic of Uganda recognizes the need to promote and implement energy policies that ensure that people's basic needs are met and also enhance environmental preservation. The energy sector's overall policy objective is to improve the quality and quantity of energy supplies at least cost to the national economy, while at the same time promoting efficiency and conservation of energy resources. One of the key policy goals of the **National Energy Policy, 2002** is to manage energy-related environmental impacts.

Uganda's **2007 Renewable Energy Policy's** overall goal is to increase the use of modern renewable energy from current 4% to 61% of the total energy consumption by 2017. The Policy sets targets for power generation, rural electrification and urban access, modern energy services for households, bio-fuels and energy efficiency. For power generation both policy level and project level actions are foreseen (large and small scale projects and standardized PPA and Feed-in-tariff) as well as financing modalities. Regarding the modern energy services component activities, policy measures and responsible entities have been identified.



Several programs and projects are being developed by the Ministry of Energy and Mineral Development which have renewable energy (RE) or energy efficiency (EE) components but there is no indication that these have been developed to implement the Policy and are being funded by bilateral cooperation or the World Bank.⁵

While the policy recognizes the need to address environmental impacts and being compatible with the UNFCCC and taking advantage of the Clean Development Mechanisms (CDM), the New Partnership for Africa's Development (NEPAD) and other regional and international initiatives, and it mentions climate change, it does not clearly elaborate on how climate change will be addressed. It creates the impression that by addressing issues of CDM, adopting alternative energy sources and by conducting environmental impact assessments whenever an energy project is designed, climate change issues would be addressed automatically.

Transport

Uganda's transport policy is set within the principles of the government's overall economic policy and strategy which include eradication of poverty, liberalization of the economy and decentralization of public sector responsibilities. The country's medium-term transport sector policy aims at promoting cheaper, efficient and reliable transport services as the means of providing effective support to increased agricultural and industrial production, trade, tourism, social and administrative services. Although there is recognition that the transport sector is one of the leading emitters of GHG in Uganda, and it is also a legal requirement for road contractors to take into account environmental issues (conducting EIAs), there is no evidence to show that climate change issues are integrated in the transport sector. Currently the MoWT is conducting a study to develop a Climate Change Risk management Strategy for the Transport Sector.

Agriculture

From 1997 the national policy environment for the agricultural sector has been shaped by the Plan for Modernization of Agriculture (PMA) as part of the Poverty Eradication Action Plan (PEAP). PMA is a multi-sectoral policy framework for agriculture and rural development covering seven pillars: research and technology development, national agricultural advisory services (NAADS), rural finance, agro-processing and marketing, agricultural education, physical infrastructure and sustainable natural resource utilization and management. In 2006 the first Agriculture Sector Development Strategy and Investment Plan (DSIP) was developed as a medium-term plan of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). The DSIP was to translate the national goals and priorities contained in the PMA into a plan for Public Sector activities in the agricultural sector. The strategy expired in June 2008 and a second DSIP for agriculture has been prepared and provides a detailed and costed plan for implementation of priorities outlined in this NDP section.

Waste management

Municipal solid waste management is one of most critical environmental challenges faced in urban areas in Uganda. More than 80% of the municipal waste in Uganda is organic waste and the dominant disposal practices are land filling and open dumping which increase GHG (methane) emissions and contribute to climate change. The policy, legal and institutional framework for waste management in Uganda is derived from the Public Health Act 1964, the Local Government Act 1997, the National Environmental Management Act, 1995 and the NEMA guidelines on solid waste management, all which are climate change blind.

⁵ Energy for Rural Transformation Project, Power Sector Development Programme, Promotion of Renewable Energy and Energy Efficiency Programme



Waste management is a decentralized function and waste collection and disposal is implemented by local governments under the coordination and supervision of the Ministry of Local Government. NEMA, the principal government agency responsible for environmental management in the country put in place guidelines that provide a framework for sustainable solid waste management operations. Currently Kampala Capital City Authority (KCCA) is implementing a project of designing a landfill gas recovery and utilization project at its Kitezi landfill site. The project is expected to generate electricity. NEMA is also engaged in a CDM solid waste composting project in eighteen municipalities in Uganda (carbon trade in emissions reduction through composting). In the same vein, National Water and Sewerage Corporation (NWSC) has designed and is constructing a new waste water treatment plant that will have biogas digesters to reduce methane emissions and generate electricity from the biogas. All these initiatives will contribute to climate change mitigation through reduced emissions and renewable energy.

1.4 Links to existing development objectives, programmes and projects

The project supports the implementation of the Millennium Development Goals, Uganda’s National Development Plan, the United Nations Development Assistance Framework (UNDAF) and UNDP’s Country Programme.

The corresponding National Development Plan Objectives for the period 2010-2014 are:

1. Develop national capacity for coordination and implementation of climate change adaptation and mitigation activities in the country in support of social welfare and national development in general;
2. Ensure climate proof development planning, and;
3. Promote low carbon development path.

Other relevant ongoing projects

The project will be developed always taking into account other ongoing relevant climate change mitigation initiatives mentioned in Table 1 below

Table 1: Linkages to other programmes-Mitigation

	Project	Brief Description	Area of Focus	Status	Supporting Institution	Synergy with LECB project
1	Territorial Approach to Climate change project (TACC) in Mbale region	supporting low-carbon and climate change-resilient local development in Uganda,	Climate Change Adaptation and Mitigation	Ongoing	UNDP Uganda	Contribution to adaptation and mitigation development
2	Climate Risk Management Technical assistance Support (CRM TASP) Project	Agriculture and sustainable land management	Agriculture and sustainable land management	Completed	UNDP Uganda	Contribution to adaptation and mitigation development
3	Ecosystem Based Adaptation to Climate Change in Mt. Elgon Ecosystem	Ecosystem Based Adaptation	Sustainable Land Management, Ecosystem Management	Ongoing		Ecosystem Management contributes to both adaptation and mitigation development



	Project	Brief Description	Area of Focus	Status	Supporting Institution	Synergy with LECB project
3	Strengthening Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda	Strengthening Sustainable Environment and Natural Resource Management, Climate Change Adaptation and Mitigation in Uganda	Multi-focal: pilot initiatives in adaptation and mitigation	ongoing	UNDP Uganda	Contribution to mitigation project development
4	Clean Development Mechanisms, capacity Building and Projects Support	Strengthening capacity for identifying, developing and implementing CDM projects and/or CDM Programme of Activities	capacity building for CDM	Ongoing	BTC Uganda	Contribution to capacity building in mitigation
5	Land fill gas recovery and utilization project	Design of land fill gas recovery and utilization at Mpererwe (Kiteezi) landfill	Solid waste management	On going	Kampala Capital City Authority (KCCA)	Contribution to mitigation development
6	Municipal Solid waste compost project	CDM project on reduced emissions through municipal solid waste composting in municipalities of Uganda	Solid waste management	Ongoing	National Environment Management Authority (NEMA)	Contribution to mitigation emission trading
7	Improved Charcoaling in the cattle corridor	Promoting sustainable energy production	Sustainable charcoal production and energy efficiency	ongoing	Ministry of Energy and Mineral Development, GIZ, UNDP/GEF, World Bank	Contribution to mitigation through energy efficiency
8	Development of a climate risk management strategy for the transport sector	Development of a climate risk management strategy for the transport sector to address both adaptation and mitigation issues in transport	Transport sector	ongoing		Contribution to mitigation in the transport sector
9	Second National Communication (SNC)	Preparation of national communication to UNFCCC	Mitigation analysis	Ongoing	GEF-UNDP	Contribution to mitigation project development
10	REDD+ readiness	REDD preparedness	Drivers of deforestation and land degradation, best practices forest management and legal aspects of REDD	Ongoing	National Forestry authority (NFA)	Generation of input data for REDD+ projects development
11	CDM Reforestation Project	Implementation of reforestation in Uganda	Forestry	ongoing	Nile Basin Initiative, NFA	Contribution to mitigation project development
12	NAMA development	Developing NAMAs and associated MRV	Identification of NAMA priority sectors	completed	JICA/MWE (CCU)	Contribution to mitigation
13	Development of National Climate Change Policy	Development of a national climate change policy and implementation strategy	All sectors	ongoing	MWE, Danida, BTC	Contribution to adaptation and mitigation project development





UNDP's relevance in low emission capacity building work

The impacts of climate change undermine development efforts and affect the poor in particular. UNDP offers assistance to developing country national and sub-national governments to prepare green, low-emission and climate-resilient development strategies (Green LECRDS). The formulation and implementation of Green LECRDS will allow developing countries to respond more effectively to climate change and will help guide conventional and innovative sources of sustainable development and climate financing, and assist sub-national and national governments in implementing, monitoring, and catalyzing low-emission and climate-resilient development projects and programmes. The outcomes of the UNFCCC Conference of the Parties (COP), held in Cancun in December 2010, brought important opportunities. From a development policy perspective, the Cancun package affirmed “that addressing climate change requires a paradigm shift towards building a low-carbon economy

This Programme will build on several existing initiatives, including the National Communications Support Programme (NCSP), UNDP's Territorial Approach to Climate Change (TACC) programme, capacity development conducted for the Clean Development Mechanism (CDM) and Designated National Authorities (DNAs), and the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD). It will also draw on lessons learned from the UNDP's Africa Adaptation Programme.

2. Strategy

2.1 Project Rationale

Based on the capacity constraints identified in section 1.2, the sector challenges identified in section 1.3, the needs and interests expressed by the Government of Uganda to address climate challenges in the INC, NAPA and the NDP, as well as the challenges and experiences with capacity development in the country, the Low Emission Capacity Building (LECB) Project is timely and necessary to address the country's climate change realities and challenges.

The project will focus on the LECB Programme's Component 1: public sector capacity building. The stocktaking exercise that preceded the development of this Project Document identified the need to provide capacity building support linked directly to the development of the following activities:

- Robust National Inventory System (NIS) to support GHG inventories and the preparation of the National Communications (SNC currently under way with UNEP/GEF)
- A number of NAMAs in key sectors.
- Robust MRV system for selected NAMAs linked to the NIS and responding to international standards, including the ICA

2.2 Project scope

As per the IPCC Good Practice Guidance, the NIS component will concentrate on key source categories for identification and improvement of data quality. On NAMAs, the AfDB stocktaking exercise that preceded the development of this Project Document found out that NAMAs could be identified in the following sectors:

- **Energy:** solar PV, solar water heating, LPG for cooking, grid connections and rural electrification, improved cooking stoves, biogas.



- **Transport:** mass transit
- **Agriculture**
- **Waste:** recycling, composting and waste to energy initiatives.

Given the national circumstances, including data availability and capacity challenges, it is proposed that in the framework of this project, Uganda develops two to four relatively simple NAMAs for two sectors (energy and waste) out of the four priority sectors. Based on the experience of the first 2 NAMAs, a NAMA shortlist and or concepts can then be developed for the remaining two sectors (agriculture and transport) or full NAMAS can be developed under future funding windows.

2.2 Project objectives, outcomes and outputs, activities, including studies to be conducted

Overall Project Objective

The proposed project aims at strengthening the institutional and technical capacity of Uganda to develop a National Inventory System to support GHG inventories; identify and formulate Nationally Appropriate Mitigation Actions (NAMAs) in the context of national development; and monitor, verify and report progress on mitigation actions.

Project Outputs and Activities

The project consists of three outputs, each with specific activities that are aligned with the EU-UNDP Low Emission Capacity Building Programme and Uganda's national development, poverty reduction and climate change priorities and needs.

Output 1: Robust national system for preparation of GHG emission inventories established at national level

The purpose of this component is to support the technical and institutional capacity to develop a National Inventory System that can support the preparation of GHG emission inventories and national communications. The action will facilitate the set up of a system to ensure the long term sustainability of GHG inventory preparation on a continuous basis. Activities under this component will include:

- Activity 1: Put in place institutional cooperation mechanisms for national inventory systems
- Activity 2: Develop and fully document a data collection and analysis strategy
- Activity 3: Put in place an inventory improvement strategy
- Activity 4: Put in place a Quality Control (QC)/Quality assurance (QA) mechanisms
- Activity 5: Formally adopt a national inventory system and provide for its periodic review

Output 2: NAMAs formulated within the context of national development priorities

The purpose of this component is to support Uganda's plan to design, implement and evaluate appropriate mitigation actions and strategies. With funding from the African Development Bank, the priority sectors for the development of NAMAs were already identified (i.e., energy, transport, agriculture, and waste). Up to 4 NAMAs will be developed in two sectors (energy and waste). If time and resources allow, NAMAs up to concept stage will then be developed in the agriculture and transport sectors, building on the experiences gained. In order to build synergies with ongoing initiatives and national priorities, this action will build on the African Development Bank initiative and the climate change policy and implementation strategy preparation process now underway, by



identifying mitigation strategies and concepts that can be upgraded as NAMAs taking into account potential sources of funding.

Given that NAMAs are to be conceived in the context of sustainable development, gender concerns will be taken into account where there are specific linkages during the NAMA readiness and design phases.

Activities under this component include:

- Activity 1: Undertake NAMA readiness actions
- Activity 2: Identify and score possible NAMAs within key sectors
- Activity 3: Prioritize and select NAMAs to be developed (Result: priority NAMAs selected)
- Activity 4: Prepare NAMA concept notes for selected NAMAs (Result: NAMA concept notes)
- Activity 5: Government Endorsement and identification of potential sources of support (result: government endorsement)
- Activity 6: Develop detailed NAMA proposals (result: Detailed NAMA proposal)
- Activity 7: Provide support to negotiation of financing (result: financing matrix prepared)

Output 3: MRV systems designed to support identified NAMAs and linked to GHG inventory system

Under this component, the project will strive to support the technical and institutional capacity for designing an MRV system for GHG emissions and other sustainable development impacts of proposed NAMAs. The focus will be on establishing scope, indicators, reporting and verification mechanisms, and timeframes. The MRV system will take into account the nature of NAMAs developed and how they will be implemented. This component includes the following activities:

- Activity 1: Raise awareness and build capacities on MRV in general
- Activity 2: Design a MRV system to support GHG inventory system the implementation of NAMAs.

Country ownership

Relevant stakeholders will be involved across the board (see institutional arrangements) and links to relevant national and regional initiatives will be ensured (see situation analysis)

Sustainability and Replicability

Support provided under this project is for the most part, guided by clearly defined institutional mandates and will be focused on strengthening the institutional and technical capacities of the public sector for low emission development and more specifically developing GHG inventory systems, NAMAs and MRVs on a continuous and sustainable basis. Realizing that a NIS and especially its improvement strategy are developed with a long term view, the action will not only facilitate the work under the SNC but also that of subsequent national communications and periodic updating of the GHG inventory. The national GHG inventory system put in place by this action will be run by the government on a continuous basis. **The NAMA development process will identify quick-win NAMAs that correspond to the Government's criteria and national development priorities that are less complex in their design and implementation. The NAMAS will then be proposed to donors and investors for financing.** It is expected that further NAMAs will be identified during this process whose elaboration and implementation will be done at a later stage based on the knowledge acquired the current learning-by-doing process. MRV system developed can be used for the NAMAs and other mitigation actions the government may want to undertake in future. In particular, NAMA development will also be tailored to be the basis of a future low emission development strategy



(LEDS) based on the mitigation component of the national climate change policy, using a bottom up approach as explained in the UNDP Guidance document on Low Emission Development Strategies. The LEDS can then be subsequently developed by Uganda. It is expected that the NAMAs and other mitigation actions will result into opportunities and benefits to the government and local population through increased investment in renewable energy, energy efficiency, income generation, improved health (less pollution) and poverty reduction.

Annual project reviews will ensure that capacity development plans are adhered to and accordingly updated to reflect the necessity for the project to scale down its operations using EU-UNDP core resources while at the same time assisting Uganda to mobilize resources. Additionally, the project will develop a program with academic and research institutions and a solid system of data collection, information sharing and knowledge management within institutions in charge of climate change mitigation and adaptation promotion in Uganda, and involving a wide range of local development partners, decrease dependency on continued EU-UNDP technical advice and funding. Strengthening the technical and institutional climate change capacity will catalyze in-country mitigation actions that will exploit climate change financing opportunities in renewable energy and energy efficiency that promote growth, employment opportunities, increased incomes, poverty reduction and improved livelihoods. This will make it possible for the project to enhance implementation of the NDP in a complementary manner with the UNDP country office, UN agencies, development partners, civil society and the private sector aligning with national development priorities. Above all building the climate change mitigation capacity will contribute to a reduction in emissions and anthropogenic climate change which will in turn reduce risk and vulnerability to climate change.



3. Project Results Framework

Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Preparation of Project Document		Project Preparation Grant	UNDP	30,000
Output 1 Robust national systems for preparation of GHG emission inventories established at a national level	<ol style="list-style-type: none"> 1. GHG inventory adopted and institutionalized for periodic inventorying and NCS 2. Rules of procedure detailed as part of a GHG inventory and NCS manual (timelines, budget, etc) 	Activity Result 1: Institutional cooperation mechanisms in place for NIS	MWE (CCU)	22,000
Baseline: <ol style="list-style-type: none"> 1. Thematic group on climate change exists but there is no thematic group or dialogue platform specifically for GHG inventory 2. None or partial rules of inventory procedure documented 	<ol style="list-style-type: none"> 3. Quality Assurance/Quality Control strategy documented 4. Capacities built within government for GHG inventory management 	Activity Result 2: Data collection and analysis strategy developed and data gaps reduced	MWE (CCU)	30,000



Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
3. <i>No systematic QA/QC</i> 4. <i>Institutional collaboration on ad hoc basis</i> 5. <i>Data collected on an ad hoc basis when National Communication is compiled</i> 6. <i>No inventory improvement strategy in place</i>	5. <i>MOUs prepared with key institutional partners</i> 6. <i>Data collection, measurement and analysis is institutionalized on periodic basis</i> 7. <i>Inventory improvement strategy prepared, along with decision on periodic updates -</i>	Activity result 3: Inventory improvement strategy	MWE (CCU)	10,000
		Activity Result 4: QC/QA <i>(Limited to a checklist or strategy on key sources and the sectors covered by NAMAs; the complete QA/QC process is presumed to be done under the SNC.)</i>	MWE (CCU)	30,000



Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Indicators: 1. <i>Thematic group working group on GHG inventory and national dialogue platforms and coordination mechanisms established</i> 2. <i>Rules of procedure established (e.g., for data collection and documentation, archiving, and spreadsheet management/data sharing)</i> 3. <i>QA/QC strategy developed</i> 4. <i>Key institutional collaboration arrangements codified</i> 5. <i>Continuous data collection, measurement and analysis system established</i> 6. <i>Inventory improvement strategy prepared</i>		Activity Result 5: National Inventory System documented	<i>MWE (CCU)</i>	33,000
Output 1 - Sub-Total				155,000



Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Output 2 NAMAs formulated within the context of national development priorities	<i>Up to 4 NAMAs formulated and presented to donors for funding and/or to UNFCCC NAMA registry</i>	Activity Result 1: NAMA readiness	MWE-CCU	20,000
		Activity Result 2: Identification and scoring of possible NAMAs (NAMA Fact sheets)	MWE-CCU	26,000
Baseline: 1. <i>list of potential NAMAs in place but no systematic NAMA development or full proposal yet in place</i> 2. <i>NAMA fact sheet and proposal templates available but not tailored to Ugandan context</i>		Activity result 3: Prioritization and selection of NAMAs to be developed	MWE-CCU	20,000
		Activity Result 4: Preparation of NAMA concept notes for selected NAMAs	MWE-CCU	40,000
		Activity Result 5: Endorsement by government and potential sources of support	MWE-CCU	20,000
		Activity Result 6: Development of detailed NAMA proposals	MWE-CCU	65,000
Indicators: <i>NAMA full proposals prepared according to UNFCCC guidelines</i>				



Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
		Activity result 7: Support to negotiation of financing (result: funding sources identified for NAMA implementation)	MWE-CCU	25,000
Output 2 - Sub-Total				216,000
Output 3 <i>MRV systems designed to support GHG inventory system and implementation and evaluation of NAMAs</i>	<i>MRV system created for identified NAMAs and can be replicated to other areas (other NAMAs)</i>	Activity result 1: Raise awareness and build capacities on MRV in general	NEMA	30,000
Baseline: 1. <i>Partial rules of procedure documented for existing PoAs</i> 2. <i>Institutional collaboration on ad hoc basis</i> 3. <i>No strategy in place for periodic data collection and regular reporting in place.</i>		Activity Result 2: Design MRV system to support NAMA implementation, linked to GHG inventory system	NEMA	71,000



Intended Outcome as stated in the Country Programme Results and Resource Framework:				
Outcome 2.3 Strengthened national capacity for Sustainable Environment and Natural Resources Management, and Climate Change Adaptation and Mitigation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
<i>Indicator: GHG inventory management system, NAMAs, and MRV system in place and submitted</i>				
Applicable Key Result Area: Sustainable development. Low emission climate resilient development strategies				
Catalyzing access to environmental finance				
Partnership Strategy: Project partners include Government, UNDP and Donors among others coordinated by the project board and Project Management Unit at the national level and the Global Steering Committee and Global Support Unit at Head Quarters level				
Project title and ID (ATLAS Award ID): EU-UNDP Climate Change Capacity Development Programme Atlas Award ID 00061683; Project ID: 00078274				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS (USD)
Indicators: 1. MRV scope and metrics established 2. Links with NIS established 3. • Technology system designed				
Output 3: Sub-Total				101,000
Total: Outputs 1, 2 & 3				472,000



4. Budget

Award ID:	00061683	Project ID(s):	00078274
Award Title:	Country Name Project Title: EU-UNDP Climate Change Capacity Development Programme- Uganda		
Business Unit:	UGA 10		
Project Title:	Country Name Project Title: Low Emission Capacity Building Project - Uganda		
PIMS no. _____	4795		
Implementing Partner (Executing Agency)	Ministry of Water and Environment – Climate Change Unit		

Output/Atlas Activity[1]	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
Output 1: Robust national systems for preparation of GHG emission inventories and NCs established at a national level	MWE (CCU)	30079	EU and German Government	71200	International Consultants	15,000	-		15,000
				71300	Local Consultants	10,000	20,000	10,000	40,000
				72100	Contractual services - Companies	15,000	20,000	15,000	50,000
				71600	Travel	2,000	3,000	2,000	7,000
				74200	Printing and Publishing	-	-	3,000	3,000
				72200	Equipment	10,000		10,000	
					Total Outcome 1	52,000	43,000	30,000	125,000
Output 2: NAMAs formulated within the context of national development priorities	MWE - CCU	30079	EU and German Government	71200	International Consultants	12,000	12,000	-	24,000
				71300	Local Consultants	25,000	30,000	25,000	80,000
				72100	Contractual services - Companies	25,000	25,000	25,000	75,000
				71600	Travel	5,000	4,000	3,000	12,000
				74200	Printing and publishing			5,000	5,000
				72200	Equipment	20,000		20,000	
					Total Outcome 2	87,000	71,000	58,000	216,000
Output 3: MRV systems	NEMA	30079	EU and	71200	International Consultants		12,000		12,000



Output/Atlas Activity[1]	Responsible Party/	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)
designed to support implementation and evaluation of NAMAs and LED			German Government	71300	Local Consultants	5,000	20,000	12,000	37,000
				72100	Contractual services - Companies	5,000	10,000	10,000	25,000
				71600	Travel	-	2,500	2,500	5,000
				74200	Printing and Publishing			2,000	2,000
				72200	Equipment	-	10,000	10,000	20,000
					Total Outcome 3	10,000	54,500	36,500	101,000
Project Management	MWE	30079		71400	Contractual services - individual	35,000	35,000	35,000	105,000
Monitoring and Evaluation	MWE			74100	Management, Evaluation and Reporting	15,000	15,000	23,000	53,000
PROJECT TOTAL						189,000	223,500	187,500	600,000
UNDP General Management Support (GMS) 7% Fee						42,000			42,000
Project Preparation Grant									30,000
GRAND TOTAL									672,000



5. Work plan

Outputs/Activity results and activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Implementation arrangements and project inception:												
1. Establish management arrangements (lead ministry, project team)												
2. Stakeholder consultations and meetings												
3. Approval of project approach and project document												
Output 1: Robust national systems for preparation of GHG emission inventories established at a national level												
1.1. Institutional cooperation mechanisms in place for NIS												
1.1.1. Establish thematic working group (WG) on GHG Inventories <i>Links to other activities: 1.4.7</i>												
1.1.2. Identify lead agencies <i>Links to other activities: 2.1.1</i>												
1.1.3. Assign source leads and establish cooperation agreements												
1.1.4. Sensitize members of WG and assess specific capacity building needs of specific institutions and persons <i>Links to other activities: 2.1.3, 3.1.1, 3.2.2, 1.2.6</i>												
1.1.5. Prepare/refine work plans, procedures and instructions												
1.1.6. Establish IT based platform <i>Links to other activities: 1.5.14.5-1, 3.3.13.3-1</i>												
1.2. Data collection and analysis strategy developed and data gaps reduced												
1.2.1. Identify key source categories												
1.2.2. Review previous GHG inventory methods, WP, improvement strategy												
1.2.3. Assess availability and quality of data, conversion factors, emission factors												
1.2.4. Prepare uncertainty analysis												
1.2.5. Review GHG inventories from neighboring countries												
1.2.6. Conduct training workshops <i>Links to other activities: 2.1.3, 3.1.1, 3.2.2, 1.2.6</i>												
1.2.7. Determine appropriate methodology and tools <i>Links to other activities: 3.2.1</i>												
1.3. Inventory improvement strategy												

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Outputs/Activity results and activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
1.3.1. Identify areas for improvement												
1.3.2. Prepare improvement strategy												
1.4. QC/QA												
1.4.1. Check assumptions about data and other input												
1.4.2. Check assumptions about databases, files and processes												
1.4.3. Check methodological and data changes												
1.4.4. Completeness check												
1.4.5. Compare estimates												
1.4.6. Prepare Tier 2 QC if applicable												
1.4.7. Establish peer review for QA <i>Links to other activities:1.1.1</i>												
1.5. National Inventory System documented												
1.5.1. Archive data and emission factors, including assumptions and uncertainties <i>Links to other activities: 1.1.6, 3.3.1</i>												
1.5.2. Document procedures and arrangements												
1.5.3. Organize workshop												
1.5.4. Prepare and adopt national manual of procedures												
1.5.5. Disseminate results												
Output 2: NAMAs formulated within the national development context												
2.1 NAMA readiness												
2.1.1 Establish/reinforce institutions that will lead NAMA development <i>Links to other activities: 1.1.21-1.2</i>												
2.1.2 Involve stakeholders from outside government in awareness raising <i>Links to other activities: 1.1.11-1.1</i>												
2.1.3 Capacity development about NAMAs in general <i>Links to other activities: 1.1.41-1.4, 3.1.13-1.1, 3.2.23-2.2</i>												
2.2 Identify and score possible NAMAs (Result: NAMA Fact sheets)												
2.2.1 Agree NAMA scoring criteria and weights, endorse NAMA factsheet template												
2.2.2 Prepare NAMA fact sheets												
2.3 Prioritize and select NAMAs to be developed (Result: priority NAMAs selected)												

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Outputs/Activity results and activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
2.3.1. Present and discuss NAMA fact sheets												
2.3.2. Prioritize and select NAMAs for further development												
2.4. Prepare NAMA concept notes for selected NAMAs (Result: NAMA concept notes)												
2.4.1. Develop baseline and low emission scenarios												
2.4.2. Identify required policy instruments												
2.4.3. Identify costs and financing options <i>Links to other activities: 2.7</i>												
2.4.4. Draft NAMA concept notes												
2.5. Endorsement by government and potential sources of support (result: government and donor endorsement)												
2.5.1. Present NAMA concepts												
2.5.2. Government to endorse selected NAMAs and their design												
2.6. Development of detailed NAMA proposal (result: Detailed NAMA proposal)												
2.6.1. Prepare detailed NAMA proposals												
2.6.2. Submit to UNFCCC registry (if available)												
2.6.3. Submit for funding (if supported)												
2.7. Support to negotiation of financing (result: financing matrix prepared for NAMA implementation)												
2.7.1. Financing matrix prepared according to sector, activity, technology, type of funding sought, donor interest etc. <i>Links to other activities:2.4.3</i>												
Output 3: MRV systems designed to support implementation and evaluation of NAMAs												
3.1. Awareness raised and capacities built on MRV in general												
3.1.1. Information sessions with stakeholders and teams involved in the GHG inventory system, the NAMA development (no independent activity – to be included in Output 1 and 2 activities as relevant) <i>Links to other activities: 2.1.3, 3.2.2,1.2.6, 1.1.4</i>												
3.2. Design MRV system to support NAMA implementation												
3.2.1. Select methodologies and monitoring protocols <i>Links to other activities: 1.2, 2.3, 2.6.2</i>												
3.2.2. Training on the use of protocols and tools												



Outputs/Activity results and activities	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<i>Links to other activities: 2.1.32.1.3, 3.1.13.1.1, 1.1.41.1.4, 1.2.61.2.6</i>												
3.2.3. Establishment and organization of reporting process												
3.2.4. Selection of verification bodies												
3.3. Develop national technology systems for information and monitoring												
3.3.1. Assessment of needs in terms of national technology systems <i>Links to other activities: 1.1.61.1.6</i>												
Project Management, including M&E												
1. Inception workshop												
2. Bimonthly reports on output and implementation												
3. Quarterly reports (Atlas and EBRM)												
4. Progress reports (every six months)												
5. Project terminal report												
6. Audit												

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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 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 –This will be represented by representatives from various ministries including the Ministry of Water and Environment (MWE), Ministry of Energy and Mineral Development (MEMD), Ministry of Agriculture Animal Industry and Fisheries (MAAIF), Ministry of Works and Transport (MoWT), Ministry of Gender and Social Development (MoGSD), Ministry of Finance Planning and Economic Development (MoFPED), Ministry of Local Government (MoLG), Kampala Capital City Authority (KCCA), NEMA and representatives of the Civil Society and Private Sector etc. The Project Board may also include representatives from key partners on the project including but not limited to the European Union and German Embassy (Government of Germany) as Ex-officio members. 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. The Project Board will also ensure all relevant projects and activities that contribute to the development of the project are well coordinated. In other words, it will also act as a Programme Coordinating body to guide separate activities and ensure synergies so that they will all collectively contribute to the long term objective of the country to building capacity for climate change mitigation in Uganda. The membership and specific TORs for the Project Board will be reviewed and finalized during the inception phase.

Project Implementing Agency

The project will be implemented by the Ministry of Water and Environment (Climate Change Unit) with the operational oversight delegated to and provided by the UNDP (Uganda) Country office in Kampala. Implementation of different components of the project will be sub-granted to Responsible Parties, based on mandates, expertise and experience.

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.

Field level implementation of the different project components will be implemented with direct supervision from relevant Government ministries, departments and agencies as responsible parties. Quality control of integration of the different activities will be coordinated by MWE.

Project Assurance

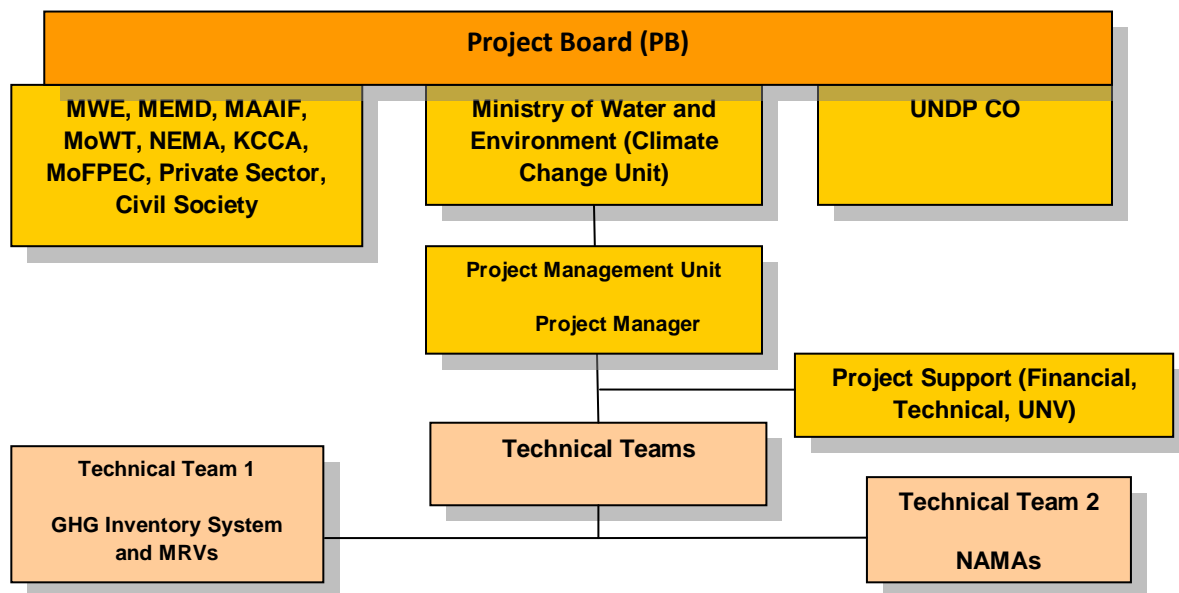
Project Assurance will be provided by UNDP (Uganda) whose Energy and Environment Unit will oversee programmatic and policy compliance, coordinate on behalf of UNDP to review quarterly and annual reports including the presentation of work plans and reports to UNDP.

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 and a Finance and Administrative Assistant from MWE CCU. 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 Technical teams will provide technical expertise on NIS, NAMAs and MRVs as well as coordination between project activities in the relevant ministries and institutions. 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.

Figure 1: Management Arrangements for Implementing the Project



Name of institutions /stakeholders consulted	Reasons for inclusion (e.g. leading institution of a given sector/area, relevant research, data management, etc)	Role in the context-assessment process (e.g. consultation, preparation of draft report, data provider)
National Climate Change Policy Steering Committee, Technical Working Group	<ul style="list-style-type: none"> The committee's membership is drawn from government ministries in charge of agriculture, health, environment, local government, energy, finance and planning, trade and industry, tourism, housing and urban development's, works and transport, Kampala Capital City Authority, as well as civil society, private sector and development partners Played key role in past climate change activities in Uganda INC, NAPA, ongoing SNC and Climate Change Policy formulation process 	<ul style="list-style-type: none"> Custodian of institutional memory of past projects similar to, and necessary for, the successful delivery of the LECB Project Support to the project through linkages with past related initiatives
Ministry of Water and Environment (MWE)	<ul style="list-style-type: none"> Is DNA on climate change in Uganda Is project's Implementing Partner Government lead agency in environmental and climate change matters Hosts the Climate Change Unit, which coordinates climate change activities in the country The ministry's Department of Meteorology is in charge of climate change detection and prediction 	<ul style="list-style-type: none"> To provide high-level government support to the project through the offices of the Permanent Secretary (the latter being the chair and secretary of the proposed Project Steering Committee) Overall project execution and oversight Handle contractual agreements with the Projects' Responsible Parties
Project Board	<ul style="list-style-type: none"> Will comprise the Permanent Secretary (PS) in MWE, Director Environmental Affairs (MWE), Executive Director NEMA, UNDP Country Director as a co-chair, EU Uganda Office Representative, Representatives of Ministries - MEMD, MoFPED, MAAIF, MoWT, MoLG, Gender, KCCA, NEMA, Makerere University, Climate Action Network (an umbrella CSO), and key institutions Responsible Parties (upon invitation) Represents key institutions and organizations necessary for the project's execution 	<ul style="list-style-type: none"> Monitor project progress via updates through the Global Support Component Review and provide feedback on individual project documents Ensure coordination among EU delegates, government ministries, and UNDP national staff Through the EU Representative, the EU may offer assistance in the form of capacity building (e.g., training project team, provision of consultants) MWE (Climate Change Unit) will provide secretariat services to the committee
UNDP Country Office	<ul style="list-style-type: none"> Is Project's Senior Supplier Provides quality assurance to the project Provide expertise in the project's 	<ul style="list-style-type: none"> Plays senior supplier role on the Project Board Overall project oversight and supervision Handle contractual agreements with the

	thematic areas	implementing partners, as well as projects' consultants
Climate Change Unit (CCU)	<ul style="list-style-type: none"> • UNFCCC focal point in the country • Unit in the MWE responsible for climate change • Coordinates government-led climate change activities in the country including the ongoing development of the SNC and the National Climate Change Policy and Implementation Strategy 	<ul style="list-style-type: none"> • Will provide day-day management of the project • To ensure close collaboration of the Project Teams with those of the SNC and National Climate Change Policy and Implementation Strategy to ensure the processes inform each other as well as avoid duplication of efforts • Will provide secretariat services to the Project Steering Committee
Project Manager	<ul style="list-style-type: none"> • Position required to ensure smooth running of project activities 	<ul style="list-style-type: none"> • Oversees implementation of the various activities under the Project • Project Senior Technical advisor to provide technical guidance to the project and technical teams • To be hosted at the CCU and report both to the CCU and the UNDP CO • Will ensure the outputs of the Project's Teams meet the terms of engagement for each assignment within the Project
Project Technical Teams	<ul style="list-style-type: none"> • Actual Project executors 	<ul style="list-style-type: none"> • Each of the two technical teams will be in charge of delivering the outputs of the relevant activity it will be in charge of, e.g. the GHG Inventory Technical Team will produce a GHG inventory as well as a sustainable system for computing future inventories

6. Monitoring and Evaluation framework

The project will be monitored through the following monitoring & evaluation (M&E) activities.

Project inception:

A Project Inception Workshop will be held within the first 2 months of project start-up. ~~the~~The workshop will include stakeholders with assigned roles in the project organization structure, the UNDP CO and, where appropriate/feasible, regional technical policy and programme advisors, as well as other stakeholders. The Inception Workshop is crucial for building ownership regarding the project results and to prepare the Year 1 annual work plan.

The Inception Workshop will address a number of key issues including:

- a) Assist all partners to fully understand and take ownership of the project. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff can be discussed again as needed.

- b) Based on the Project Results Framework (Section 3), finalize the Year 1 annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
- c) Provide a detailed overview of reporting, monitoring and evaluation requirements. The M&E work plan and budget should be agreed and scheduled.
- d) Discuss financial reporting procedures and obligations.
- e) Plan and schedule Project Steering Committee meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Steering Committee meeting will be held within the first 12 months following the Inception Workshop.

An Inception Workshop Report is a key reference document and will be prepared and shared with participants to formalize various agreements and plans decided during the meeting. It will be considered a key deliverable of the project.

The inception workshop also provides excellent opportunities to introduce and discuss key cross-cutting issues that are crucial within the LECB project implementation. In order to help introduce these topics the project will invite important actors from cross-practice groups including gender, governance and poverty. Specifically because gender should be considered a key consideration under any UNDP project, the project will identify country-level women's networks that can help better in incorporating gender concerns into climate change strategies and decision-making. This will also further assist in identifying opportunities to incorporate local knowledge that strengthens the roles of women into project design.

Bi-monthly:

Progress will be monitored using the prescribed reporting template provided by UNDP.

Quarterly:

Progress shall be monitored in the UNDP Enhanced Results Based Management Platform. Based on the information recorded in Atlas, a Project Progress Report (PPR) can be generated in the Executive Snapshot. Other ATLAS logs can be used to monitor issues, lessons learned, etc.

Periodic Monitoring:

A detailed schedule of project reviews meetings will be developed by the project management team, in consultation with project implementation partners and stakeholder representatives and incorporated in the Inception Workshop Report. Such a schedule will include: (i) tentative time frames for Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) project-related M&E activities.

Day to day monitoring of implementation progress will be the responsibility of the Project Manager, based on the project's Annual Work plan and its indicators. The Project Coordinator will inform the UNDP

CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

Periodic monitoring of implementation progress will be undertaken by the UNDP CO through quarterly meetings with the project proponents, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

End of Project:

During the last three months, the project team will prepare a brief terminal report. The terminal report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

Learning and knowledge sharing:

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums at the sub-national, national, regional, and global levels. The project management unit will work closely with the Programme's Global Support Component in this context.

The project team will also identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned.

The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will be a two-way flow of information between this project and other projects of a similar focus, supported by the Programme's Global Support Unit.

M& E Work Plan

Type of M&E activity	Responsible Parties	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> ▪ Project Manager ▪ UNDP CO, UNDP EEG 	Within first two months of project start up
Bimonthly report on output and implementation	<ul style="list-style-type: none"> ▪ Oversight by Project Manager ▪ Project team 	Every two months
Quarterly report (Atlas and ERBM)	<ul style="list-style-type: none"> ▪ UNDP CO 	Quarterly
Periodic status/ progress reports	<ul style="list-style-type: none"> ▪ Project Manager and team 	Every six months
Project Terminal Report	<ul style="list-style-type: none"> ▪ Project Manager and team ▪ UNDP CO 	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> ▪ UNDP CO ▪ Project Manager and team 	End of project

7. Legal Context

This document together with the CPAP signed by Government and UNDP incorporated by reference constitute a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with 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.

The following standard text for a global/ multi country project should also be included:

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAs for the specific countries; or (ii) in the [Supplemental Provisions](#) attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by Ministry of Water and Environment - Climate Change Unit ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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.

Appendices

Appendix A: Technical components of the project proposal

Description of project outputs and key activities

Output 1: Robust national systems for preparation of GHG emission inventories established at a national level

The purpose of this output is to support the process of establishing GHG emission inventory management system in Uganda. This will involve supporting capacity for capturing GHG emissions, projecting GHG emissions, archiving and updating GHG emissions as well indentifying organizations to collect, collate and archive GHG. This will help policy makers establish a baseline for tracking emission trends, developing mitigation strategies and policies, and assessing progress.

The need for capacity building in GHG emission inventory systems arises because efforts to establish national GHG emissions inventory management systems are weak or absent in Uganda. Although the UNFCCC Guidelines for NCs encourage parties to report national initiatives in this area, Uganda, like other developing countries has no obligation under the Convention to develop such systems. Thus, the process of drafting NCs has not provided an incentive for the country to create sound inventory management systems. Uganda has only submitted the Initial National Communication (INC) to UNFCCC, and it is quite outdated and suffers from the shortcomings as far GHG inventories are concerned. While Uganda started the process of developing the SNC in 2008, with support from UNEP, to date the SCN is not in yet place yet but is expected to be completed in January 2013. Although the some of the GHG inventory constraints will be addressed in the SNC, it is only expected to communicate the status of the GHG emissions and will not go a long way in establishing a robust national GHG emissions inventory management system. Therefore even after the SNC is in place, the country will still have significant barriers in establishing robust and sustainable GHG inventory management systems and developing MRV systems for GHG emissions.

This programme will complement the SNC by supporting the technical and institutional capacity for developing GHG inventory systems and the related MRV for the GHG emissions. The technical advice through this action will facilitate the establishment and long-term sustainability of national technical teams for the preparation of future national communications, including GHG inventories on a continuous basis.

Scope of work

The gases that need to be addressed are: Carbon dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Nitrogen Oxides (NOX).

Linkages to other relevant initiatives

Second National Communication

The SNC will provide a snapshot of the GHG emissions and sinks but will not prepare a comprehensive inventory nor establish a robust inventory management system. However, there maybe data collection

and analysis, key source category identification, verification of emission factors and capacity building that could be relevant to this project. The project will complement the work being undertaken in the framework of the SNC towards improvements to the GHG inventory and this will be reflected in the SNC.

Development of National Climate Change Policy:

Development of the National climate Change Policy and Implementation Strategy (NCCP) for Uganda is already underway (at drafting stage) and is expected to be completed by the end of 2012. The Policy and Strategy have a mitigation component and a Climate Change Mitigation consultant is part of the team of consultants developing the policy. The mitigation component of the policy and strategy will develop a framework for greenhouse gas emission modeling; climate change prediction, monitoring, detection, and attribution; updating of the national inventory of GHG in the INC, long term mitigation scenario development, reduction cost estimates, identify mitigation options, strategies and actions, identify sources of funding for mitigation options. Capacity building activities may also be undertaken at a limited scale. Some of these activities the Climate Change Policy Development may overlap with the LECB project. Therefore it will be discussed during the project's inception workshop which activities will be undertaken by whom. The opportunity is that the Climate Change Policy Development is being coordinated by the CCU, which is the proposed implementing agency for the LECB project.

Methodological approach proposed

The methodological approach will be based on national circumstances and revised *1996 IPCC Guidelines for Greenhouse Gas Inventories* as well as the *UNDP Handbook Managing the National Greenhouse Gas Inventory Process*. Five outputs are expected, the first one covering institutional aspects, the second data collection and analysis, the third inventory improvement, the fourth QC/QA and the fifth the adoption and dissemination of the results. The development of a GHG National Inventory System will be an iterative process and certain components will be updated after the preparation of each GHG inventory.

Key activity results and and actions

Activity result 1.1: Establish Institutional cooperation mechanisms for NIS

This will involve putting in place national platforms for preparation of GHG inventories. The following activities will be undertaken:

- Form thematic working group on GHG inventory. To avoid duplication, the formation of this group will build on the team that is developing the SNC coordinated by the CCU. This will bring together key government sectors, national centers of expertise (universities, research centres and private think tanks), professional organizations and civil society organizations;
- Identify lead agencies (national entity and inventory coordinator)
- Assign source leads and establish cooperation agreements
- Sensitize the dialogue platforms on the opportunities and requirements for developing GHG inventories and identifying capacity building needs;
- Prepare and/or refine work plans, procedures and instructions
- Establish an IT-based platform (website) for monitoring and evaluation, benchmarking, and learning;

The first key activity result will cover the mapping of relevant institutions and their capacities and the establishment of an institutional framework for the management of the GHG inventory system. This is necessary since the INC and SNC have not put in place sustainable institutional frameworks that could

have retained expertise, provided for institutional cooperation mechanisms in data provision or archiving of data. The activities necessary to deliver the desired output are the identification of relevant institutions with the participation of which the thematic working group on GHG inventories could be established. Subsequently lead agencies for the whole inventory process (MWE or Statistics) and source leads would be identified. Cooperation agreements or other similar documents will be signed between the agencies and data providers to ensure that roles are clear and what the cooperation will entail. The working group will have to prepare (or assign someone to prepare) work plans, manual of procedures and instructions to the members of the group and constantly liaise with the SNC and NCCP process to ensure complementarities. An IT-based platform will also be established where documents can be posted. This can become the basis of an electronic archiving system and the MRV platform to be covered under subsequent outcomes and outputs.

From the creation of the working group, its members will be sensitized about the importance of a robust inventory system and the challenges and required skills and capacities associated with it. This sensitization will provide the basis of tailor-made capacity development activities of the different members and individuals. Care will be taken to link capacity building activities with other similar activities of this project as well as related initiatives to avoid duplication. A capacity building plan will be developed accordingly.

Activity result 1.2: Develop data collection and analysis strategy and reduce data gaps

The following actions will be undertaken:

- Identify key-source categories of emissions in Uganda
- Review previous GHG inventory methods, work plan and inventory improvement strategy if available;
- Assess the availability and quality of activity data, conversion factors and emission factors.
- Prepare uncertainty analysis
- Assess GHG inventories from neighboring countries of similar circumstances (those with inventory sectors of similar relative importance) for potential local emission factors.
- Conduct training workshop on the use of IPCC technical guidelines: the Revised 1996 IPCC Guidelines for National Greenhouse Gas Inventories; the IPCC Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories; and the IPCC Good Practice Guidance for Land Use, Land-Use Change and Forestry; in the use of methodology and tools to design national GHG inventory including use enhanced documentation formats, quality assurance and quality control, use of archiving systems and planning inventory improvement;
- Determine appropriate inventory methodology and tools to be used in developing the GHG emission inventory;
- Gather available data from national sources to fill inventory data gaps and identify and develop methods for overcoming inventory data gaps if there is no available data. This will be focused upon a) key sources and/or b) NAMA sectoral categories.

The second activity result is focused on data collection, analysis and the identification of gaps. Since it has not been done during the INC, key source categories will be identified to concentrate limited resources and improve data quality in these categories. The team will also look at previous GHG inventory methods, work plans and other available documents. They will also check and assess the availability and quality of data, conversion and emission factors, and prepare uncertainty analysis.

They will prepare data templates to facilitate the provision of data by the data providers. Where gaps in data exist approaches for filling these gaps (extrapolation, interpolation, derivation from proxy data or scientific studies) will be identified and the sources of proxy data identified.

To save time and resources it could be useful to review GHG inventories from neighboring countries or countries with similar economic, geographic and emission profiles (for emission and conversion factors). Available data will be documented and appropriate methodologies will be selected. According to the capacity building plan developed under the previous outcome, training workshops will be conducted on specific topics (such as methodologies, uncertainty analysis etc.)

Activity result 1.3: Prepare Inventory improvement strategy

The following actions will be undertaken:

- Identify areas and activities that are key to developing a robust NIS that can be undertaken under the current project as well as those that may not be feasible under the project due time, financial and other constraints. This will include short-term goals: what we can achieve under this project, and medium-term goal (what would be achieved under subsequent projects such as the Third National Communication, for example).
- Prepare inventory improvement strategy (a short 2-3 page-long document based on the analysis done under the point above)

Based on the assessments conducted under the two previous outcomes, the findings during the data collection and findings of the relevant other initiatives (SNC, NCCP) identify areas for improvement will be identified. These are areas where action should be taken but cannot be at the given stage for lack of funds, time or capacity. This can cover longer-term capacity building, development of national emission factors, improvement of data, a more rigorous QC/QA plan, source-specific ideas for research, corrections or peer review that could not be included, archiving improvements, new data sources. These necessary improvements will be incorporated into a work plan for improvement of the inventory management system (both medium and long term).

Activity result 1.4: Develop Quality Control /Quality Assurance plan

A QA/QC checklist or strategy will be prepared and tested on key sources and the sectors covered by NAMAs; the complete QA/QC process is presumed to be done under the SNC and/or future national communications. The actions will include:

- Check assumptions, criteria for activity data and emission factors, transcription errors, emission calculations, conversion factors, uncertainties
- Check integrity of database files, consistency of data between source categories, movement of inventory data among processing steps
- Undertake review of internal documentation
- Check methodological and data changes resulting in re-calculations
- Perform completeness checks
- Compare estimates to previous estimates
- Prepare Tier 2. Source specific QC procedures (if relevant) to evaluate emission factors, activity data, conversion factors, the resulting emission estimates and uncertainty estimates
- Establish peer review group and TOR for QA/QC plan

QC is a system of routine technical activities to measure and control the quality of the inventory as it is being prepared implemented by the inventory team. QA is a review system conducted by personnel not involved in the inventory development process. The methods used will depend among others on the tiers of methods used to estimate emissions (which will be decided under activity 1.2.). The proposed activities include the establishment of procedures to check assumptions about data and other input, about databases, files and processes, methodological and data changes, completeness check and to compare estimates. Tier 2 QC will also be prepared if applicable. In addition, a peer review process for QA will also be established. The peer review and the peer group will be established in conjunction with the institutional structures under activity 1.1.

Activity result 1.5: Document National Inventory System

This activity result will involve the archiving and documentation of data, processes and methods so that the Inventory can be regularly updated. These will follow the rules and procedures for documentation and archiving (as defined during activity 1.1.5.) The GHG inventory management system will be officially adopted or acknowledged by the government and its results disseminated across government agencies. The improvement strategy may foresee further dissemination.

This final activity entails the compilation of data for the key source categories and/or NAMA sectors to test the NIS. In detail the actions will include:

- Archive all activity data and emission factors, including source of data, assumptions, methods, and uncertainties
- Document the procedures and arrangements undertaken to collect and archive data for the preparation of national GHG inventories,
- Organize workshop for presentation and discussion on the results obtained from the GHG inventory in conjunction with the SNC process;
- Prepare and formally adopt the national manual of procedures.

Institutional, political considerations

Institutional mapping and MOUs will help overcome confidentiality issues. It is indispensable to coordinate with consultants and institutions working under the SNC and the NCCP projects since some of the activities described above may be undertaken in that context. It is the role of the project management unit and the GHG inventory technical working group to identify these overlaps and coordinate with the institutions and project management units involved in the two relevant initiatives and make best use of complementarities.

Capacity building needs and activities will be defined during the implementation of output 1.1 when the linkages with the relevant initiatives are clear and the resulting activities to be undertaken in the framework of this project are confirmed.

Output 2: NAMAs formulated within the context of national development

The purpose of this output is to support Uganda plan, design and implement and evaluate appropriate mitigation actions and strategies. With funding from the African Development Bank (AfDB), five priority sectors for the development of NAMAs were identified: energy, agriculture, forestry, transport and waste. Of these, four sectors were prioritized under the LECB project (i.e., energy, transport, agriculture, and waste). Up to 4 NAMAs will be developed in two sectors (energy and waste). If time and resources allows, NAMAs up to concept stage will then be developed in the agriculture and transport sectors, building on the experiences gained.

Given that NAMAs are to be conceived in the context of sustainable development, gender concerns will be taken into account where there are specific linkages during the NAMA readiness and design phases.

Methodological Approach

This output will involve the development of two to four NAMAs (in key sectors). During the process, the project will provide input and guidance for the GoU to identify possible areas for NAMA development, get buy-in from all concerned government agencies and other stakeholders, develop the NAMA concepts taking into consideration local conditions and the international environment. This latter will be important for the format the NAMAs would need to take to be incorporated into the international registry, pass ICA and obtain the necessary finding. Besides proposing evaluation criteria, the approach of the project is to develop a small number of quick-win NAMAs that are not too complex to prepare (in terms of project design, GHG accounting and other criteria) and for which local capacity already exists. This is the case for the Programme of Activities (PoAs) that are currently under development in the country.

Regarding the usage of existing PoAs, their tested elements can serve as useful building blocks for NAMAs such as eligibility, baseline setting and MRV. However, without a reliable GHG inventory in the near future, sector selection, baselines and MRV from scratch would be too time consuming and the assumptions not necessarily reliable. It should not be forgotten, on the other hand, that PoAs are designed for the aggregation of small scale projects. This could be overcome by the scaling up i.e. if the proposed NAMA contains policy elements and thus has a snowball effect (like a feed-in-tariff) for all grid-connected RE not just the Short Service Commissioned (SSC) projects that are part of the PoA.

Potential sectors and scope of work

Basing on the LECB project stocktaking exercise, GIZ sector assessment, INC and CCU's input, the following sectors are proposed for NAMA development:

1. Energy
 - Short Service Commissioned (SSC) hydro (off/on grid): according to GIZ assessment⁶ + on-going PoA
 - Sugar bagasse co-generation according to GIZ assessment + two on-going CDMs
 - Efficient cook stoves according to GIZ assessment + on-going PoA
 - Solar home systems according to GIZ assessment but not enough information
 - Charcoal efficiency according to GIZ assessment +UNDP GEF project Addressing Barriers to the Adoption of Improved Charcoal Production Technologies and Sustainable Land Management practices through an integrated approach + MEMD assistance to districts to develop bylaws on sustainable charcoal production
2. Municipal waste:
 - KCCA is conducting a feasibility study on landfill gas recovery for electricity generation at Kitezi landfill
 - NEMA is engaged in a CDM waste composting project in several municipalities
 - CCU's preference + existing PoA could be scaled up
3. Later stage:
 - Transport (high complexity in terms of institutional relations, baseline determination and MRV)
 - Demand side EE (high complexity in terms of MRV and requirements of existing infrastructure (distribution systems))
 - Agriculture by linking to ongoing SLM GEF projects

If the Government opts for using PoAs as a basis for NAMA development, the outputs and activities (2.2. and 2.3.) could be slightly modified to use existing information on the PoA as a basis for the development of the NAMA concept notes.

1. Describe existing PoAs and those in the pipeline (already done for SSC RE (hydro) PoA): scope, eligibility, implementation arrangements, targeted GHG emission categories
2. Analyze suitability for scaling up: eligibility criteria and how should it be adjusted (geographically, sector, implementation agency or ERA), baseline setting, MRV procedures (see below), management (current CME and its role in NAMA)

⁶ Identified by GIZ for PoA development based on **technical aspects** (ER potential per unit and overall, upfront investment intensity, existing local experience, data availability, sustainability, constant input/raw material, M&O, supply/demand matching, technology failure risk, maturity of the technology), **CDM methodology** aspects – some of these relevant in our context (available CDM methodologies, their applicability, CDM maturity, baseline determination, additionality, monitoring, transaction costs, procedural risk, local expertise), **PoA specific** aspects – again some relevant in our context (complexity of business model, integrated approach possible, focal point available, inclusion, verification possible, PoA references, experiences, PoA operation); **NAMA specific** aspects under activities of Output 2.

3. Framework analysis: domestic support for NAMAs, domestic institutional capacity, PoA, NAMA coexistence,
4. Based on this, PoA can be applicable, needs adjustment or not suitable.
5. For each applicable and needs adjustment PoA prepare NAMA concept notes

Linkage to other relevant initiatives

JICA and AfDB have led NAMA development and capacity building, and the Climate Change Policy Development. The development of NAMAs will build synergies these ongoing initiatives and national priorities. The action will build on the initiative and process now underway by identifying mitigation strategies and concepts that can be upgraded as NAMAs taking into account potential sources of funding.

Activity results and actions

Activity result 2.1: Undertake NAMA readiness actions

Preliminary actions shall involve organizing the institutional framework around the NAMAs, and assess and develop capacities by raising awareness about NAMAs in general. Specific capacity building needs would be identified in conjunction with the capacity assessment undertaken for the GHG inventory management and the MRVs. Areas for capacity development can include preparation of baseline and mitigation scenarios, evaluation of costs, assessment of financing options, assessment of required policy options etc. The actions will include:

- Establish working group institutions to lead NAMA development including: lead agencies, technical teams, political/decision making teams
- Involve stakeholders from outside of government in awareness raising: private sector, civil society, support providers (selecting NAMAs to support, negotiating finance and MRV conditions and funding)
- Capacity development about NAMAs in general (ICA, registry, NAMA development process in Uganda etc.)

Activity result 2.2: Identify and score possible NAMAs

Under this activity result, the stakeholders will agree on the NAMA scoring criteria and weights, and endorse the NAMA factsheet template. Criteria could be grouped into two categories: main and secondary according to government priorities. Proposed main criteria could be:

1. *Development benefits* (for example Gold Standard (GS) sustainability assessment or “do not harm”) + in line with national priorities
2. *Mitigation potential*
 - *Short term vs. long term* GHG impact compared to baselines, if baselines exist (in case of PoAs, they do). In case they do not, reference and NAMA emission scenarios should be determined. It is proposed that if such analyses are to be undertaken, then they are done incrementally and the fact sheet only contains information on the availability of information, the complexity of the analysis to be undertaken and not the analysis itself. This could then guide decision makers in the selection process and the actual analyses could be performed under the subsequent activities (concept note stage)
 - *Direct vs. indirect* GHG impact

3. *Complexity*
 - Complexity of GHG calculations
 - Basis for GHG calculations
 - MRV metric
4. *Costs* (different determination of costs) + financing needs
5. *Barriers* to implementation (institutional, cultural etc. + must be substantiated)

The other proposed criteria to consider include:

1. Variety of stakeholders involved
2. Number of stakeholders involved
3. Proximity of current regulation
4. Awareness and acceptance
5. Potential to leverage private investment

Based on the criteria and the attached weights, NAMA fact sheets will be prepared for a set of NAMAs.

The detailed actions include:

- Agree NAMA scoring criteria and weights
- Prepare NAMA fact sheets using agreed criteria

Activity result 2.3: Select priority NAMAs

At this stage, the NAMA fact sheets are presented to key decision makers, along with the scoring. They are discussed and a subset of NAMAs will be selected and prioritized for further development. NAMAs will be identified in batches, i.e. 2-4 relatively simple ones to be developed in the framework of this project and others to be developed on the medium or longer run to benefit from first experiences and further resources as they will become available. The actions include:

- Present and discuss NAMA fact sheets
- Prioritize and select NAMAs to be developed with government (possibility to make selections on different time frames i.e. NAMAs to be developed immediately, NAMAs to be developed later)
- Link to LEDS and national climate change policy and implementation strategy processes

Activity result 2.4: Prepare NAMA concept notes for 2-4 selected NAMAs

Most of the analysis will be done during this phase. The work will be based on the guidance provided in the UNDP *How-to-Guide: Low Emission Development Strategies and Nationally Appropriate Mitigation Actions: Eastern Europe and CIS*.

The analysis to be undertaken at this stage would cover the development of baseline and low-emission scenarios⁷ with the following sub-activities: review of existing models for the whole economy or the given sector, review existing information to see whether it is sufficient to develop Business-as-Usual (BAU) scenarios for the sector, choosing and training in analytical tools such as the Long Range Energy Alternatives Planning for the energy sector or the ex-ante CO₂ assessment tool of

⁷As mentioned above the existence of robust PoAs to build on would facilitate and speed up this evaluation process. In that case the suitability of scaling up in terms of baselines and emission scenarios should be assessed as described on page 51 of this document.

FAO for the agriculture sector. It would also entail the determination of base year and timeframe of analysis, the development of BAU scenario and the mitigation scenario. Additional analysis would have to be carried out to evaluate policy instruments as well as costs and financing options. Areas should be identified where further analysis is required that will be carried out when the detailed NAMA proposal is finalized.

The resulting NAMA concept note will include the following information:

1. Sectoral background and existing policies and measures
2. NAMA description and rationale
3. Implementation barriers
4. Needs assessments and proposed interventions
5. Benefits: emission reductions and co-benefits (including baselines).
6. Required policy options
7. Costs and financing options
8. MRV plan including performance indicators
9. Actors, actions timing

The actions include:

- Developing baseline and low emission scenarios (will use those developed under the climate change policy development process)
- Identifying required policy instruments
- Identifying costs and financing options
- Drafting NAMA concept notes

Activity result 2.5: Endorsement by government and potential sources of support

This stage will involve the presentation of the NAMA concept note and the government's endorsement. It will also be possible to involve potential sources of support at this stage because the analysis should be robust and defensible, but not final allowing for adjustments according to preferences of the entity providing support. The actions include:

- Present NAMA concept notes
- Government to endorse NAMA concept notes

Activity result 2.6: Develop detailed NAMA proposals from two sectors – energy and waste

This activity result will involve further research based on input from government as well as sources of support. At the concept note stage, additional research and analysis may also have been identified that could be covered during this phase. The detailed NAMA proposals would provide further detail on what is already in the concept note and would describe:

- Financing details
- Detailed baseline and interaction with other instruments (other overlapping NAMAs, carbon instruments etc.)
- Stakeholder analysis and final list of potential donors and partners including key support criteria
- MRV
- Plan of action

It is also expected that the detailed proposals will be submitted to the UNFCCC registry and for support (if supported NAMAs). The actions include:

- Preparing detailed NAMA proposals
- Submission to UNFCCC registry

Activity result 2.7: Support to negotiation of financing and develop a financing matrix for NAMA implementation

A financing matrix will be developed for each NAMA according to sector, duration, activity type, type of funding sought; donor interest etc. This activity is linked to Action 2.4.3.

Institutional and political considerations

It is clear that NAMAs will need to be embedded in national development policies and within the existing institutional framework at the national level. The challenge will be to build and sustain high-level stakeholder support (both public and private). Working arrangements will have to be planned so as to encourage cross-sectoral cooperation and the involvement of stakeholders from outside the government. Besides adequate project management arrangements, effective linkages to existing economy-wide objective and sectoral plans will be explored and reinforced.

Output 3: MRV systems designed to support implementation and evaluation of NAMAs

In Uganda the creation of GHG inventories and the preparation of NCs are still in their early stages. The LECB project will thus concentrate on supporting technical and institutional capacity development for these ends. However, since Uganda is already working on its SNC and the authorities expressed interest in formulating effective NAMAs, attention will also be paid to designing the requisite MRV systems. This will be done by establishing appropriate indicators for monitoring mitigation actions, as well as by helping to create conditions necessary to support future investment in mitigation measures. The focus will be on establishing scope, metrics/indicators, reporting mechanisms, verification mechanisms, and time frames. An improved MRV system will take into account whether NAMAs are to be implemented autonomously, through support from developed countries, or through an international crediting mechanism. It also depends on the sector the NAMAs cover, as well as the type of action (i.e. capacity building, investment project, sector strategy etc.). Suggested criteria for the MRV systems include: credibility, cost-effectiveness, timeliness, and a simple and clear procedure which provides enough flexibility for a wide range of mitigation actions.

Scope

MRV at this stage will only be developed for the NAMAs that would seek external funding. It is possible to scale this work up at a later stage depending on international developments and availability of international guidelines, government's interest, funding and further NAMAs developed.

Methodological approach:

New methodologies are being developed by different organizations for the development and adoption of MRV. Although there are still no formally adopted guidelines on MRV, this outcome assumes that there will be some overarching principles of good practice, such as using the GHG estimation and reporting processes described in the IPCC guidance materials for GHG inventories.

The first pillar of the MRV strategy will be the work undertaken under Outcome 1 of this project, which will provide the framework for a clear and transparent system for accounting, recording, monitoring data and emissions, as well as underlying assumptions and data/information sources. However, additional measurements and/or indicators will be needed for NAMAs beyond GHG emission data. These may be quantitative such as:

- Technical: built units/capacity, number of vehicles, passenger km, households
- Financial: funds granted, investment triggered, private sector/household investments leveraged
- Process: number of workshops conducted, studies completed, number of officials trained etc.

Or qualitative such as:

- Content: policy defined, adopted, enforced, PPAs honored
- Process: stakeholder processes in place
- Institutions: institutions appointed, created, capacity increased⁸

Further methodological issues concern double counting and the netting of impacts. The first one comes to play when NAMAs are scaled up from carbon market instruments such as PoAs. Double counting will have to be addressed and avoided. The second is to be considered when several NAMAs are developed simultaneously or several projects or actions are part of one NAMA proposal and the GHG impacts are difficult to link to one single action or that one action may reduce emissions in one sector but may generate emissions in other sectors.

Activity result 3.1: Raise awareness and build capacities on MRV in general

Create awareness and understanding in MRV-related activities in order that high government officials can support mitigation actions and low-emissions strategies. This includes Ministries such as Environment, Energy and Mineral Development, Agriculture, Transport, Planning and Finance. Activities will consist primarily of tailor-made information sessions. This will include information sessions with stakeholders and teams involved in the GHG inventory system and the NAMA development but it will not be an independent activity, i.e., these will be included in Output 1 and 2 activities as relevant.

⁸ Based on Nationally Appropriate Mitigation Actions: Insights from example development, Ecofys, 2010

Activity result 3. 2: Design a MRV system to support the implementation of selected NAMAs, with linkages to the GHG inventory system

This will include the selection of methodologies and monitoring protocols for measuring and reporting on NAMA implementation, including timeframes and frequency at which data is submitted and QA/QC system if feasible and linked to the GHG QA/QC system. Trainings will also be organized on the use of the protocols and tools in conjunction with other training activities under the GHG inventory outcome. Verification bodies will also be identified and/or selected, again in conjunction with the QA peer review body to be put in place under Outcome 1. The outputs under this component will be fine tuned as international agreement is achieved on MRV. The actions include:

- Select appropriate methodologies and monitoring protocols;
- Training in the use of protocols and tools;
- Establish and organize a reporting process, and;
- Identify and/or select verification bodies.

Appendix B: Terms of Reference

1. PROJECT MANAGER

A Project Manager (PM) will be hired to oversee project implementation, under the supervision of MWE and the UNDP CO. He/she will be responsible for the overall management of all aspects of the project, and will provide technical assistance to the three teams working on the GHG Inventories, NAMAs with their in-built MRV systems and National Technology Registry and Action Plan.

The candidate should be highly motivated, enthusiastic, and capable of working independently. He/she should have a strong scientific/technical and policy background, preferably in all sectors of national greenhouse gas inventories, but particularly in energy, agriculture or land-use/forestry. The ability to work with a wide variety of people from governments, agencies, non-governmental organizations, and research institutions is essential. A good understanding of the institutional framework in Uganda is highly desirable. He/she must be able to communicate fluently in English. The PM will be based at the MWE - CCU. Specific duties are listed below.

Duties

- Manage the project staff and budget
- Prepare a detailed annual work plan for the project activities to be carried out, in close consultation with the UNDP CO, MWE/CCU and the Project Steering Committee
- Prepare a monitoring and evaluation plan to ensure adequate and timely assessment of project activities
- Co-ordinate all project activities with the project's consultants, and a range of institutions and agencies, including UNDP CO, the EU CO, IPCC, UNFCCC, and national institutions
- Foster and establish links with related national and regional projects, and other international programmes;
- Identify long-term sources of funding and establish linkages with IFIs
- Ensure that approaches used for compiling, archiving, updating, and managing greenhouse gas inventories are consistent with the project document and with IPCC guidance
- Ensure that that approaches used for developing NAMAs are consistent with the programme document and with other relevant guidance such as the UNDP's "How to Guide: Developing Low Emission Development Strategies and Nationally Appropriate Mitigation Actions-Eastern Europe and CIS 2010", and the NDP.
- Provide assistance to technical teams in the use of the IPCC Good Practice Guidance and in the selection and application of approaches to improve methodologies and emission factors
- Provide assistance to technical teams in the best ways to develop NAMAs with associated MRV systems
- Supervise the project management staff, and international and regional consultants who are recruited to provide technical assistance
- Oversee the creation of an information exchange system to facilitate information dissemination at the national, regional and international level
- Organize training activities related to individual project components
- Organize national workshops under the project, including agendas, resource persons and participants, in close consultation with the UNDP CO, MWE and the Project Steering Committee

- Prepare and oversee substantive and operational progress reports for the UNDP CO, EU CO, MWE and the Project Steering Committee
- Ensure the publication and dissemination of the reports identified as project outputs
- Work closely with the UNDP CO, especially in relation to disbursement of funds for project activities
- Attend the UNFCCC Conference of the Parties to give a side event on presentation on the project, as described in the project document
- Prepared detailed Terms of Reference for consultants to be utilized in the Project

Qualifications

- An advanced degree (MSc or PhD) in a subject related to environmental management
- A minimum of 5 years of relevant experience in the field of climate change, with a focus on mitigation, especially GHG inventories and emission modeling
- Demonstrated successful leadership in the design and execution of international projects related to the field of climate change
- Substantial experience in the methodologies for preparing GHG inventories (*IPCC Revised 1996 Guidelines*)
- Familiarity with the IPCC manual, *Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories*
- Substantial experience in emission baseline determination and scenario modeling; practical knowledge of a modeling tool will be an added advantage
- Familiarity with Low Emission Development Strategies and NAMAs
- Familiarity with national communications, and with international negotiations and processes under the UNFCCC
- Familiarity with climate change technology issues
- Substantial experience in Government and in interdepartmental procedures
- Ability in negotiation and conflict resolution
- Familiarity with computers and word processing
- Excellent knowledge of English (written and spoken)

Duration

Three years, non-renewable.

2. INVENTORY AND MRV TEAM LEADER

Reporting to the Project Manager, the Inventory and MRV Team Leader will be responsible for overseeing the implementation of GHG inventory activities as described in the work plan. He/she will provide technical guidance and supervise the work of the experts and the national institutions involved in the GHG inventory development.

In order to build on previous similar exercises, one prerequisite is that the Inventory Team Leader must have been substantially involved in preparing the inventory for the First National Communication or engaged in the in the ongoing second National Communication.

The specific duties of the Inventory Team Leader are as follows:

Managerial Duties

- Prepare a detailed workplan for national activities, consulting with the Project Manager and all participating countries on the timing of compulsory project activities (2 days)
- Prepare a monitoring and evaluation programme to ensure timely assessment of project activities (2 days)
- Assist in the MWE/UNDP contracting of aligning and preparing national institutions to carry out project activities, through the appropriate government channels (3 days)
- Prepare monthly progress reports for the Project Manager and for the National Project Steering Committee (6 reports - 9 days total)
- Ensure all activity outputs are sent to the Project Manager for dissemination to relevant stakeholders and fora
- Ensure adequate co-ordination with relevant national institutions and government ministries to ensure that project activities are distinct and fully complementary to other national initiatives, particularly the Second National Communication and Climate Change Policy development (up to 14 days)

Technical and Supervisory Duties

- Be the team leader of the GHG Inventory Technical Team
- Oversee a programme for archiving and documenting all project outputs (up to 6 days)
- Identify training needs at contracted national institutions and for other project stakeholders, as described in the project document, and prepare a training programme (6 days)
- Ensure that the contracted national institutions are familiar with the application of IPCC Good Practice Guidance and with the approaches to be used for developing emission factors (10 days)
- Review all national inventory information generated during the project (periodic, up to 15 days)
- Provide substantive comments on any technical materials generated from regional project activities, as requested by the Project Manager (ad hoc, up to 14 days)
- Attend national exchange workshops and contribute with preparation of technical papers
- Ensure the publication and dissemination of the national outputs identified in the project document (5 days)

Qualifications

- An advanced degree (M.Sc. or PhD) in a discipline related to climate change and/or environmental management, or equivalent work experience
- A minimum of 3 years of relevant experience in a field related to climate change
- Demonstrated ability to manage and supervise climate change projects
- Substantial involvement in the preparation of the national GHG inventorying/INC or ongoing SNC is mandatory
- Substantial knowledge of methodologies for inventories (*IPCC Revised 1996 Guidelines* and *Good Practice Guidance*)
- Substantial experience in Government and in interdepartmental procedures preferred
- Familiarity with international negotiations and processes under the UNFCCC preferred
- Familiarity with computers and word processing
- Understanding of written and Spoken English

Duration: The managerial functions are estimated at 32 working days in total. The technical and supervisory functions are estimated at 56 working days in total.

No project staff can be simultaneously employed by government, in line with UNDP rules and regulations.

3. NAMA TEAM LEADER

Reporting to the Project Manager, the NAMA Team Leader will be responsible for overseeing the implementation of activities for NAMAs development as described in the work plan. He/she will provide technical guidance and supervise the work of the experts and the national institutions involved in the NAMAs development.

The specific duties of the NAMAs Team Leader are as follows:

Managerial Duties

- Prepare a detailed work plan for national activities, consulting with the Project Manager and all participating countries on the timing of compulsory project activities (2 days)
- Prepare a monitoring and evaluation programme to ensure timely assessment of project activities (2 days)
- Assist in the MWE/UNDP contracting of national institutions to carry out project activities, through the appropriate government channels (up to 3 days)
- Prepare quarterly progress reports for the Project Manager and for the national Project Steering Committee (10 reports, 15 days total)
- Ensure all activity outputs are sent to the Project Manager for dissemination to relevant stakeholders and fora
- Ensure adequate co-ordination with relevant national institutions and government ministries to ensure that project activities are distinct and fully complementary to other national initiatives, (up to 20 days)

Technical and Supervisory Duties

- Be the team leader of the NAMAs Technical Team
- Identify training needs at contracted national institutions and for other project stakeholders, as described in the project document, and prepare a training programme (5 days)
- Oversee review of existing data, projections and models on emissions (up to 6 days)
- Lead a participatory workshop on emission scenarios modeling involving training in different modeling tools-the pros and cons of each in order build consensus on the tool to be adopted by Uganda (4 days)
- Oversee and guide the development emission scenarios models under BAU and the NAMAs (22 days)
- Oversee and guide the performance of Investment and Financial Flow analysis (I&FF) of the chosen NAMA activities 8 days)
- Attend national exchange workshops and contribute with preparation of technical papers
- Ensure the publication and dissemination of the national outputs identified in the project document (10 days)

Qualifications

- An advanced post-graduate university degree in a subject related to climate change and/or environmental management, or equivalent work experience
- A minimum of 3 years of relevant experience in a field related to climate change
- Demonstrated ability to manage and supervise climate projects
- Substantial involvement in the preparation of emission scenarios, ; knowledge of at least one modeling tool is a prerequisite
- Working knowledge of CDM rules, modalities and methodologies, GHG assessment is essential
- Substantial knowledge of methodologies for NAMAs development
- Substantial experience in Government and in interdepartmental procedures preferred
- Proven ability to work with and establish working relationships with a broad range of stakeholders (government, private sector, academia, financial institutions, civil society, etc)
- Familiarity with international negotiations and processes under the UNFCCC preferred
- Familiarity with computers and word processing
- Understanding of written and spoken English

Duration: The managerial functions are estimated at 42 working days in total. The technical and supervisory functions are estimated at 50 working days in total.

No project staff can be simultaneously employed by government, in line with UNDP rules and regulations.

4. MEDIA/PUBLIC RELATIONS CONSULTANT

The Media/Public Relations Consultant will, under the supervision of the Project Manager, be responsible for developing an awareness-raising and media strategy to be implemented throughout the project lifetime. A key strategy of the project will be a campaign to target policymakers and data providers on the importance of institutionalizing the GHG inventory process and on the benefits of developing NAMAs and MRVs for the country. The consultant will prepare a campaign for these purposes. The consultant will also be responsible for planning a side-event at the UNFCCC Conference of the Parties to raise the profile of the project with government ministers and with potential donors.

Duties

The Media/Public Relations Consultant will have the following specific duties:

- Design an awareness-raising campaign on the importance of national inventory, NAMAs and MRVs importance for different audiences including government, data providers, development partners, private sector, etc; several formats should be developed (e.g. conference presentation, brochures, video)
- Plan a COP side-event to promote the project to government ministers and potential donors
- Develop a strategy for fostering links with relevant national and regional projects, with other information networks established under regional or international programmes, and with the NGO community, in consultation with the UNDP CO, EU CO, MWE and the Project Steering Committee
- Develop a strategy for outreach to non-Annex I Parties, particularly those undertaking a similar project such as Kenya
- Develop a strategy for creating partnerships with IFIs

- Develop a strategy for ensuring maximum dissemination of project outputs and lessons learned

Qualifications

- Advanced degree in journalism, marketing or public relations, or a directly related field
- Demonstrated success in the design and execution of media campaigns
- Familiarity with international negotiations and processes under the UNFCCC
- Familiarity with climate change policy issues such as GHG inventories and emerging concepts like LEDS, NAMAs, etc
- Good understanding of institutional frameworks and media within the region, and of governmental and interdepartmental procedures
- Familiarity with computers and word processing
- Full fluency (spoken and written) in English

Duration: 5 - 10 weeks

5. SHORT-TERM TECHNICAL CONSULTANTS

Consultants will be contracted on a short-term, ad hoc basis, to provide technical assistance for project activities carried out at the national and/or regional level, and to give guidance or training on scientific or methodological aspects of project work. The Project Manager, together the Technical Team with each of the respective thematic areas, will determine technical assistance required for each project activity, and hire experts on a needs basis.

Responsible Parties/Subcontracted Institutions

To implement this project, Responsible Parties (RP)/institutions have been identified and will be subcontracted to execute specific project activities.

Sub contracts may be executed with individual institutions, agencies, universities, NGOs or other recognized legal entities to perform specific activities outlined in the project document. The three National Team Leaders will co-ordinate the technical outputs of the national institutions, ensuring that these feed into the project in a timely basis. The Team Leaders may select other appropriate institutions in close consultation with the Project Steering Committee, based upon the sectors identified as relevant or important for each of the three components of the project. In select cases, national experts may be identified to carry out specific project activities.

The budgets proposed by the sub-contractors will be carefully assessed to ensure the maximum use of national consultants and the transfer of benefits to the countries. Sub-contracts will be subject to UN rules and regulations, and will be based upon specific terms of reference agreed prior to contract execution.

The activities undertaken by the national institutions will primarily be in data analysis and provision to relevant technical working groups. The institutions should prepare technical material and information as requested for use by the different technical working groups. Particular duties may be as follows:

- Analyze available data from national sources to fill inventory data gaps
- Gather baseline data for emission scenario modeling
- Identify barriers to obtaining existing data for key sources and propose solutions
- Identify and develop methods for overcoming inventory data gaps if there is no available data
- Analyze and provide relevant data for the three components of the project
- Archive relevant data for the project duration
- Document the selection processes, methodologies and assumptions used for data collection and emission factor development
- Analyze different approaches and methods for project activities and make recommendations, taking into account national circumstances, resources and information available
- Identify areas where recalculations are necessary, and advise the National Team Leader on the appropriate strategy to ensure consistency
- Compile key source inventory for peer review; carry out peer reviews
- Assess suitability for national use of emission factor methodologies disseminated under the project
- Train in emission scenario modeling

Qualifications

The institutions contracted for undertaking project activities should meet the following minimum criteria:

- Sound and broadly-recognized scientific expertise on climate research
- Prior experience in inventory preparation, through involvement in the initial National Communication of the ongoing second National Communication
- Expertise in climate change modeling, in particular, emission scenario modeling
- Highly qualified scientists working in the fields of emission factor development, emission data collection methods, emissions modeling, etc
- Familiarity with the United Nations Framework Convention on Climate Change and with the political, technical, and scientific issues involved in the preparation of GHG inventories

Duration

Responsible parties identified will work throughout the project duration. Those on ad hoc basis will be identified throughout the project duration as need may arise, and will be defined, based upon specific Terms of Reference developed by the respective Team Leaders during the start-up phase of the project.

6. PROJECT BOARD

The Project Board (PB) will be responsible for supervising project execution. This will include evaluating project outputs to ensure that project activities are being carried out in a timely manner and to acceptable levels of quality, and reviewing the status and needs of each of the three project's components throughout project implementation.

The PB will be co-chaired by the Permanent Secretary, Ministry of Water and Environment and the UNDP Country Director. The Coordinator CCU will serve as the Secretary to the Board. It is envisaged that the PB will meet four times a year, or during national exchange workshops. No other travel outside the country for purposes of the project is anticipated.

In addition to the PS, MWE and the UNDP Country Director, the PB will be comprised of:

- Coordinator, CCU-MWE
- Executive Director -NEMA
- EU Uganda Office Representative
- Representative from the German Government (German Embassy)
- Representative of the Ministry of Finance Planning and Economic Development
- Representative of the Ministry of Energy and Mineral Development
- Representative of the Ministry of Agriculture Animal Industry and Fisheries
- Representative of the Ministry of Works and Transport
- Executive Director, Kampala Capital City Authority (KCCA)
- Representative of the National Planning Authority
- Representative of the Private Sector Foundation Uganda
- Makerere University – College of Engineering, Design, Art and Technology (Principal)
- Climate Action Network (an umbrella CSO)
- Key institutional Implementing Partners (upon invitation)

The PB responsibilities will include the following:

- Monitoring and reviewing the progress of the project against its stated outputs, including progress reports prepared by the Project Manager;
- Reviewing and approving the project workplans;
- Reviewing and approving the monitoring and evaluation timetable;
- Making modifications, as necessary, to the number and scope of national workshops being organized under the project;
- Making modifications, as necessary, to activities and outputs in order to achieve the project's objectives.

Overall responsibility for reporting to the PB shall lie with the Project Manager. Each Technical Team Leader will prepare a progress report and a financial report on a quarterly basis and submit these to the Project Manager. The Project Manager will circulate a synthesis of the national reports as part of his/her quarterly progress report to the PB, prior to meetings.

Appendix C: Initial National Communication GHG data

Annual greenhouse gas (GHG) emissions for Uganda, in Gg CO₂ equivalent

Category	Base year	1990	1991	1992	1993	1994
ENERGY						
1.A Fuel Combustion - Sectoral Approach						3'905.12
1.B Fugitive Emissions from Fuels						
Fuel Combustion - Reference Approach						
Sub Total for Energy						3'905.12
INDUSTRIAL PROCESSES						
2.A Mineral Products						43.43
2.B Chemical Industry						
2.C Metal Production						
2.D Other Production						0.07
2.E Production of Halocarbons and SF6						
2.F Consumption of Halocarbons and SF6						
2.F.P Consumption of Halocarbons and SF6 Potential Emissions						
2.G Other						
Sub Total for industrial processes						43.50
SOLVENTS						
3.A Paint Application						
3.B Degreasing and Dry Cleaning						
3.C Chemical Products, Manufacture and Processing						
3.D Other						
Sub Total for solvents						
AGRICULTURE						
4.A Enteric Fermentation						4'145.40
4.B Manure Management						148.05
4.C Rice Cultivation						494.26
4.D Agricultural Soils						0.62
4.E Prescribed Burning of Savannas						32'560.00
4.F Field Burning of Agricultural Residues						155.18
4.G Other						
Sub Total for agriculture						37'503.51
WASTE						
6.A Solid Waste Disposal on Land						61.45
6.B Wastewater Handling						33.60
6.C Waste Incineration						
6.D Other						
Sub Total for waste						95.05
Total GHG emissions excluding LULUCF/LUCF						41'547.17
Total GHG emissions including LULUCF/LUCF						49'799.87
<i>Source: UNFCCC Data Interface</i>						

Appendix D: Outreach and Visibility under the LECB Project

CONTEXT

The Low Emission Capacity Building Programme is considered by its donors as an innovative pathfinder project – allowing national governments to build capacities to plan their own low-emission development pathways within the context of national circumstances and national development goals. National teams are in the best position to identify on-the-ground experiences that can be collated and disseminated.

As such, national LECB project teams are encouraged to program approximately 5% of their budget for learning, knowledge sharing, communication and outreach activities and materials⁹. Visibility is a major criterion from donors for measuring success and national teams are encouraged to develop an outreach strategy at the beginning of the project that is regularly monitored. At times, national teams may be called upon to provide updates on their project progress for featuring in donor publications.

Required Visibility Products

National Fact Sheet/Case Study

Each national team is expected to prepare a National Factsheet/Case study that can be used at the national and global levels (via the LECB Programme’s global website, newsletter, and other outreach tools) to promote national project results and activities.

Lesson learned/ Best Practices Documents

Each national team is expected to produce a lessons learned/best practices document at the completion of each project component to showcase their results and impacts. The Global Support Unit will provide guidance on how to develop these best-practice documents, which will also be used as guidance for other developing countries embarking on a LEDS/NAMA process.

Contributions to LECB Programme newsletter

The Global Support Unit will prepare a quarterly newsletter. National teams are required to contribute with at least one newsletter article during the life of the project.

Recommended Visibility Products

National web page

National teams are requested to develop a webpage or, at minimum, post relevant project activities on the most appropriate institutional website. The Global Support Unit will link to the national page from the global programme site, www.lowemissiondevelopment.org, and encourages similar linkages to the global site wherever programme promotion is featured.

⁹ It is noted that these funds may be embedded in other activities, such as producing a Lessons Learned document at the end of a project component, or developing a joint webpage with the government ministry implementing the project and need not appear as a separate budget line or activity.

National media reports

National teams are requested to liaise with the communications focal point in the UNDP Country Office regarding any media produced by or about the project, and to share media reports with the Global Support Unit for global promotional efforts, including featuring on the programme website, www.lowemissiondevelopment.org.

Appendix E: Minutes of the External Project Appraisal Committee meeting held on 18th April 2012