

## SGP COUNTRY PROGRAMME STRATEGY FOR OP7

### UGANDA

# The GEF SGP Uganda Country Programme Strategy for Utilization of Operational Phase 7 Grant Funds



#### OP7 Financial Resources - SGP Country Programme (estimated US\$)<sup>1</sup>

Total SGP Grants to date since (1997):	<b>USD 7,674,621</b>
OP7 GEF Core Funds:	<b>USD 400,000</b>
OP7 GEF STAR Funds:	<b>USD 738,464</b>
Other funds (secured)	<b>NIL</b>
Other funds (expected/to be mobilized)	<b>USD 800,000</b>

<sup>1</sup> The level of SGP OP7 resources is an estimated total of: (i) the GEF7 core grant allocation (to be reviewed annually by CPMT on the basis of performance, co-financing and strategic partnerships, demonstrated NSC commitment rates, and UNOPS delivery); (ii) approved STAR resources; as well as (iii) other sources of third party cost sharing & co-financing (country, regional and/or global levels). SGP countries with remaining OP6 balances that have not been pipelined will be expected to use these balances in line with the OP7 strategic approach in order to be coherent in terms of SGP programming and results expected.



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## ACRONYMS

ABS	Access and Benefit-Sharing
AWF	African Wildlife Foundation
CBD	Convention on Biological Diversity
CBO	Community-based organization
CPMT	Central Programme Management Team
CPS	Country Programme Strategy
CSO	Civil Society Organization
EAC	East African Community
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GEF	Global Environment Facility
ICCA	Indigenous Peoples' and Community Conserved Areas and Territories
IUCN	International Union for Conservation of Nature and Natural Resources
IW	International Waters
KBAs	Key Biodiversity Areas
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
NAMA	Nationally Appropriate Mitigation Actions
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NDCs	Nationally Determined Contributions for Paris Accord
NDP	National Development Plan
NDP	United Nations Development Programme
NEMA	National Environment Management Authority
NGO	Non-governmental organization
NPC	National Programme Coordinator
NPCS	National Programme Coordination Secretariat
NSC	National Steering Committee
OP	Operational Phase
PA	Protected Area
PA	Programme Assistant
POP	Persistent organic pollutant
SGP	Small Grants Programme
SIDS	Small Island Developing States
SLM	Sustainable Land Management
STAR	System for Transparent Allocation of Resources

UMA	Uganda Manufacturers Association
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
USAID	United States Agency for International Development
USD	US Dollar
WHO	World Health Organization
WWF	World Wide Fund for Nature

## 1 INTRODUCTION

The Small Grants Programme (SGP) is a corporate programme of the Global Environment Facility (GEF) implemented by UNDP and executed by UNOPS on behalf of the GEF Partnership. The GEF Small Grants Programme was launched in 1992 on the eve of the Rio Earth Summit. It provides financial and technical support to community-based projects that conserve and restore the environment while enhancing people's well-being and livelihoods. Since 1992, the GEF has provided over USD 14 billion in grants and mobilized in excess of USD 70 billion in additional financing for more than 4,000 projects.

The GEF is an international partnership of 183 countries, international institutions, civil society organizations and the private sector that addresses global environmental issues. The GEF SGP is implemented on the premise that local community action can address global environmental challenges and local sustainable development needs thereby maintaining the balance between human needs and global environmental benefits. The country programme strategy is designed to empower civil society organizations (CSOs) and poor and vulnerable communities, including indigenous peoples by generating local actions that promote gender equity, reduce poverty and improve livelihoods. Furthermore, the small grants programme (SGP) empowers civil society organizations (CSOs) and poor and vulnerable communities, including indigenous peoples and women.

Globally, the SGP has a decentralized national-level delivery mechanism, responsible for the implementation of more than 22,000 projects in over 133 countries, with a total of US\$600 million in grants since its launch. Among the countries participating in the SGP, 69 are Least Developed Countries (LDCs) including Uganda and Small Island Developing States (SIDS). In Uganda, SGP started financing projects in 1997. Since then, it has succeeded in providing financial and technical support for more than 254 grant projects.

Building on over 26 years of successful operations, the aim of the 7<sup>th</sup> Operational Phase of the SGP is *“to promote and support innovative, inclusive and scalable initiatives, and foster multi stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.”* In the case of Uganda, a key element of SGP's implementation in OP7 is the development of landscape approaches to better focus grant-making while promoting strategic programming and clustering of small grant projects so as to achieve greater impact and harnessing synergies and opportunities for scaling up the impacts.

A number of biologically diverse but ecologically fragile and threatened landscapes have been selected and targeted for implementation of innovative and impactful community-based projects and initiatives in OP7 with three targets: firstly to support and coordinate concrete actions at the priority landscape level by providing small-scale financial and technical support for local community-led projects that can achieve landscape-scale impacts. Secondly, to review, analyze, and codify results of the projects so as to document and share lessons learnt and best practices in Uganda with other parts of the world. Thirdly, to enhance the role of SGP as a Grantmaker+ by strategically providing services needed for attainment of greater portfolio impact. This will be achieved through selective use of capacity development grants as well as non-grant support services, networks and partnerships.

## 2 SUMMARY BACKGROUND: KEY RESULTS/ACCOMPLISHMENTS OF UGANDA GEF SGP OP6

The objective of GEF is to respond to regional and global challenges and achieve net benefit to the environment. GEF OP6 covered the period 1<sup>st</sup> July 2014 to 30<sup>th</sup> June 2018. Its aim was to address the root causes of environmental degradation, slow/reverse environmental trends and achieve impact at scale while delivering global environmental benefits that are consistent with the GEF’s mandate (GEF, 2014). GEF OP6 focal areas strategies were (i) biodiversity (ii) climate change mitigation (iii) chemicals and waste (iv) international waters and (v) land degradation. It also included strategies for sustainable forest management and corporate programmes.

The GEF SGP programme started in 1997 and supported activities initially in five focal areas but later expanded to include additional areas (Figure 1). To date a total of 245 projects totaling USD 7,674,621 have been supported (Figure 2). The projects comprised 38 planning grants and 207 community-based projects totaling USD 7,552,621. In GEF SGD OP6, 41 projects were funded in the focal areas of biodiversity, climate change, land degradation, international waters, chemicals and waste.

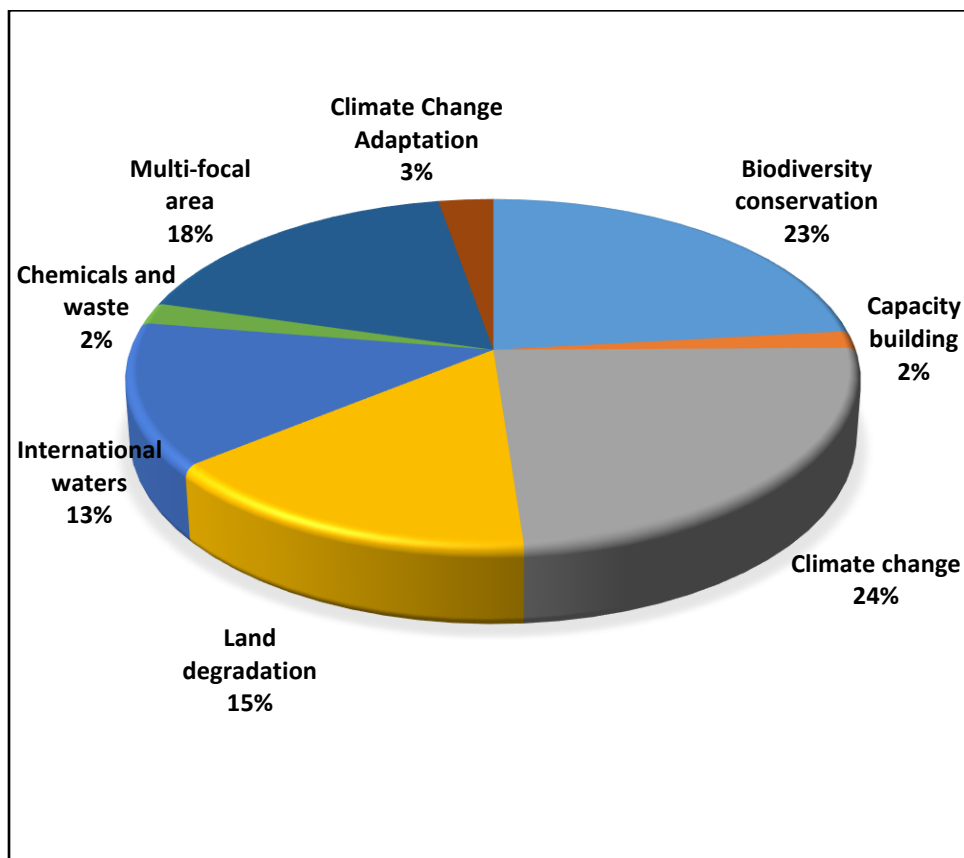


Figure 1: Allocation of resources by number of grantees in each focal area.



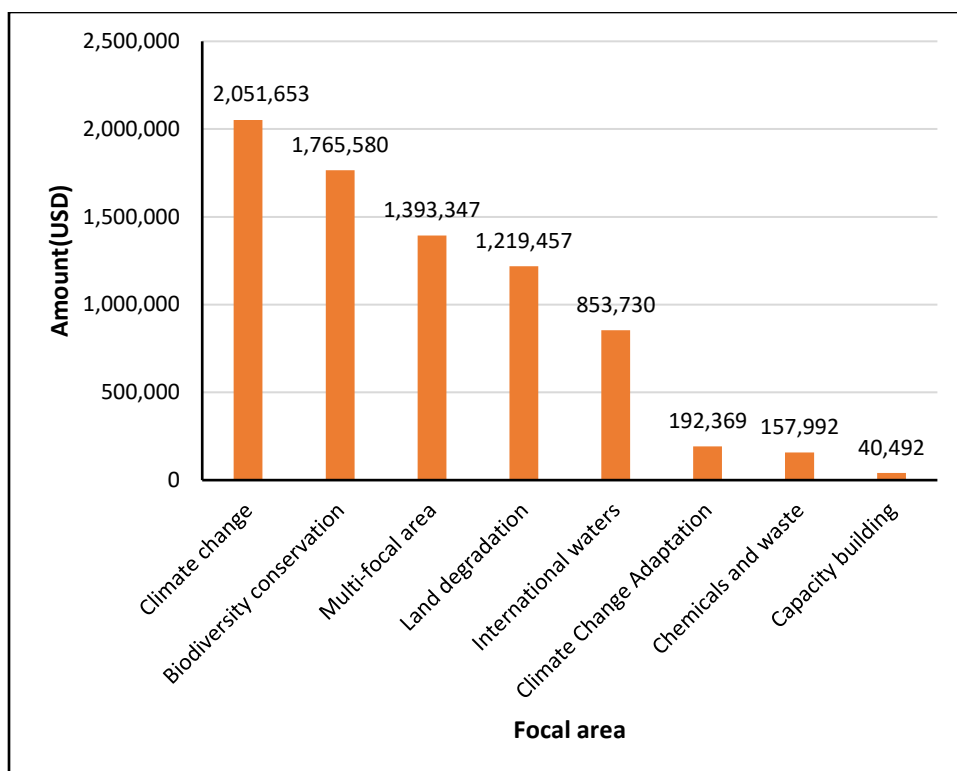


Figure 2: Allocation of resources by focal area since 1997 to date.

## 2.1 Achievements of GEF SGP OP6

A total of 16,400 (11,260 women and 5,140 men) in 28 administrative districts were outreached during OP6. Specific achievements in each focal area are elaborated below.

**Biodiversity conservation:** The goal of the biodiversity focal area strategy in GEF OP6 was to maintain globally significant biodiversity and the ecosystem goods and services that it provides to society. It was recognized in GEF OP6 that biodiversity was not yet being managed at the scale necessary to halt or reverse ecosystem degradation and loss globally. The drivers of biodiversity loss remained formidable treats and required multi-pronged strategy to sustain biodiversity through a combination of protection, sustainable use and mainstreaming biodiversity conservation in the development agenda of nations. In spite of the above importance of biodiversity, no project was supported in this focal area in Uganda in the GEF OP6<sup>2</sup>.

**Climate change:** The goal of the GEF OP6 Climate Change Mitigation Program was to support developing countries and economies in transition to make transformational shifts towards a low emission development path. It was envisaged that the impact of climate change would become severe with delayed reduction of greenhouse gas emissions. A project funded under OP6 in Mount Elgon area in eastern Uganda strengthened the capacity of 300 households to adapt to the effects of climate change by enhancing their knowledge of climate change and capacity for planning of mitigation and adaptation measures and local governance of funds and plans. The perceptions of the local communities including youth and women in Busulani, Bumasifa, Butandiga, Buhugu sub-counties and Budadiri Town Council have since changed and the

<sup>2</sup> SGP Uganda Country Report, 2019.

people can now make informed decisions on environment and climate change matters. The communities are less vulnerable to climate change risks such as erosion, landslides, floods and drought. Farmers reported improved agricultural productivity in terms of crop yields and animal products, food security and incomes.

**Chemicals and waste:** The goal of GEF-OP6 chemical and waste strategy was to prevent the exposure of humans and the environment to harmful chemicals and waste of global importance, including POPs, mercury and ozone depleting substances, through significant reduction in the production, use, consumption and emission of the chemicals and release of the waste. POPs and mercury can travel long distances, accumulate in tissues and remain in the body for more than 50 years (WHO, 2020). Mercury exists naturally and as a man-made contaminant (Park and Zheng, 2012; Rice *et al.*, 2014). The project funded in OP6 increased the participation of Busia Small Scale gold miners (in eastern Uganda) in the elimination of mercury used in gold processing by 80% and reduced health risks among the Tiira gold mining and processing community. Mercury-free gold processing technology has been adopted by the local community with high processing efficiency and less environmental contamination as the water used in the gold processing is recycled. As a result, women involved in gold mining and processing have time to balance work and family unlike in the past when they spent long hours sluicing basins of ground ore to process gold.

**Land degradation:** The goal of land degradation focal area in GEF OP6 was to halt and reverse global trends in deforestation and desertification by promoting sustainable land management practices so that land, soil, water and vegetation (forests, woodlands and grasslands) could generate multiple environmental benefits. Halting land degradation ensures sustainability of agro-ecosystems to support current and future food production systems without compromising ecosystems goods and services (World Bank, 2007). The land degradation project supported in Sironko district in eastern Uganda employed an agro-ecological community participation approach in which women and youth adopted sustainable agriculture techniques resulting in increased acreage of land restored with vegetation (trees, thicket, shrubs and grass), improved water for production management and increased acreage of land/soil under crop cover. Furthermore, farmers increasingly accessed weather information and climate services for agricultural planning.

**International waters:** GEF experience has shown that cooperation on shared waters helps build mutual respect, understanding, and trust among countries and promotes peace, regional security and economic growth. Transboundary water management needs to address the existing links with climate resilience and disaster risk management. The project funded under OP6 promoted and supported the use of new mercury free processing technology (Gold Kacha) in gold processing, eliminating mercury out of gold processing among the small-scale gold miners in Busia district through training and establishment of mercury-free processing demonstration centre. As a result, the amount of mercury polluting River Malaba (Transboundary River shared by Uganda and Kenya) has dropped. As a result, less mercury is released into River Nile (international water) and Lake Kyoga in central Uganda. Furthermore, the harmful effects of mercury on drinking water, fish and crops has been minimized.

**CSO-Government Dialogue Platform:** This is an innovative platform that facilitates greater interaction between Government, Public Policy Makers, Private Sector and Civil Society Organizations in order to implement activities that conserve the environment and reduce poverty. The platform also helps to strengthen human and institutional capacity of CSOs for efficient and effective management, governance and implementation of development activities. The GEF SGP Uganda Country office held strategic engagement with the private sector actors under the UN Global Compact Local Network and procured protective gear and equipment such as wheel barrows, hoes, spades, gloves that were donated to Kawempe Community Actors Group (KACAG) in Kampala district, central Uganda. The country office held a dialogue

for private sector actors, CSOs and representatives of Government ministries, departments and agencies (MDAs) and discussed environmental governance in relation to chemicals and waste management. Three private sector companies, namely Bukoola Chemicals Industry Limited, Uganda Manufacturers Association (UMA), and Luuka Plastics Limited participated in the dialogue. A capacity building workshop for GEF-CSO Network members was facilitated to deepen their understanding of GEF matters. The network members were made aware of other financing windows including a loan facility for production of institutional cook stoves being piloted by JOSA Green Limited and the Green Credit Line for production of energy saving stoves by small and medium enterprises piloted by Diamond Trust Bank (U) Limited.

**Social inclusion: Gender mainstreaming:** GEF SGP OP6 was designed to empower poor and vulnerable communities, including indigenous peoples and women, so that they become direct actors in environment management and sustainable development work. Active participation of poor and vulnerable people is critical because they are part of the ever-increasing population which is a major driver of environmental change. Poverty and social exclusion impact directly on the global environment because they compel the poor population to engage in destructive resource exploitation practices. Given that GEF SGP works to promote socially inclusive development focused on gender quality and women's empowerment, OP6 integrated gender empowerment and promotion of women's roles in community-based project implementation. This was premised on the recognition that women are often primary victims rather than positive agents of change.

One of the projects funded focusing on climate change in OP6 benefited 60% women in a local community. During the participatory vulnerability assessment, development and implementation of community-based climate action plans, women, youth and people with disabilities (PWDs) were actively involved. This bolstered the implementation of project activities and attainment of results. Women's knowledge of climate change and health risks associated with use of firewood has been deepened and adaptation strategies enhanced. For instance, community members are now capable of recycling waste and have embarked on using and selling energy saving cook stoves and briquettes. In order to ensure that the outcomes of the project are sustainable, women continue to teach their fellow women the methods of making energy saving stoves and production of briquettes. Livelihood options have been diversified by establishing a community-based savings and cooperative society to provide a revolving fund for poultry production.

## 2.2 Lessons learnt from OP6

**Partnership with media for information dissemination:** use of multimedia and other IEC materials in local languages increases outreach and information sharing. Outreach pathways include conducting subject specific education talk shows, holding meetings in schools, conducting seminars and holding video shows among others. The pathways make it possible to reach the youth, local community groups (e.g. farmers groups, women groups) and individuals.

**Community-based participatory approach facilitates adoption of technologies for climate change actions:** a large number of households can be mobilized to adopt technologies that enable them to adapt to and mitigate the negative effects of climate change. For instance, over 300 households were mobilized and participated in climate change education in Busulani, Bumasifa, Butandiga, Buhugu sub-counties and Budadiri Town Council in the Mt Elgon sub-region in Eastern Uganda. Local community leaders participated in climate change vulnerability assessments, planning of mitigation and adaptation measures, and governance of adaptation plans.

**Participatory approaches facilitate mindset change and empower local communities to engage in development activities:** Projects funded under OP6, among others, helped to increase awareness and promote attitude change among the local communities. This in turn enhanced adoption of climate smart practices such as improved utilization of land, water, biodiversity resources, improved coping mechanisms, application of indigenous knowledge and reduced vulnerability to climate change risks such as decline in crop yields, incomes and food security.

Local governments should be integrated to enable them to allow for complementary processes, enhance skills, engage in monitoring and evaluation, promote accountability and performance standards and ensure sustainability of project outcomes. Work with the District officials, especially the Community Development Officers – who act as focal persons for mobilizing and organizing the communities for development.

**Culture influences women’s participation in projects:** there is need to mainstream gender equity in all community-based projects. It was noted that men predominantly controlled all resources at household level. Therefore, projects deliberately took into account the needs of women and youth, and sensitized the husbands to win their cooperation. This boosted the smooth implementation of project activities thus enhancing the level of outcome attained.

**Adoption of labour saving techniques saves time:** this was clearly demonstrated in the project where women were involved in gold mining. Introduction of mercury-free gold processing equipment greatly reduced the time spent by women sluicing a basin of gold ore and saved time for them to balance work and family duties.

**Knowledge management:** The projects generated valuable knowledge and lessons on adaptive capacity of the local communities in the different sites. For, instance, the local communities that are vulnerable to climate change effects in the Mount Elgon region have formed social networks for better access to weather information and services which have been essential to building their adaptive capacity. Local knowledge of climate change has been strengthened and their capacity for planning and local governance of development initiatives enhanced. The local communities are able to make informed decisions about environment and natural resources management in relation to climate change effects.

**Monitoring and Evaluation:** Monitoring and Evaluation are critical processes to ensure effective projects implementation and quality deliverables. There is need for greater involvement of the NSC in monitoring and evaluation of community-based projects as a quality assurance mechanism. The NSC should have M& E plan to ensure a structured engagement in providing oversight to the projects as well as assure impactful results at Community and national levels and contribution to global benefits.

### **3 COUNTRY PRIORITIES AND STRATEGIC ALIGNMENT**

#### **3.1 OP7 resources to support implementation of national priorities**

GEF STAR 7 funding of USD 738,464 from the GEF Operational focal point of Uganda will be used to finance the national priorities in OP7.

#### **3.1 Alignment of OP7 Country Programme Strategy to global development strategies**

The SDGs recognize that the health of the global commons—the planet’s finite environmental resources, from land and forests to oceans and the atmosphere—is essential for a thriving world. Rooted in it’s role as

a financial mechanism for the Rio Conventions and other multilateral environmental agreements, the GEF is uniquely placed to help buttress Earth's life support systems. GEF recognizes the importance of tackling complex interdependent local and global challenges in an integrated manner. Its financing, holistic approach and wide network of partners help catalyze innovation and transformational change to provide the stable conditions on Earth. GEF supports multi-stakeholder alliances to take action to preserve threatened ecosystems, boost food security, promote clean energy and help lay the foundation of a more prosperous, climate-resilient world (GEF, 2020).

The OP7 Uganda Country Programme Strategy is based on the aspirations of GEF SGP stakeholders and intricately linked with the United Nations Sustainable Development Goals (SDGs) as it focuses on building local and global partnerships to address global environmental challenges including reducing poverty (SDG 1), achieving food and nutrition security (SDG 2), improving livelihoods (SDG3), sharing lessons learnt and best practices (SDG 4), promoting gender equity by empowering women and vulnerable groups (SDG 5), sustainable management of international waters (SDG 6), ensuring access to environmentally friendly forms of energy (SDG7), sustainably harnessing environmental and biological resources for inclusive economic growth (SDG 8), supporting innovative and impactful community-led projects (SDG 9), harmonizing human settlements with fragile landscapes (SDG 11), ensuring sustainable consumption of biological resources (SDG 12), supporting community-based actions for mitigation and adaptation to climate change impacts (SDG13), conserving and using water resources for sustainable development (SDG 14), promoting sustainable use of terrestrial ecosystems to halt and degradation and reverse biodiversity loss (SDG 15), building capacity of CBOS and NGOs for spurring sustainable development at the grassroots (SDG 16) and strengthening global partnership for sustainable development (SDG 17).

The GEF's mission to safeguard the global environment by supporting countries in meeting their commitments under multilateral environmental conventions through national, regional and global partnerships is closely aligned with the SDGs and consistent with convention guidance to seek synergies with the implementation of the 2030 Agenda, in particular SDG 13, 14 and 15. In addition, GEF interventions provide important co-benefits that can help countries achieve other SDGs in areas like clean water, gender equality, energy, sustainable cities and responsible consumption and production (GEF, 2017).

### **3.2 Alignment of OP7 CPS to relevant Conventions and National Development Frameworks**

GEF has a unique ability to promote complementarity and synergy across the conventions it serves. Therefore, the implementation of OP7 has been aligned with implementation of international conventions such as CBD, UNFCCC, POPs, UNCCD, Minamata Convention and others (Table 2). In addition, OP7 CPS takes cognizance of the fact that Uganda is currently experiencing rapid depletion of environmental resources, which, in addition to ecological challenges, is leading to conflicts in some parts of the country. In response, Uganda government has formulated policies and laws to regulate natural resources use and impacts on the environment to which OP7 CPS is aligned. In order to compliment Uganda's development efforts, OP7 CPS is aligned to Uganda's National Development Plan III (National Planning Authority, 2020) and the supporting national polices such as Climate Change Policy 2015, National Environment Management Policy 2015, Forest Policy 2001, Wildlife Policy 2014, Water Policy 1999 that aim to stop and reverse the degradation of environment and natural resources as well as mitigate the effects of climate change on economic growth and livelihood security. The CPS is also linked to Uganda Vision 2040 which calls for development of appropriate adaptation and mitigation strategies on climate change to ensure that the country is sufficiently cushioned from the adverse impact of climate change. At the regional level, The EAC Vision 2050, pillar 3.4

emphasizes sustainable utilization of natural resources, environment management and conservation with enhanced value addition. At the continental level, Aspiration 1, Goal 7 of Africa Union Agenda 2063 calls for measures to sustainably manage biodiversity, forests, land and waters using adaptive measures to address climate change risks. A list of the dates of the country ratification of the relevant Conventions and relevant national planning frameworks is provided in Table 2.

Table 2: Relevant Conventions and National/Regional Plans or Programmes

<b>Conventions + national planning frameworks</b>	<b>Date of ratification / completion</b>
GEF-7 National Dialogues	
Convention on Biological Diversity (CBD)	June 12, 1992 and September 3, 1993
CBD National Biodiversity Strategy and Action Plan (NBSAP) II	2002, October, 2016
Nagoya Protocol on Access and Benefit-Sharing (ABS)	June 25, 2014
UN Framework Convention on Climate Change (UNFCCC)	September 08, 1993
UNFCCC National Communications (1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> )	October 26, 2002; October 2014
UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	
UNFCCC National Adaptation Plans of Action (NAPA)	May 2015
Nationally Determined Contributions (NDCs) for Paris Accord	October 14 2015
UN Convention to Combat Desertification (UNCCD)	June 25, 1997
UNCCD National Action Programmes (NAP)	2000
Stockholm Convention (SC) on Persistent Organic Pollutants (POPs)	July 20, 2004
SC National Implementation Plan (NIP)	January 13, 2001
Minamata Convention (MC) on Mercury	October 10, 2013
UN 2030 Sustainable Development Goals (SDGs)	September 2015
Voluntary National Reviews (VNRs) for the UN SDGs	July 19, 2016
Strategic Action Programmes (SAPs) for shared international water-bodies (IW): (i) Nile Basin Initiative (ii) Lake Victoria Environment Management Project  (iii) Lake Victoria Basin Commission (iv) Lake Victoria Fisheries Organization	February, 1999 August 05, 1994  Signed November 29, 2003 and ratified December 2004 June 30, 1994 and came into force May 24, 1996
National Development Plan I (NDPI)	2010
National Development Plan II (NDPII)	2015
National Development Plan III (NDPIII)	2020
Ramsar Convention	July 04, 1988
Nile Basin Initiative	May 2010

### 3.3 Gaps and Opportunities

Given the geographical scope, the diversity of the landscapes and environmental resources in Uganda, there are gaps from OP6 that need to be addressed and opportunities to be harnessed in order to achieve the OP7 goal more effectively. The gaps include among others:

- Limited interventions on landscapes endowed with biodiversity but experiences pressure from human activities and climate change impacts.
- There is inadequate exploration of partnerships with some development partners such as FAO and USAID, with international NGOs such as WWF, IUCN and WCS, with Ministries, agencies and local governments (MALGs) as well as with R &D institutions.
- There is inadequate utilization of opportunities for mobilization of additional resources to facilitate replication and scaling up activities as well as strengthening knowledge management.

The opportunities include among others:

- NGOs and on-going projects in the key landscapes provide opportunities for additional funding and enhancing complementarity in implementation of projects in the key GEF focal areas.
- Resource mobilization avenues are available in the country including leveraging from on-going and upcoming projects (Table 3) as well as response to calls for project proposals.

### 3.4 OP7 Strategic Priorities of the SGP Uganda Country Programme

The Uganda Country Programme Strategy under OP7 has prioritized four strategic initiatives in addition to the cross cutting issues. The initiatives include:

- Addressing conservation of ecosystems and species at community level within the selected landscapes using a community-based approach.
- Promoting climate smart agriculture aimed at enhancing productivity of land, production of food and fisheries for sustained nutrition and livelihoods in tandem with improved environmental management.
- Promoting renewable energy and strengthening adoption of energy efficient technologies for provision of socio-economic benefits and improved livelihoods.
- Reducing health risks and environmental pollution through safer and cost effective methods of processing gold, sustainable solid waste management and use of agro chemicals in farming.

These initiatives are aligned to the SGP OP7 Global priorities as indicated in Table 3.

Table 3: SGP Country Programme’s alignment with SGP OP7 Strategic Initiatives and Country Priorities/Projects/Programmes

1	2	3
<b>SGP OP7 Strategic Initiatives – Global</b>	<b>SGP Country Programme’s OP7 Priorities</b>	<b>SGP Country Programme’s complementarity with GEF, UNDP, and other projects and programmes</b>
	<i>Community-based conservation of threatened ecosystems and species</i>	Building resilient Communities, Wetlands ecosystems and associated catchments in Uganda

<p><b>Community-based conservation of threatened ecosystems and species</b></p> <p>Key objectives/focus:</p> <ol style="list-style-type: none"> <li>1) Improve management effectiveness of protected areas through ICCAs and shared governance with private sector and government.</li> <li>2) Improve community-led biodiversity friendly practices and approaches, including promoting blue economy (e.g. agriculture, fisheries, forestry, tourism, infrastructure, etc.)</li> <li>3) Enhance community led actions for protection of threatened species</li> </ol>	<p>Key objectives/focus:</p> <ol style="list-style-type: none"> <li>1) Improve management effectiveness of priority landscapes through ICCAs and shared governance with CSOs, private sector and government.</li> <li>2) Improve community-led biodiversity friendly practices and approaches, including promoting agriculture, fisheries, forestry and wildlife conservation</li> <li>3) Enhance community led actions for protection of ecosystems and threatened species</li> </ol>	<p>project (2017-2025; USD 24.1M (GCF), and USD 2 M (UNDP)) - Ministry of Water and Environment</p> <p>Kidepo Critical Landscape Conservation project (2013-2019; USD 3.08 M) in NEMA</p> <p>Albertine rift landscapes conservation covering Budongo, MFCA, Kalinzu and QECA landscapes (2020-2025; USD 15M)</p> <p>Biodiversity for Climate Change Resilience: (2020-2025; USD 15 M)</p> <p>Combating wildlife crime: ( 2020 – 2025; USD 4 M)</p> <p>Uganda Biodiversity Fund (UBF) (2020 – 2025; USD 2.5 M).</p>
<p><b>Sustainable agriculture and fisheries, and food security</b></p> <ol style="list-style-type: none"> <li>1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems (mountains, SIDS, etc).</li> <li>2) Increase diversification and livelihood improvement</li> <li>3) Remove deforestation from supply chain and expanded restoration of degraded lands.</li> </ol>	<p><b>Sustainable agriculture and fisheries, and food security</b></p> <ol style="list-style-type: none"> <li>1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems</li> <li>2) Increase diversification and livelihood improvement</li> <li>3) Remove deforestation from supply chain and expanded restoration of degraded lands.</li> </ol>	<p>Scaling agriculture for adaptation to climate change (2018-2023; USD 9.1M)- MAAIF</p> <p>Fostering Sustainability &amp; Resilience in Karamoja - Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) (2019-2024; USD 8M)</p> <p>Integrated Landscape Management for Mountain Elgon Region - MAAIF (2017-2020; USD 1.62 M)</p> <p>Enhancing Resilience of Agriculture Lands through Climate Smart Agriculture ( 2014-2015; USD 740,000)</p> <p>Women empowerment project in Karamoja (2018-2023; USD 8.9M)</p> <p>Climate Adaptation Action: implemented in conjunction with IITA in Luwero and Nakaseke districts. Part of this project support will be extended to Gulu and Oyam districts(2020- 2025; USD 2 M)</p>



<p><b>Low-carbon energy access co-benefits</b> Support implementation of Paris Agreement and the NDCs</p> <ol style="list-style-type: none"> <li>1) Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</li> <li>2) Promote off-grid energy service needs in rural and urban areas.</li> </ol>	<p><b>Low-carbon energy access co-benefits</b> Support implementation of Paris Agreement and the NDCs to:</p> <p>Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</p>	<p>Nationally Appropriate Mitigation Actions for Integrated Waste Management and Biogas in Uganda (2018-2020; USD 3.1 M) – Ministry of Energy and Mineral Development</p> <p>The Green Charcoal Project - Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Management Practices through an Integrated Approach (2014 – 2018; USD 3.48M)</p>
<p><b>Local to global coalitions for chemicals and waste management</b></p> <ol style="list-style-type: none"> <li>1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining</li> <li>2) Promote plastics/solid waste management and circular economy</li> <li>3) Reduce/remove use of chemicals in agriculture</li> <li>4) Enhance local to global coalitions on chemicals, waste and mercury management</li> </ol>	<p><b>Local to global coalitions for chemicals and waste management</b></p> <ol style="list-style-type: none"> <li>1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining</li> <li>2) Promote plastics/solid waste management and circular economy</li> <li>3) Reduce/remove use of chemicals in agriculture</li> <li>4) Enhance local to global coalitions on chemicals, waste and mercury management</li> </ol>	
<p><b>Catalyzing sustainable urban solutions</b></p> <ol style="list-style-type: none"> <li>1) Improved capacities to promote community-driven, socially inclusive and integrated solutions to address low-emission and resilient urban development</li> <li>2) Demonstrated innovative socially-inclusive urban solutions/ approaches (including waste and chemical management, energy, transport, watershed protection, ecosystem services and biodiversity)</li> <li>3) Implement public-private partnership approach for low carbon energy access for marginalized urban communities</li> </ol>		

<p><b>Community-based Adaptation</b> (with USAID or other funding – not eligible with GEF funding)</p> <ol style="list-style-type: none"> <li>1) Reduce vulnerability and improve the adaptive capacity of communities</li> <li>2) Provide countries with concrete ground-level experience on CCA</li> <li>3) Provide clear policy lessons and mainstream CBA within national processes.</li> </ol>		
<p><b>CSO-Government-Private Sector Policy and Planning Dialogue Platforms</b></p> <ol style="list-style-type: none"> <li>1) Promote/enhance community voices and participation in global and national policy, strategy development related to global environment and sustainable development issues</li> </ol>		<p>Strengthening capacity for implementation of Rio Conventions in Uganda project (2017-2021; USD 900,000) in NEMA</p>
<p><b>Enhancing social inclusion (mandatory)</b></p> <ol style="list-style-type: none"> <li>1) Promote targeted initiatives</li> <li>2) Mainstream social inclusion in all projects (e.g. women/girls, indigenous peoples, youth, and persons with disabilities)</li> </ol>	<p><b>Enhancing social inclusion</b></p> <ol style="list-style-type: none"> <li>1) Mainstream social inclusion in all projects</li> </ol>	
<p><b>Knowledge Management (mandatory)</b></p> <ol style="list-style-type: none"> <li>1) Capture knowledge and lessons from projects and activities</li> <li>2) Improve capacities of CSOs/CBOs</li> <li>3) Conduct South-South Exchanges to promote technology transfer and replication of good practices</li> </ol>	<p><b>Knowledge Management</b></p> <ol style="list-style-type: none"> <li>1) Capture knowledge and lessons from projects and activities</li> <li>2) Improve capacities of CSOs/CBOs</li> <li>3) In country exchange visits to share best practices</li> </ol>	
<p><b>Results Management, Monitoring &amp; Evaluation (mandatory)</b></p> <ol style="list-style-type: none"> <li>1) Administer new M&amp;E strategy in country programme and project design, implementation and overall decision making using participatory mechanisms</li> </ol>	<p><b>Results Management, Monitoring &amp; Evaluation:</b> Develop and implement M&amp;E Plan</p>	

## 4 OP7 PRIORITY LANDSCAPES & STRATEGIC INITIATIVES

### 4.1 Grant-making within the Priority Landscape

#### a) Process for selecting priority landscapes

A list of stakeholders was obtained from the GEF SGP Uganda country office, progressively updated and used to carry out consultation of a wide range of stakeholders including Government agencies, development partners (bi-lateral and multi-lateral agencies, civil society and non-state actors, past and present NSC members, and past grantees). During the consultative meetings, stakeholders were asked to identify landscapes and discuss challenges they face for application of interventions through investments in community-based projects, environmental issues of global significance, strategies for engaging CBO/NGO to undertake community-based projects to manage environment and natural resources and projects (planned, on-going and completed) in the landscape for leveraging synergy and complementarity in OP7. The priority landscapes were selected bearing in mind threats in the GEF focal areas of biodiversity, climate change, land degradation, international waters and chemicals and waste.

The criteria for selection of priority landscapes included among others: biodiversity significance (Hotspots, Key Biodiversity Areas (KBAs), threat of biodiversity degradation and loss, unique biodiversity mini-refugia, species endemism); highland areas and mountain ecosystems degradation, forest degradation and deforestation, wetland ecosystem degradation, dry grassland and woodlands experiencing the adverse effects of climate change, catchment degradation, areas covered by streams, rivers and lakes that make up international waters, areas with mineral, oil and gas exploration and exploitation, impoverished local communities, unsustainable agricultural practices, and presence of local community groups, CBOs and NGOs.

#### b) Selected Landscapes for OP7

The following landscapes are selected for interventions that would help to conserve the environment and natural resources while addressing the challenges linked to the key GEF focal areas mentioned in (a) above:

- i. Karamoja landscapes in north eastern including dry mountain areas e.g. Mt. Kadam, with water scarcity and grazing pressure. The landscapes include rangelands and dry forest patches which are pressure from mining concessionaires that lobby Government to degazette parts of protected areas to allow mining activities. If allowed, mining will affect biodiversity, cause land degradation and pollution by chemicals thus reducing the gains of past investments in the sub-region in these focal areas.
- ii. Lake Kyoga-Awoja catchment-Lake Bisina ecosystem; Lake Bisina-Pian Upe ecosystem continuum with Key Biodiversity Areas (KBAs), and little known/inaccessible satellite lakes. This includes a focus on wetland ecosystems and flood plains of international waters that replenish aquifers, ameliorate climate and main source of water for local communities and livestock yet experience pollution by chemicals and wastes from farmlands, industries and hotels.
- iii. Dry savanna-grassland ecosystems in the cattle corridor, shea parklands in, grazing pressure, seasonal fires and land degradation escalated by change from pastoral to agro-pastoral farming system. Dry lowland ecosystems of Teso sub-region with valuable plant species such as *Vitalleria paradoxum* (shea nut tree), *Balanites aegytiaca*, *Tamarindus indica*.

- iv. Elgon and Rwenzori mountain ecosystems that are biodiversity hotspots and prone to community-based conflicts of over resource use. High rainfall frequently causes mass wasting in Bundibugyo and the surrounding districts, have silted rivers, and resulted in flooding and destruction of roads.
- v. Lakescapes and lake shorelines: Islands in Lake Victoria (Kalangala and Buvuma) threatened by large-scale oil palm cultivation, use of agro-chemicals, human pressure on limited forest resources and high settlements at landing sites causing siltation of the Lake.
- vi. Albertine rift because of the growing oil and gas exploration and threats to biodiversity by chemical pollution and land degradation due to human population increase including migrant workers to the sub-region. Displacement of original inhabitants by oil and gas activities creates further problem of re-settlement and negative impacts on the environment.

Below is a Map of Uganda showing the priority landscapes, their coordinates and areas (km<sup>2</sup> )

Below is a Map of Uganda showing the priority landscapes, their coordinates and areas (km<sup>2</sup> )  
Albertine is about 40,000 sq. km; Karamoja cattle corridor, Awoja water catchment and Mt Elgon national park about 42,000; and Kalangal and Buvuma about 1,000 km



### c) OP7 Strategic Initiatives in the landscapes

GEF occupies a unique space in the global environmental financing framework derived from its mandate as a financing mechanism under several multilateral environmental agreements listed in Table 2. In addition, the GEF provides targeted support for tackling interconnected environmental issues and generating multiple benefits and socio-economic co-benefits. In this regard, GEF will provide support under OP7 for institutional strengthening to help deliver community-based actions within Uganda's development priorities aimed at tackling the drivers of climate change and environmental degradation in the priority landscapes presented in Section 4.1 (b). The strategic initiatives presented in this section are aligned to the global GEF 7 Global Context and Strategic Priorities and will be implemented in the key focal areas in which environmental issues of global significance are elaborated below.

**Biodiversity:** Uganda is exceptionally rich in biodiversity with over 18,783 species of flora and fauna. There are about 380 mammal species, 1,016 species of birds (10% of world total), 324 species of fish of which 292 are endemic to Lake Victoria, 98 species of amphibians, 150 reptile species, 5,000 species of higher plants of which 70 are endemic and mainly concentrated in tropical forests (NEMA, 2016b). Uganda's rich biodiversity is distributed across terrestrial and aquatic habitats. Most of the biodiversity is found in natural forests, but a considerable number is also found in other natural ecosystems such as mountains, savannahs, wetlands, lakes and rivers. Uganda's biodiversity plays a crucial role in provision of environmental services such as climate regulation and supports food production systems through pollination and nutrient cycling. As stated in NBSAP II (2015-2025), the Government of Uganda is committed to promoting the conservation and sustainable use of its biological resources and protection of vital ecosystems that harbour biodiversity.

The following interventions in OP7 are proposed aimed at mainstreaming biodiversity across sectors within production landscapes and Lakescapes and reducing direct drivers of biodiversity loss:

- Endemic biodiversity associated with rock outcrops in the mini refugia scattered on the farmed landscapes of Teso sub-region. Projects should support reduction of effects of anthropogenic activities through integrated landscape management.
- Effects of climate induced mass wasting and community-based conflicts over resource use on biodiversity in the Mt Elgon areas.
- Commercial and small-scale oil palm cultivation and threats to biodiversity on Lake Victoria Islands (Kalangala and Buvuma): Application of Lakescape conservation approach.
- Changing land use practices (from pastoralism to agro-pastoralism) and endemic biodiversity in the dry Karamoja mountain ecosystem.
- Human-wildlife conflict in the Albertine rift and attitudes of local communities towards the national park, poaching and retaliatory actions.

**Climate Change:** Uganda's economy is highly dependent on the natural resources, thus making the country vulnerable to the impacts of climate change. Government's priority is to reduce the vulnerability of the population, environment and economy by implementing mitigation and adaptation measures (Ministry of Water and Environment, 2015; 2016c). The priorities have been aligned to Uganda's National Development

Plan (NDP) III, as well as Vision 2040, both of which recognize that addressing the challenges of climate change is key to enhancing sustainable economic and social development. Achieving long-term sustainable economic growth in the face of climate change is a primary concern of the government of Uganda. OP7 climate change focal area is organized around the following objectives: (i) to promote innovation and technologies that reduce greenhouse gas emissions from agriculture, forestry, land use and other ecosystems (ii) to fund impactful community-based projects and demonstrate feasible and cost effective mitigation options and (iii) create enabling conditions for mainstreaming climate change mitigation into sustainable development strategies. The following areas of intervention are proposed for OP7 projects:

- Support for projects on land degradation especially in highland areas in light of changing climate and extreme weather conditions.
- Climate change and local communities' adaptation to fluctuations of Lake Victoria water level and ripple effects on the surrounding districts.
- Wetlands conservation in the Lake Victoria crescent and eastern Uganda for reduced release of carbon into the atmosphere.
- Effect of climate change on biodiversity and satellite lakes in the Lake Bisina ecosystem.
- Effect of climate change on biodiversity and satellite lakes in the Lake Bisina ecosystem.

**Land Degradation:** GEF recognizes that land degradation is a global environmental problem that affects more than 2 billion people worldwide including the poorest subsistence farmers and pastoralists. Land degradation threatens livelihoods of rural populations and undermines the earth's life support systems. Increase in human population, unsustainable land use practices anchored on rudimentary technologies, ineffective land use policies and climate change are the major drivers of land degradation with ripple adverse effects on water quality and fisheries due to sedimentation and eutrophication. Land degradation focal area is the GEF window for sustaining rural agricultural and rangeland productivity and preventing environmental catastrophes. OP7 land degradation focal area seeks to achieve the following objectives: (i) to strengthen community-based and landscape level implementation of projects to reduce land degradation and (ii) create an enabling environment to fund community-based and landscape level projects that contribute to achievement of land degradation neutrality (LDN). In this regard, the following areas of interventions are proposed for OP7 landscape-based projects:

- Restoration of degraded farmlands using an integrated landscape approach in Bundibugyo district.
- Climate change, mass wasting and community-based conflicts of over resource use in Mt Elgon areas.
- Projects should promote on-farm growing of multipurpose trees for biodiversity conservation, surface runoff and erosion control, stabilize the slopes, soils, sink carbon and provide multiple wood and non-wood products to local people.
- Projects should promote on-farm growing of multipurpose trees for biodiversity conservation, surface runoff and erosion control, stabilization of slopes, increasing carbon sink and provision of multiple wood and non-wood products.

**Chemicals and Waste:** The Chemicals and Waste Focal area supports the compliance needs of Uganda to meet its obligations under the Montreal Protocol. The Chemicals and Waste Focal area focuses on eliminating chemicals covered by the above conventions that are used in or emitted from industrial and agricultural sectors. Therefore, it is critical to manage chemicals and wastes in an environmentally sound manner so as to avoid human exposure to harmful chemicals. The following areas of interventions are suggested for OP7 projects:

- Options for agro-chemicals and fertilizer application in commercial oil palm plantations in Bugala and Kalangala Islands of Lake Victoria.

- Chemical pollution of aquatic ecosystems (wetlands, lakes and rivers) that are part of the International waters. Projects should target chemicals and wastes from farmlands, industries, hotels and others.
- Projects targeting Albertine rift oil exploration and mining activities and the effects focused on effects of chemical pollution on the environment (landscape)
- Chemicals and wastes from gold mining and processing using mercury in Mubende, Karamoja, Buhweju, Ibanda and Kitumbi. Projects in these districts should benefit from achievements of the pilot project implemented in Busia district.
- Agrochemicals use and disposal of obsolete wastes (pesticides, acaricides, herbicides, livestock vaccines and others).

**International Waters:** Uganda's water resources are vital for sustaining life, promoting development and maintaining the environment. One of the most serious threats to water resources is the degradation of ecosystems, which often takes place through changes to landscapes such as the clearance of forests, the conversion of natural landscapes to farmland, urbanization and industrial activities. Although Uganda is considered as well-endowed with water resources, it is confronted with challenges such as seasonal and spatial variability of water, increasing water demand, variation between wet and dry years, timing of the onset of seasons linked to climate change, and variations in the amount of rainfall and stream flow. Uganda lies in the River Nile basin and all the water resources are part of the transboundary watershed. While not responding directly to a convention, the GEF international waters focal area fills a critical gap in the global management of transboundary water resources. Considering that international waters are also transboundary in nature, management of the waters needs to address the increasing severity and frequency of floods and droughts, together with higher demands for water associated with expanded food production. Supportive policy and legislative frameworks and institutional capacity building remains at the heart of the GEF's international waters portfolio approach for the improved management and utilization of transboundary waters. Given that women are often the most affected by water scarcity due to climate change, GEF support within this strategy is aimed at ensuring that gender is part of the social analysis during project preparation and investments in order to take into account differentiated gender roles. The following areas are proposed for landscape level community-based projects in OP7:

- Migration, unplanned settlement, erosion of landing sites and siltation of Lake Victoria water: a shared transboundary water resource.
- Sango bay wetland and riverine transboundary forests in the River Kagera catchment and flood plains. USAID supported development of management plans for the forests and SGP should provide complimentary projects to up-scale the achievements.

## 4.2 Grant-making Outside the Priority Landscapes

In view of the limited resources allocated to OP7, the main focus will be implementation of activities within the priority landscapes. These are vast and diverse and the environmental challenges that need to be addressed require resources that far exceed the allocated funds. In order to undertake grant making outside the priority landscapes elaborated in section 4.1, the SGP country programme will have to deliberately mobilize resources as well as take advantage of opportunities to leverage funds from on-going initiatives. Resources available for implementation of activities in OP7 will be committed to projects that are innovative, inclusive and impactful on the selected priority landscapes in section 4.1.

### a) CSO-Government-Private Sector Dialogue Platform



Civil society organizations and the private sector are key actors in development. Civil Society, private sector and government engagement is intended to enhance country programme ownership, increase linkages with local stakeholders, and share skills, experiences and knowledge. A dialogue platform will be established in OP7 to facilitate a structured engagement between CSO, private sector actors and government ministries, departments and agencies whose mandates relate to environment and natural resources management. The purpose of the dialogue platform is to foster interactions with stakeholders such as local community leaders, district local government leaders, policy makers, private sector actors, development partners and environmental/conservation agencies implementing projects related to the GEF focal areas in the priority landscapes. The dialogue platform will also facilitate communication, knowledge transfer and information sharing. Furthermore, it will be used for planning environmental events in which CSO and Government participate, for example, commemoration of World Biodiversity day, World Water Day, World Forests Day and others. Topical environmental issues of local, regional and global importance such as deforestation and climate change, invasive alien species, environmental pollution, biodiversity, renewable energy, indigenous management and conflict over natural resources, among others, will be discussed to guide implementation of multilateral environmental agreements and influence relevant policies.

#### **b) Promoting Social Inclusion, including gender equality and women's empowerment**

The GEF SGP OP7 Uganda Country Strategy has been prepared in consonance with GEF Policy on Gender Mainstreaming. Women will be empowered to play their roles as key agents of change in the landscapes where projects in the GEF SGP focal areas will be implemented. Efforts will be made to apply affirmative action to support women-led projects. This strategy recognizes the different social and economic roles and the differentiated responsibilities and capacities of men and women in addressing environmental challenges and managing environmental resources for sustainable livelihoods. Furthermore, women will be involved in decision making at all levels of programme and project implementation. Social inclusion and gender roles will facilitate access by men, women and youth to benefits of projects supported under OP7. The efforts to achieve the goals of each focal area of GEF SGP OP7 will be cognizant of the gender roles and will support projects that include women, youth and the disabled.

#### **c) Knowledge Management**

GEF SGP will establish, support and promote knowledge sharing platforms. The platform is a space for learning and exchanging experiences and best practices from projects focused on community-based development and linked to management of environment and natural resources. The platform should consist of a group of individuals representing organizations with different backgrounds and interests: local community leaders, farmers, traders, researchers, government officials, political leaders, civil society organizations and others. The platform will include knowledge uptake pathways, dissemination and sharing such as demonstrations, exhibitions, exchange visits and collaborations among NGOs and CBOs involved in SGP projects, farmer groups, youth and women groups and academia among others. SGP country office should facilitate NGOs and CBOs to work with schools which can serve as centres for information access, dissemination and demonstration of local environmental challenges that need to be addressed. Working with schools will help to inculcate the knowledge of local community-development in young people early enough.

Achievements in each GEF focal area by grantees will be elaborately documented and published as policy briefs, monographs and book series. A compendium of projects results will be published and copies shared

with development partners, CSO resource centres, libraries of academic institutions and government agencies. These information materials will be made available in hard and electronic copies to ease sharing with online digital libraries.

## **5 COMMUNICATION PLAN**

The Communication Plan for SGP OP7 is aligned to the UNDP-GEF SGP Guidelines (2017). The purpose of the Communication Plan is to promote understanding of the activities and achievements of the SGP under the OP7, participation of stakeholders, strengthening relationships, fostering partnerships and ensuring that the SGP strategic areas contribute to national development priorities, GEF programming and UNDP strategies.

### **5.1 Objectives of the Communication Plan**

The SGP works with various stakeholders ranging from the local communities, civil society organizations, local governments, the private sector, Central Government ministries and agencies, international NGOs and Development Partners at national and global level. All stakeholders influence the implementation of projects in different and yet important ways. As such, a clear and comprehensive Communication Plan is necessary to achieve the overall strategy of OP7. The overall objective of the Communication Plan is to enhance UNDP and UNDP-GEF SGP image and visibility as well as promote its services to the broad range of stakeholders in the country and beyond. Given that one of the GEF focal areas covers international waters, some of which are transboundary in nature, the Communication Plan is also aimed at promoting regional partnership and collaboration that enhance the achievements in all the focal areas. The specific objectives are:

- a) To develop key messages to inform the stakeholders and enhance understanding of the activities and achievements of SGP Uganda Country Office in line with the SPG's global communication strategy.
- b) To promote deeper understanding of the environmental issues of national and global significance that are linked to sustainable development.
- c) To promote lobbying, advocacy and partnerships among stakeholders for greater delivery of outcomes that contribute to the attainment of the environment-development nexus.
- d) To raise awareness and increase the capacity to network and harness opportunities for resource mobilization.
- e) To increase the image and visibility of UNDP-GEF SGP activities and achievements in Uganda.

### **5.2 Approaches and methods of communication**

The Communication Plan for OP7 will be implemented at three strategic levels namely, global, national and project, as elaborated below. An integrated approach will be used to achieve wider stakeholder outreach, using a combination of communication channels, tools and materials.

- i) Internal communication within the SGP is aimed at sharing information at administrative, governance and coordination levels for enhanced operations and delivery of outputs and outcomes based on the annual work plans and targets. In particular there should be regular interface among the National Coordination Office, the National Steering Committee and UNDP Country Office to ensure that management issues are timely addressed.

- ii) Regular information sharing with various national-level stakeholders on achievements, lessons learned best practices and outcomes that can be up-scaled or replicated.
- iii) Identifying areas of unique environment-related development needs that can be communicated to solicit additional support from Government, private sector, civil society organizations and development partners.
- iv) Maintain frequent engagement with the National GEF Coordination Platform.
- v) Maintain regular engagement with development partners and civil society organizations such as WWF, AWF, IUCN, WCS and others.
- vi) Develop and nurture cross-border linkages for managing transboundary resources of regional importance.
- vii) Facilitate communication at community level, including information sharing on project activities and achievements, challenges encountered and opportunities for learning, mobilizing resources and support as the challenges to be addressed.
- viii) Maintain a functional stakeholder feedback mechanism on how program is performing and addressing expectations.

### **5.3 Communication channels**

The following channels will be deployed to enhance communication of activities, achievements and opportunities amongst stakeholders:

- Workshops, conferences and meetings.
- Maintaining periodic formal reporting processes to relevant stakeholders.
- Internet-based channels, such as websites
- Social media, such as Facebook, WhatsApp, twitter and Youtube.
- Story telling at community level.
- News media –TV, radio, print and digital
- Exhibitions to showcase SGP activities and achievements, including at the international levels.

### **5.4 Communication tools and materials**

A combination of the following communication tools will be utilized to reach out the various stakeholders:

- Regular newsletters
- Annual reports
- Policy briefs
- Fliers, brochures, posters
- Memorabilia (pens, notebooks, diaries, calendars)
- Handbooks
- Infographics, pictures and other illustrative materials, particularly for schools and community level awareness.
- Promotional materials, such as T-shirts, caps, banners, corporate wear, etc.)
- Documentaries (e.g. video clips, audio clips and printed matter).

## **6 RESOURCE MOBILIZATION AND PARTNERSHIP PLAN**

Resource mobilization is an essential process for increasing the amount of financial support to facilitate the operations and activities of OP7. Partnership is a strategy for leveraging additional resources and broadening the network for strengthening the search for resources for implementing innovative, inclusive and impactful projects.

### **6.1 Secured and planned cash and in-kind co-financing**

The Uganda Country Programme Strategy under OP7 has a secured funding of USD 738,464 and a planned USD 800,000 to be mobilized at country level. In addition, USD 400,000 is available as GEF core resources. These resources are available at country level.

### **6.2 Co-financing Opportunities**

Co-financing opportunities that can be harnessed under OP7 are envisaged through response to call for proposals in the key focal areas and seeking partnership with development partners such as USAID, FAO and EU using MOU modalities. The consultation and scoping process revealed a number of projects such as those indicated in Table 3 that offer opportunities for leveraging resources. Further efforts shall include lobbying government of Uganda for additional resources. Opportunities for intermediary management of grants by SGP Uganda country programme exist, such as the Regional Collaboration Center (RCC) a climate change funding platform based at the East African Development Bank. This platform also includes private sector co-financing of projects that have provisions for cost recovery.

### **6.3 Grant-maker Plus & Partnership Opportunities**

The SGP team including the NSC shall explore and harness opportunities for assisting communities and CSOs to develop proposals to access other donors and funding facilities. For instance resource mobilization opportunities are available from initiatives such as the Energy and Environment Partnership Trust Fund (EEP) Africa, a multi-donor trust fund hosted and managed by the Nordic Development Fund (NDF). The Programme can also support grantees that have innovative green business ideas addressing environmental impact to access funding platforms such as the “Climate Launch pad” that regularly publishes calls for competitive grants in areas such as renewable energy and sustainable transition in the food chain.









The SGP country programme can also support CSOs to access funding from the International Climate Initiative (IKI) that has resources to support projects focused on climate change. Further details are available on the website: <https://www.international-climate-initiative.com/en/project-funding/information-for-applicants/thematic-oriented-selection-procedure/>.

## **7 RISK MANAGEMENT PLAN**

Risk management is an integral component of good management and governance and will be an area of principal focus in OP7 aimed at ensuring successful and cost-effective implementation of projects AND TUS achieving the strategic objectives of SGP CPS. It will be an iterative process involving regular analysis, monitoring and evaluation to keep the risks presented in Table 4 under control. The risk management plan is linked to the communication plan that allows the SGP Country Coordinator to monitor and report on the progress of activities and achievements under OP7 to GEF, UNDP and other stakeholders. In Table4, low risk

is expected to have little or no impact on performance of SGP, moderate risk would cause disruption of OP7 performance while high risk events are likely to cause a significant change in the performance of OP7 country programme strategy.

**Table 4: Description of risks identified in OP7**

Describe identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
Inability of NGOs/CBOs to co-finance projects			NGOs/CBOs in the landscapes should collaborate with long-established and resource endowed CSOs to leverage resources
Grantees' failure to complete project activities			Regular monitoring and evaluation to provide technical support
Investment projects causing loss of key biodiversity areas due to land use and land cover change on priority landscapes and ecosystems			Coalition of NGOs/CBOs to lobby for conservation of key biodiversity areas and protection of the priority landscapes
Inability of CBOs/NGOs to leverage resources from on-going and upcoming projects in the landscapes			Build capacity of NGOs/CBOs in grant searching, lobbying and negotiation skills
<b>Degree/probability of risk</b>	<b>High</b>	<b>Medium</b>	<b>Low</b>

## 8 MONITORING AND EVALUATION PLAN

The purpose of monitoring and evaluation is to systematically track implementation of activities, generation of outputs and attainment of outcomes, as a measure the effectiveness of programmes. Monitoring and evaluation plays a major role in enhancing decision making, facilitates a structured documentation of lessons learned for knowledge management and performance improvement (UNDP 2009). The Monitoring and Evaluation Plan for SGP Country Programme Strategy under OP7 follows the GEF Small Grants Programme Guide (UNDP, 2017).

### 8.1 Monitoring Approaches at Project and Country Levels

A combination of monitoring approaches shall be applied for the SGP Uganda country programme (Table 4) at project, national and global levels. The purpose is to capture information that can be utilized to guide decision making and implementation at the relevant level. The levels at which the approaches shall be applied are elaborated below.

#### At Project Level

At the Project level, grantees will be expected to provide elaborate M&E matrices to guide the monitoring and evaluation and reporting planned activities according to set objectives. Regular assessments will be guided by the matrix, and the reporting based on the indicators. regular assessment and reporting of the funded project activities to ensure that they are on track according to the indicated stated in the matrices

Participatory M&E will be mainstreamed into project management at community level. Each project will establish an M&E Committee that includes local community leaders to promote transparency and assure delivery of quality outputs. Each project will submit an M&E report as part of progress reporting to the Country Coordination Secretariat. The Secretariat will then analyze the information, consolidate it and give feedback to both the grantees and the NSC for further guidance. The analysis will be undertaken to track the contribution of the projects to the overall programme goal. In order to mainstream data quality assurance in M&E, a structure template for data collection and reporting will be utilized in each of the funded projects. In addition, the capacity of the guarantees will be built in quality data collection, analysis and reporting. The data collected from each project will be stored in a central database managed by the National Program Coordination Secretariat. Management of the database will require regular updating, as more M&E data are received from the projects, with proper data protection security system installed.

#### **At National Program Coordination Secretariat level**

The staff at the National Programme Coordination Secretariat (NPCS) will mainstream project M&E in their annual work plans and budgets. The staff will participate in quarterly field visits to conduct on the spot assessment of the activities and achievements by each project. The NSC will also independently participate in program M&E activities. M&E reports by the NPCS staff and the NSC will be discussed at NSC level to facilitate decision making. The Secretariat staff will engage the technical personnel at district, subcounty and community level to provide oversight of project implementation and give feedback on project performance. The M&E report obtained at this level will facilitate decision making by NPCS and NSC with regard to project direction and delivery of planned outputs.

#### **At Global level**

In order to prepare the country program for end of OP7 evaluation, the NPCS will prepare an End of Program M&E Report. The country program M&E reports will feed into the Global SGP reports as part of the process for ensuring that the country level activities and achievements contribute to the global OP7 strategies.

Table 4: M&E Plan at the Uganda Country Programme Level

<b>M&amp;E Activity</b>	<b>Purpose</b>	<b>Responsible Parties</b>	<b>Budget Source</b>	<b>Timing</b>
Country Programme Strategy elaboration	Framework for action including identification of community projects.	NPC, NSC, country stakeholders, Grantees.	A SGP planning grant to engage consultants may be used to update OP7 CPS.	At the start of OP7

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
As part of NSC meetings, ongoing review of project results and analysis. This includes an Annual CPS Review.	Assess effectiveness of projects, country portfolio; learning; adaptive management.	NPC, NSC, UNDP Country Office. Final deliberations shared/ analyzed with CPMT colleagues.	Staff time, Country Operating Budget	At least annual review <sup>3</sup> to ensure OP7 CPS is on track to achieve its results and make timely and evidence-based modifications to CPS as may be needed <sup>4</sup> .
Annual Monitoring Report Survey <sup>5</sup>	Enable efficient reporting to CPMT and GEF. It serves as the primary tools to record and analytically present results to donors.	NPC/PA in close collaboration with NSC. CPMT provides technical guidance support and receives final country submission for further action.	Staff time	Once per year in June - July
Country Portfolio Review	Methodological results capture of the portfolio at a given point to note impact level change as well as broader adoption. The goal is to support reporting to stakeholders, learning, and support to strategic development/ implementation of CPS.	NPC, NSC	SGP planning grant to engage consultants may be used to undertake previous operational cycles impact review and utilize lessons for both OP7 CPS development and its implementation.  Global technical M&E support can be expected.	Once per Operational Phase
SGP Database	Ensure recording of all Project and Country Programme inputs in SGP database.	NPCs, PAs,	Staff time	Throughout the operational phase. Ensure quality assurance and completion of data prior to annual monitoring cycle (May- June of every year).

<sup>3</sup> It is recommended that the Annual CPS review is done close to AMR submissions for both processes to benefit from each other (suggested timeframe is May- July).

<sup>4</sup> OP7 CPS will be regarded as a dynamic document and shall be updated by the SGP country team and NSC on a periodic basis to reflect any necessary adjustments to ensure maximum impact. The CPS update process shall be part of the Annual CPS Review.

<sup>5</sup> Timely and quality country level submissions to *Annual Monitoring Process* will be mandatory to enables aggregated reporting by CPMT to GEF, UNDP and other stakeholders.

M&E Activity	Purpose	Responsible Parties	Budget Source	Timing
Audit	Ensure compliance with project implementation/ management standards and norms.	UNOPS / External Contractor. NPC/ PA to provide requisite support.	Global Operating Budget	Annually for selected countries on risk-assessment basis

## 8.2 CPS Results Framework

The CPS results framework presented in Table 5 is aligned with the SGP OP7 global strategic initiatives domesticated to the context of Uganda’s landscapes and environmental and developmental challenges. Based on the experiences and lessons learned from previous SGP operational phases, and in view of the limited resources available for OP7, the results framework provides appropriate and realistic targets as well as corresponding indicators.



Table 5: Results Framework of SGP OP7 Uganda Country Programme Strategy

<p><b>Alignment with SDGs</b></p> <p>The CPS will contribute to the following SDGs: 1,2,3,4,5,6,7,8,9,11,12,13,14,15,16,and 17</p>		
<p><b>Synergy with UNDP Country Programme Document (CPD):</b></p> <p>1.3.3 Targeted public institutions and CSOs have enhanced capacities to effectively include women and youth in peace building, democratic processes, sustainable production, energy and Natural Resource Management (NRM) by 2020.</p> <p>3.1.1:By end 2018, targeted MDAs have adequate technical, functional and financial capacity to integrate and operationalize NRM and climate change mitigation policies and strategies, including: (a) execution of priority gender responsive investments that increase energy access and consumption efficiency and promote low-carbon and renewable modern energy services; and (b) scale-up of climate change mitigation/adaptation and disaster-risk management strategies</p> <p>3.1.3: Targeted MDAs, CSOs, media and other non -state actors have adequate technical and functional platforms to engage and empower citizens at all levels for sustainable environment and natural resources; promote access to sustainable energy, bio -diversity conservation and climate change adaptation and mitigation.</p> <p>3.1.4. By end 2020, target public institutions and CSOs have increased capacity to build resilience of communities and mitigate negative impact of man -made and natural disasters</p> <p>3.2.2: By end 2020, targeted private sector and relevant partners have institutional capacity to (a) effectively compete in selected product and service markets in agriculture, tourism and extractives, and (b) to promote innovative and scalable market-based solutions that expand opportunities for the poor, women, youth and other emerging entrepreneurs in selected commodity and service value chains.</p> <p>OP7 SGP Programme Goal: <i>Promote and support innovative, inclusive and impactful initiatives, and foster multi-stakeholder partnerships at the local level to tackle global environmental issues in priority landscapes and seascapes.</i></p>		
<p>1 OP7 SGP CPS Strategic Initiatives</p>	<p>2 OP7 CPS Indicators and Targets (Identify relevant targets for the</p>	<p>3 Means of verification</p>
<p><u>Strategic Initiative 1:</u></p> <p><i>Community-based conservation of threatened ecosystems and species</i></p> <p>Key objectives/focus: 1) Improve management effectiveness of priority landscapes through ICCAs and shared governance with CSOs, private sector and government. 2) Improve community-led biodiversity friendly practices and approaches, including promoting</p>	<p>At least 2,500 hectares of landscapes under improved management to benefit biodiversity (GEF core indicator 4.1)</p> <p>At least 10 community-based protected area/ conserved area designations and/or networks strengthened</p> <p>Names of the ICCAs: The Ik in Karamoja and the Batwa in western Uganda and the local communities living around the satellite lakes in the L. Kyoga-Bisina landscape continuum.</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Baseline assessment comparison variables (use of conceptual models and partner data as appropriate) Annual Monitoring Report (AMR), SGP global database Country Programme Review</p>

<p>agriculture, fisheries, forestry and wildlife conservation</p> <p>3) Enhance community led actions for protection of ecosystems and threatened species</p>	<p>At least 5 sustainably produced biodiversity and agro biodiversity products supported through completed SGP projects</p> <p>Names of the biodiversity and agro biodiversity products: Honey and other bee products, <i>Smilax kraussiana</i>, <i>Vitallaria paradoxum</i>, <i>Balanites aegyptiaca</i>, Rattan canes, <i>Tamarindus indica</i> among others.</p> <p>At least 1,000 Hectares of targeted priority landscapes (the L. Kyoga-Bisina, Albertine rift, Mt. Elgon, Karamoja, cattle corridor, Acholi-West Nile landscape continuum under improved community conservation and sustainable use</p>	
<p><u>Strategic Initiative 2:</u></p> <p><i>Sustainable agriculture and fisheries, and food security</i></p> <p>1) Increase efficiency and effectiveness of overall food production and value chain, including in vulnerable ecosystems</p> <p>2) Increase diversification and livelihood improvement</p> <p>3) Remove deforestation from supply chain and expanded restoration of degraded lands.</p>	<p>At least 1,000 hectares of landscapes under sustainable land management in production systems (GEF core indicator 4.3)</p> <p>500 hectares of degraded agricultural lands restored (hectares) (GEF core indicator 3.1)</p> <p>At least 10 linkages and partnerships for sustainable food production practices (such as diversification and sustainable intensification) and supply chain management (esp. SMEs)</p> <p>At least 500 small-holder farmers supported towards the achievement of national Land Degradation Neutrality (LDN) targets</p> <p>At least 5 projects with diversification and livelihood improvement practices</p> <p>Names of diversification and livelihood improvement practices: Agro-processing, Climate Smart Agriculture (CSA), Agroforestry, Improved livestock production, Tree Nursery practices and aquaculture.</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p> <p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p>
<p><u>Strategic Initiative 3:</u></p> <p><i>Low-carbon energy access co-benefits</i></p>	<p>At least 5 renewable energy technology units (e.g. biogas, solar, improved charcoal kiln, improved cook-stoves) to enable community-oriented, locally adapted energy access solutions with successful</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p>



<p>Support implementation of Paris Agreement and the NDCs to:</p> <p>Promote renewable and energy efficient technologies providing socio-economic benefits and improving livelihoods.</p>	<p>demonstrations or scaling up and replication.</p> <p>At least 2 community-oriented, locally adapted energy access solutions with successful demonstrations for scaling up and replication</p> <p>At least 500 households achieving energy access, with co-benefits estimated and valued</p> <p>At least 1,000 hectares of forests and non-forest lands with restoration and enhancement of carbon stocks initiated.</p>	<p>Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Strategy Review (NSC inputs)</p>
<p><u>Strategic Initiative 4:</u></p> <p><i>Local to global coalitions for chemicals and waste management</i></p> <p>1) Reduce and promote alternative to mercury use in artisanal and small-scale gold mining                  2) Promote plastics/solid waste management and circular economy                  3) Reduce/remove use of chemicals in agriculture                  4) Enhance local to global coalitions on chemicals, waste and mercury management</p>	<p>0.012 tons<sup>6</sup> of Solid and liquid Persistent Organic Pollutants (POPs) and mercury containing materials and products removed or disposed (GEF core indicator 9.6)</p> <p>At least 5 communities working on increasing awareness and outreach for sound chemicals, waste and mercury management.</p>	<p>Individual project reporting by SGP country teams (as part of midterm and final Progress reports)</p> <p>Strategic partnership with IPEN and Mercury GOLD country partners                  Annual Monitoring Report (AMR), global database</p> <p>Country Programme Review</p>
<p><u>Strategic Initiative 7:</u></p> <p><i>Enhancing social inclusion</i></p> <p>1) Mainstream social inclusion in all projects</p>	<p>At least 10,000 direct beneficiaries disaggregated by gender (at least 50% women) as co-benefit of GEF investment (GEF core indicator 11)                  At least 2 SGP projects led by women and/or mainstream concrete mechanisms for increased participation of women.</p> <p>At least 1 SGP project that has targeted support for Indigenous Peoples in terms of country level programming and management.                  At least 5 SGP projects that demonstrate appropriate models of engaging youth</p> <p>At least 3 SGP projects that demonstrate models of engaging persons with disability.</p>	<p>Individual project reporting by SGP country teams                  Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>

<sup>6</sup> Estimates informed by a study undertaken in 2017 for NEMA by Africa Center for Energy and Mineral Policy (ACEMP)



<p><i>Strategic Initiative 8:</i></p> <p><i>Monitoring and Evaluation and Knowledge Management</i></p> <p>1) Capture knowledge and lessons from projects and activities  2) Improve capacities of CSOs/CBOs  3) In country exchange visits to share best practices</p> <p>4) Develop and implement M&amp;E Plan</p>	<p>At least 10 projects administering results management modalities in programme design, implementation and overall decision making using participatory mechanisms.</p> <p>Frequency of updating SGP database for effective data collection, management and analysis supporting gains in programme performance and learning.  (Please checkmark one: Daily, Weekly, Monthly, Bi-Monthly, <b><u>Quarterly*</u></b>)</p> <p>At least 2 south- south exchange visits at global and regional levels to transfer knowledge, replicate technology, tools and approaches on global environmental issues.</p>	<p>Individual project reporting by SGP country teams  Annual Monitoring Report (AMR), SGP global database</p> <p>Country Programme Review</p>
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## 9 NATIONAL STEERING COMMITTEE ENDORSEMENT

NSC members involved in OP7 CPS development, review and endorsement	Signatures
Prof. John Baptist Kaddu	
Dr. Robert Nabanyumya	
Mr. Dennis Mugaga	
Prof. Derrick Pomeroy	
Ms. Cecily Kabagumya	
Mr. Frederick Ouma Bwire	
Mr. Paul Isabirye	

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