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ACRONYMS

AMR	Annual Monitoring Report
BC	Bio-diversity Conservation Focal Area
BRICS	Brazil, Russia, India, Indonesia, China, South Africa
CBD	Convention on Biological Diversity
CC	Climate Change Focal Area
CDM	Clean Development Mechanism
CO ₂	Carbon Dioxide
CPAP	Country Programme Action Plan
CPMT	Central Programme Management Team
CPS	Country Program Strategy
CSO	Civil Society Organization
EAC	East African Community
ECOTRUST	Environment Conservation Trust of Uganda
ET	Eco-tourism
EWAD	Entebbe Women in Action for Development
FBOs	Faith-based Organizations
FSP	Full Size Project
GCR	
GEF	Global Environment Fund
GHG	Greenhouse Gases
ICCA	Indigenous Community Conserved Areas
IK	Indigenous knowledge
IPs	Indigenous Peoples
IUCN	International Union for the Conservation of Nature
IW	International Waters Focal Area
KAFRED	Kibale Association for Rural Education and Development
KM	Knowledge Management
LD	Land Degradation Focal Area
LVEMP	Lake Victoria Environment Management Project
M&E	Monitoring and Evaluation
MEAs	Multilateral Environmental Agreements
MWE	Ministry of Water and Environment
NAADS	National Agricultural Advisory Service
NAMA	Nationally Appropriate Mitigation Actions
NAP	National Action Programs
NBI	Nile Basin Initiative
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NCSA	National Capacity Self-Assessment
NDP	National Development Plan
NFA	National Forestry Authority
NGO	Non-Government Organization
NIP	National Implementation Plan
NPFE	National Portfolio Formulation Exercise
NSC	National Steering Committee
NTEAP	Nile Trans-boundary Environmental Action Project
ODS	Ozone Depleting Substances

OECD	Organization for Cooperation and Development (an international organization helping governments tackle the economic, social, and governance challenges of a globalized economy)
OP3	Operational Phase Three
OP4	Operational Phase Four
OP5	Operational Phase Five
OP6	Operational Phase Six
PA	Program Assistant
PA	Protected Area
PAs	Protected Areas
PIP	Project Implementation Plan
PMA	Plan for Modernization of Agriculture
POPs	Persistent Organic Pollutants
PRA	Performance and Results Assessment
PROBICOU	Pro-biodiversity Conservationists in Uganda
PRSP	Poverty Reduction Strategy Paper
PV	Participatory Video
SAICM	Strategic Approach to International Chemical Management
SAPs	Strategic Action Programs for shared international water-bodies
SEPLs	
SE4ALL	
SC	Stockholm Convention
SGP	Small Grants Program
SNC	Second National Communication
SOP	Standard Operational Procedures
STAR	System of Transparent Allocation of Resources
TACC	Territorial Approach to Climate Change
TRAC	Target Resource Assignment from the Core
TWG	Technical Working Group
UGX	Uganda shillings
UK	United Kingdom
UN	United Nations.....
UNCCD	United Nations Convention to Combat Desertification
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UNDP RR	United Nations Development Program Resident Representative
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change
UNOPS	United Nations Office for Project Services
UWA	Uganda Wildlife Authority
WWF	World Wildlife Fund

1. SGP Country Program - Summary Background

Uganda is a landlocked country in East Africa with an area of 240,038km² that shares borders with Kenya, South Sudan, Democratic Republic of Congo, Rwanda and Tanzania. Uganda has population of about 35 million people, is currently classified as a Least Developed Country (LDC) with a Human Development Index ranking of 161 out of 186 countries. Over 80% of the population depends on agriculture, which is susceptible to the adverse effects of climate change. Forests cover about 24% (4.9 million hectares) of which about 70% of these are found on private land. A total of 99% of the country is part of the Nile Basin, with Uganda having 45% of the shared Lake Victoria, the second largest freshwater lake in the world. Wetlands occupy about 13% of the country and are at threat from conversion for agriculture and industrial development. Protected areas make up about 26% of the country.

The Global Environment Facility (GEF), initially a program in the World Bank, was established in October 1991, prior to the 1992 Rio Earth Summit, to assist in the protection of the global environment and to promote environmental sustainable development. It had three initial partners (the United Nations Development Program, the United Nations Environment Program, and the World Bank) implementing GEF projects. Over the years, the GEF was restructured, moved out of the World Bank, and become a separate institution. The transformation of the GEF into a separate institution was advantageous to the developing countries in that it enhanced the involvement of these countries in the decision-making process and in implementation of projects. Today the GEF serves as financial mechanism for various conventions, namely, CBD, UNFCCC, POPs, UNCCD, and Minamata Convention on mercury.

On the other hand the GEF Small Grants Program (GEF SGP), launched in 1992, with 33 participating countries in the Pilot Phase, is a Corporate GEF Program implemented by UNDP to provide financial and technical support to communities and civil society organizations (CSOs) to meet the **overall objective of “Global environmental benefits secured through community-based initiatives and actions”**.

As a GEF corporate program, the SGP aligns its operational phase to that of the GEF, and provides a series of demonstration projects for scaling up, replication and mainstreaming. The goal of the SGP OP6 program is to “effectively support the creation of global environmental benefits and the safeguarding of the global environment through community and local solutions that complement and add value to national and global level action”.

The GEF SGP provides non-governmental and community-based organizations in developing countries with grants to enable them tackle global environmental challenges (in five focal areas, namely, Biodiversity, climate change, sustainable land management, international waters, and chemicals) while addressing local sustainable development needs.

1.1 Results and accomplishments achieved by the Uganda GEF SGP OP5:

In Uganda, the GEF Small Grants Programme started work in the year 1997, and from that year to the year 2015 committed grants to 209 projects, 31 of these being planning grants, all amounting to US dollars 6,659,811. Various partners in the projects contributed 65% of the funds, 32% being in cash and 33% in kind. The proportions of support to the projects in the five GEF focal areas are indicated in figure 1. The project activities contributed to achievement of the following objectives: increased global environmental benefits, reduced poverty, improved livelihoods, enhanced policy and improved local governance and capacities of Ugandans to address environment and development issues.

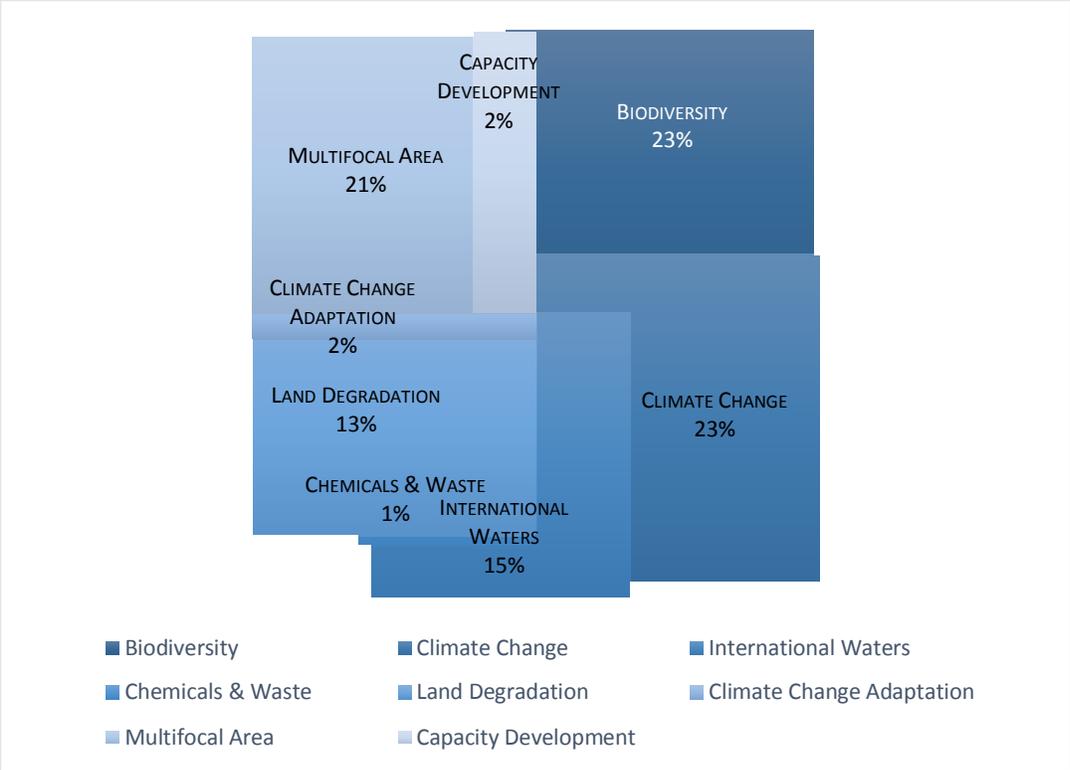


Figure 1. Uganda's SGP Projects supported in the various GEF Focal Areas during the years 1997 to 2015

The SGP-supported projects continued to perform outstandingly, attracting national and international recognition. Seven (7) SGP-supported projects received national and international awards for outstanding achievements. These include Kibale Association for Rural Education and Development (KAFRED) which won the Equator Partnership award twice, in the years 2004 and in 2010. The KAFRED was recognized for outstanding community efforts to reduce poverty through conservation and sustainable use of biodiversity. Its ecotourism project contributed to conservation of biodiversity in Kibale National Park.

As a fund delivery mechanism for community-based endeavors the GEF SGP Uganda has demonstrated its efficiency. The program has demonstrated that it is an efficient funds delivery mechanism for community-based efforts. Its approach has been copied and used to deliver funds for other development agencies, including UNEP, NEPAD micro-grants, and the World Bank NTEAP micro-grants. Furthermore the SGP activities have enabled indigenous institutions, in particular the civil society organization and their local government partners to build capacity. This has enhanced the working relationship among these entities. It, too, has enhanced advocacy capability in the development of and / or improvement in environment and sustainable policies.

Through the SGP the capacity of indigenous institutions, especially civil society organizations and their local government partners has been built resulting in positive working relationships. In addition, it has led to better advocacy in the development of and/or improvement in environment and sustainable development policies. Successes and lessons learned from SGP projects have contributed to changes in government policy and that of other institutions / programs.

Some GEF SGP projects have led to larger initiatives through mainstreaming, while model projects initiated by SGP have been replicated by other non-SGP projects and programs. The good practices or innovative

technologies developed by SGP have been utilized by other organizations to improve their projects and programs.

The OP5 achievements and way forward

During the **GEF-5 replenishment period** (July 2010 – June 2014), Uganda received an indicative allocation to formulate and execute projects for USD 3.8 million in biodiversity, USD 4.6 million in climate change, and USD 2.2 million in land degradation.

In GEF-5, SGP received USD 350,000 from Core funds and USD 2.38 million from STAR funds allocated through government. The CC Focal Point allocated USD 1.7 million; Biodiversity USD 380,000 and Land Degradation USD 220,000 to make a total of USD 2,380,000, which was close to the USD 2.4 million cap that was established by GEF for STAR allocations to SGP during GEF-5. Other contributions were in local cash / kind contributed by Grantee organizations and local communities as per bar chart below.

Table 1: The OP5 funds (USD) allocation to SGP Uganda

GEF Focal Area	Total Allocation to GEF Focal Area	Amount Allocated to SGP	% of total Focal Area Allocation to SGP
Climate Change	4.6 million	1.7 million	38
Biodiversity	3.8 million	380,000	10
Land Degradation	2.2 million	220,000	10
Total STAR Allocation to SGP		2,380,000 million	
Total CORE Fund		350,000	
Total		2,730,000	

OP5 was very important and covered focal areas as per pie chart below and funds were allocated as in the pie chart. In addition to funding the Focal Areas listed above, the Country Program supported one project valued at US\$ 50,000 that specifically targeted indigenous communities.

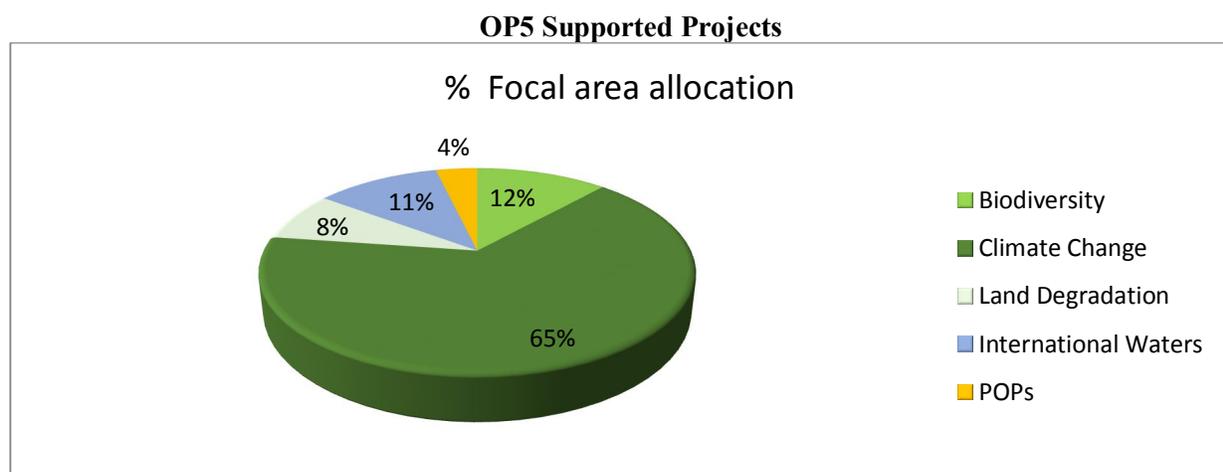


Figure 2. Proportions allocated to focal areas in Uganda's SGP OP5

Sources of Fund: OP5 was resourced mainly by STAR, which provided US\$ 2.38 million and Core funds US\$ 350,000. Other contributions came in cash and kind from local communities as indicated in figure 3.

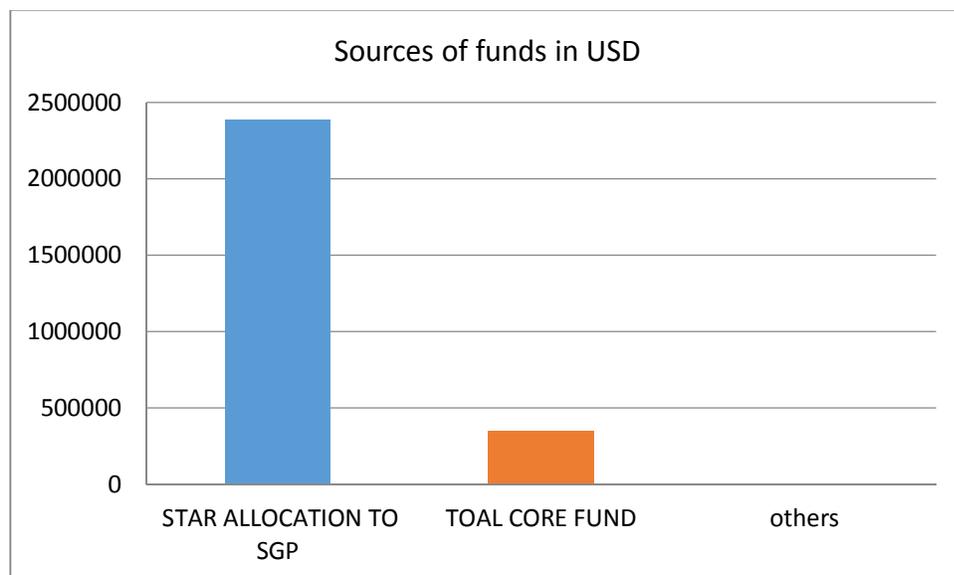


Figure 3. Sources of OP5 funds for SGP Uganda

The OP5 Results: During OP5, a total of 5,822 (4,010 women and 1,812 men) in 41 administrative districts were outreached. Key results achieved in OP5 included the following:

- Increased access to modern energy services in schools and homes.
SGP project led to installation of solar systems in 199 homes in three villages. The project demonstrated how solar energy can be used to enhance the quality of life for low-income communities living in remote villages with no likelihood of grid electricity, and how a community-based approach could lead to the success of such programs. Solar energy not only provides an appropriate solution for heating, cooking and lighting in rural areas, but also contributes significantly to progress in education, health, agriculture, rural industry and other income-generation activities that would result in poverty reduction. The opportunity for lighting provided by solar energy is now used to run evening literacy and other courses that benefit children and women.
- The SGP has successfully assisted former hunter-gatherer *Batwa* communities to establish a resource center to show case their culture and enhance their acceptance as a group with extensive indigenous knowledge of the forests from where they were evicted when the government established the Bwindi National Park, the Mghahinga National Park and the Echuya Forest Reserve in 1991. By promoting energy-saving stoves, conservation agriculture and sustainable land management, the SGP is enhancing the incomes of communities and encouraging them to conserve the environment.
- The SGP helped sensitize the community of Kigungu on the shores of Lake Victoria to environmental issues, and helped establish a waste management system, including construction of ecological sanitation toilets, a waste recycling site and composting pits. That same project installed efficient fish smoking kilns, and conserved the lake-fringing wetlands by rehabilitating abandoned

sand mining pits through tree planting. As a result, 35 acres around the Kigungu landing now boast many established trees and flowering plants, and over 240 people have gained skills in solid waste sorting, management and disposal, leading to the formation of a municipality-wide community implementation committee that ensures that hygiene is improved throughout Entebbe Municipality.

- Linkages between SGP projects and international volunteers enhance their ability to attract innovative ideas and the volunteers also assist in marketing the various facilities and services offered by the SGP grantees: The Amagyembere Iwachu Community Comp was getting support from a UK researcher / volunteer who was conducting research on the Golden Monkey and later linking several other volunteers in the community around the Mgahinga Gorilla; The Mabira Forest Skyway Zipline was developed by a Peace Corps Volunteer working in collaboration with the local NGO; APCCC project hosted a volunteer from the U.K while the EWA Project around Entebbe had benefited from the continued support of an Italian Volunteer, who provided resources to construct some gazebos within the EWA compound.
- The SGP supports the piloting of new policies and strategies at the local level including: District Environment Action Plans developed by NEMA were implemented by the SGP-supported NGOs and CBOs for the priority activities in Mbale and Masindi districts. Community Forestry Management (CFM) guidelines developed by the National Forestry Authority (NFA) to promote co-management of forest reserves with communities were implemented through SGP-supported CBOs and NGOs like the Mabira Green Venture setting up ecotourism infrastructure in negotiated compartments of Mabira Forest as demos of CFM.

Key Lessons Learnt: The following key lessons learnt were captured during OP5:

- Leadership by Gender: In providing leadership of projects, and notwithstanding the fact that most project interventions clearly benefit women more than men, women participation remained low. To try solve the problem, more women-led organizations are encouraged to apply for grants.
- Entrepreneurship Skills for Sustainability: Most grantees being CSOs have limited competencies in enterprise development and management yet many project interventions can best be sustained through creation of natural resource-based enterprise. The SGP Uganda is developing a memorandum of understanding with a private organization to provide business entrepreneurship and management skills training to SGP grantees.
- Co-financing: Low levels of co-financing, especially cash co-financing was prevalent among all grantees. It is envisaged that in future training of grantees in entrepreneurship and management skills will also include elements of resource mobilization and fundraising skills to enable projects raise additional funds to sustain project interventions through enterprise.

Biodiversity Conservation: Uganda is endowed with rich biodiversity of over 18,783 plant and animal species, mostly found in protected areas. Species outside protected areas are threatened mostly by expansion of agricultural land and exploitation without replacement. Indigenous communities living close to protected areas have demonstrated a great understanding of the need to conserve biodiversity for sustainable use, especially for food, medicine and crafts, and for general ecosystem service.

The National Environment Management Policy of Uganda (1994) and The State of the Environment Report (2014) lists biodiversity loss as one of the six key national environmental challenges in the country. Other

challenges include: (i) Land degradation, (ii) Deforestation and forest degradation, (iii) Environmental pollution, (iv) Deterioration of aquatic ecosystems; and (v) Climate change.

Key drivers of biodiversity loss in Uganda include: wide spread poverty now covering 19.7% of the country's population; high population growth at 3%; cropland expansion; tree cutting for wood-fuel; global trade in plant and animal species; Climate Change. High rates of biodiversity loss are responsible for low provision of ecosystem services (URT 2014).

During OP5, GEF SGP worked with indigenous communities for sustainable management of various species, e.g. medicinal plants.

During OP6, the SGP will focus on restoration of ecosystem services through increased conservation actions on ecosystems. Under this focus, SGP will identify at least 3 important ecosystems and apply a landscape approach to promote their conservation by involving local communities in their respective areas. The Batwa project supported in OP4 was up-scaled, and indigenous communities in northern and eastern Uganda will replicate some of the lessons learnt from it. In addition, GEF SGP will support the conservation of certain plant species found outside protected areas, such as the Sheanut tree (*Butyrospermum paradoxum nitoticum* and Gum Arabic collected from *Acacia Senegal* and *Acacia Seyal*), by promoting good quality high value products, organic certification, and linkages to markets.

Climate Change: Agriculture, to which over 80% of Uganda's population depends, is rain-fed, making it vulnerable to the adverse effects of climate change. Increased frequencies and severity of droughts, floods, landslides, windstorms and hailstones make up about 70% of natural disasters in Uganda and cause annual crop destruction estimated at an average of 800,000 hectares and economic losses over UGX 120 billion (NDP 2010/11 – 2014/15). In addition, human lives and property are lost during these disasters. Climate change is thus posing a serious threat to Uganda's natural resources, livelihoods especially food security and social and economic development.

The GEF SGP replicated and scaled up some of the successful projects supported during OP3, OP4 and OP5 which contribute to increased carbon stocks and have potential to contribute to reduction in GHGs. These projects demonstrated the use of energy-saving stoves at household and institutional level, waste recycling, as well as solar energy. New projects in OP6 support scaling up success in OP4 and OP5 and the promotion of non-food bio-fuels, use of wind energy, and support to carbon trade.

Land Degradation: It is estimated that the population of Uganda rose from 24.7 million people in the year 2002 up to 34 million people in the year 2015, and the average growth rate was 3.4% per annum (UNBS 2015). However, the growth rate was highest in arid areas: 9.7% in Kotido; and 6% in Moroto and Nakapiripirit making them more vulnerable (National Census, 2002). The population is increasing at a high rate yet the land area remains fixed thus leading to a high demand for land resources.

To reduce land degradation in OP5, OP5 included some smart ecological agriculture projects increasing wise intensification of land utilization with results of increased resilience of crops to climatic change, food security and carbon stocks; mitigating agriculture expansion without degrading the land. The SGP will support CSOs that are interested in organic certification of coffee which requires a comprehensive package of land management practices. In addition, successful sustainable land management projects supported in OP4, e.g. the Minani Project on Sustainable Land Management; OP6 smart ecological agriculture and pastoralism will be up-scaled up in addition to other wise and innovative ways of sustainable NRM to increase impact.

International Waters: Uganda's major water resources are trans-boundary in nature and they require strategic regional and international cooperation. The estimated total renewable fresh water resources are

66 km³/year. Due to the rise in population, the volume of water per capita decreased from 2,800m³ in the year 2002 to 2,200m³ in 2008 (NDP 2010/11-2014/15). In the region, there are two major on-going initiatives in Trans-boundary Water Resources Management: the Lake Victoria Basin Commission that involves the 5 East African Community member states; and the Nile Basin Initiative which involves 10 countries in the river basin.

The Nile Trans-boundary Environmental Action Project (NTEAP) of NBI which was implemented from 2004 to 2009 operated a micro-grants program which supported 26 community organizations involved in integrated water resources management in various parts of Uganda. The NTEAP micro-grants program was managed in collaboration with GEF SGP. During OP5, SGP scaled up and replicated some of the successful micro-projects that were supported by NTEAP, continued collaborating with NBI, and concerted efforts will be to partner with the Lake Victoria Basin Commission in implementing activities in the Lake Victoria basin landscape.

Chemicals Management: Civil societies in Uganda are persistently effective in their work in GEF SGP focal areas of biodiversity, land degradation, climate change and international waters focal areas leading to a high project portfolio in these focal areas and a very low portfolio in the chemicals management focal area where capacity and awareness is very low. The government Plan for Modernization of Agriculture (PMA) promotes increased use of chemicals for optimum crop and livestock yields. In addition, the health sector is conducting a mass spraying of DDT for controlling mosquito populations in an attempt to reduce malaria in the country.

During OP5, the SGP made efforts to increase awareness on POPs and build capacity in the civil society communities that showed interest in and demonstrated commitment to addressing POPs issues. The PROBICOU project supported during OP4 will be replicated to improve management of clinical waste in hospitals. New projects on management of agricultural chemicals will be supported.

Uganda is a signatory to the Minamata Convention on Mercury, a global treaty to protect human health and the environment from the adverse effects of mercury. However, little is being done to combat the misuse of mercury, and where its effects are most prominent, there is little or no awareness about its dangers in most parts of the country. However, the Environmental Women in Action for Development (EWAD), an SGP grantee, with financial assistance from Comic Relief, in partnership with Fair Trade Foundation, has been working with artisanal small-scale miners to empower them to improve their livelihoods and contribute to the social, economic and environmental development of their communities in Busia District.

During OP6, SGP Uganda will work with EWAD and other actors to support developments in artisanal small scale mining to scale up their activities for better results by:

- supporting more mining groups to legalize their status;
- popularizing and providing mercury-free processing units;
- equipping more miners with knowledge and skills on better and safer mining methods;
- producing certified gold in the artisanal and small scale mining communities for the international market
- generate a knowledge network that promotes responsible artisanal small scale mining practices, including capacity building of local support organisations in Uganda;
- infuse awareness among the key stakeholders in governmental and non-governmental sectors to influence policy and decision-making towards artisanal small scale mining; and
- supporting small-scale miners to enable them mine gold in a fair and responsible manner in compliance with the Fair Trade standard for gold and precious metals and be able to access better Markets.

2. SGP Country Programme Niche

The GEF SGP in Uganda has a clear niche as a mechanism for supporting community-level action that generates small scale impacts that collectively / cumulatively contribute significant global benefits. The SGP grants are easily accessible to communities and local NGOs, which have relatively low institutional capacities but operate grass root community level. The SGP is therefore able to galvanize action on the ground while using minimal resources for administrative overheads, as is the case with larger grants and institutions. Another unique feature of the SGP is its ability to link communities to the UN system. Projects implemented by SGP have a high level of community ownership and result in communities internalizing processes and practices that benefit the environment and also uplift their livelihoods. Examples are: past projects in periods 2005 – 2008, e.g. the Batwa project (UGA/SGP/OP4/Y2/RAF/09/03), Conservation of Swamp Forest Biodiversity (GA/06/63), Minani Fruit Tree Project (UGA/06/61) and KWF Barefoot Women Solar Project (UGA/SGP/OP4/R2/RAF/08/01).

2.1 Alignment with national priorities: Uganda’s ratification of the relevant Rio Conventions and relevant national planning frameworks:

Table 2: Relevant conventions and national / regional plans or programmes or instruments

Item	Rio Convention + National planning framework	Date of Ratification / Completion
1	UN Convention on Biological Diversity (CBD)	November 30, 2001
2	Nagoya Protocol on Access and Benefits-Sharing (ABS)	
3	UN Framework Convention on Climate change (UNFCCC)	September 08, 1993
4	UNFCCC First National Communication (FNC)	October 26, 2002
5	UNFCCC Second National Communication (SNC)	October 2014
6	UNFCCC Third National Communication (TNC)	Work in progress
7	UNFCCC Nationally Appropriate Mitigation Actions (NAMA)	Xxx
8	UNFCCC National Adaptation Plans (NAPs) Road map	May 2015
9	UN Convention to Combat Desertification (UNCCD)	June 25, 1997
10	UNCCD Nation Action Programmes (NAP)	2000
11	Stockholm Convention on Persistent Organic Pollutants	July 20, 2004
12	Intended Nationally determined Contribution (INDC) (ie, NDC)*	October 14 2015
13	SC National Implementation Plan (NIP)	January 13, 2001
14	Poverty Reduction Strategy Paper (PRSP)	March 31, 2010
15	First National development plan (NPI)	2010
16	Second National development Plan (NPII)	2015
17	GEF National Capacity Self-Assessment (NCSA)	February 25, 2002
18	GEF-6 national Portfolio Formulation Exercise (NPFEE)	Xxx
19	Strategic Action Programmes (SAPs) for shared International Water Bodies: Nile Basin	October, 2011
20	Minamata Convention on Mercury	October 10, 2013
21	UNFCCC NAPs road map	May 2015
22	UNFCCC Paris Agreement	December 2015 –April 2016
23	UN Sustainable Development Goals (SDGs)	September 2015
24	Ramsar Convention	July 04, 1988
25	Nile Basin Initiative	May 2010

** In the run up to COP21 in Paris, the Parties to the UNFCCC were required to communicate in writing each Party's offer {called the Intended Nationally Determined Contribution (INDC)} towards negotiations for emission reduction under the Paris Agreement. When the Paris agreement came into existence the INDC became NDC.*

*Information on SAPs was obtained from.....and the website <http://iwlearn.net/publications/SAP>

2.2. The use OP6 resources to support the implementation of national priorities in relation to GEF-6 Strategic Priorities and how civil society and community-based projects will be facilitated and coordinated to help the country achieve its priorities and achieve the objectives of the global conventions

The Uganda SGP program has been allocated a total of USD 1.7 million, from STAR 500,000, core USD 400,000 and other ongoing negotiations for Karamojong of USD 800,000.

Pursuant to the GEF document Number GEF/C.46/13 dated 30 April 2014 and titled, “GEF Small Grants Programme: Implementation arrangements for GEF 6” and taking into consideration the consultations conducted at the National Civil Society Consultation at Jinja Paradise hotel in May 2016, OP6 resources are planned to contribute to achieving the following results in the various strategic areas:

Strategy for Biodiversity Conservation Focal Area – Conservation of key biodiversity ecosystems

Uganda, through the public, civil society, and to some extent the private sector is making progress in biodiversity conservation. Previous work in this area includes the successful restocking of the White Rhino in Nakasongola District, conservation of the Shear Nut tree by the Nile Women in Moyo District, the Batwa Indigenous Community Project in the south west of Uganda among others.

During the OP6, SGP action will **focus on Community landscape (Biodiversity)**: Support will be given to: Indigenous Community-Conserved Areas (ICCA), under the protected areas systems, by mainstreaming issues of indigenous people, women, youth and children; support will also be given to CSO in the focus landscapes implementing community based conservation initiatives with clear demonstration of synergized wide landscape impacts. This strategic activity will be in line with the 2nd objective of “Uganda’s Biodiversity National Targets” (and Aichi Target number 18), which focuses on “integration of traditional knowledge and practices of local communities into biodiversity conservation and sustainable use at all levels”

Priority will be given to three critical landscapes ecosystems with universal value but which are threatened with a variety of degradation risks. The three critical ecosystems are:

- Lake Victoria basin forest and wetland area
- Karamoja landscape
- Western Albertine rift valley / montane areas and Nile basin areas

Strategy for Climate Change Focal Area - Low Carbon Energy Access Co-benefits

Uganda is a signatory to the United Nations framework Convention on Climate Change Convention (UNFCCC), and article four of the Convention commits Parties under their common but differentiated responsibilities formulate and implement measures to mitigate climate change by addressing anthropogenic GHG emissions (UNFCCC, 2007) At the same time Climate in Uganda is recognized as a key resource (MWE, 2007), this This recognition is driven by the fact that agriculture to which the

backbone of Uganda's economy depends, and contributing over 30% of the GDP, is rain-fed. So the changing climate poses a threat to the livelihoods of the people in Uganda like elsewhere. The GEF SGP OP 6 will address the key drivers of climate change.

Tackling the drivers of climate change will be achieved through supporting efforts which reduce the main source of GHG emissions, including a focus on land use change; emphasis on synergistic initiatives that cut across GEF focal areas; and support for low-carbon energy access co-benefits at the local level, including renewable energy. Previous work with potential to contribute to increase in carbon stocks, GHG reduction through energy-saving stoves technologies, and carbon trade will be replicated and /or up-scaled. In undertaking the strategic actions under the climate change focal area, the GEF SGP will be informed by the various national planning instruments / frameworks, namely the climate change policy, and the INDC which promote co-benefits of mitigation and adaptation. These activities will be in line with Sustainable Development Goal 13 and the Paris Agreement. Examples of project ideas:

- Promote Solar and Wind Energy technologies
- Anchoring certified energy stoves into CDM projects and use of hydro form bricks for housing construction and other low GHG energy consumptive methods.
- Pilot Mini & Pico Hydro stations for community

Strategy for Land Degradation Focal Area - Climate Smart Innovative Agro-ecology

The human population has continued to rise, reaching 40 million in the year 2016 (www.worldometers.info/world-population/uganda-population/), with an average growth rate of over 3% per annum, attributed cardinally to the high fertility rate of 6 children per Ugandan woman. This ever increasing human population is depended on a fixed size of land. This puts mounting pressure on the land resource, which must be used sustainably, if sustainable livelihood is to be achieved. The GEF SGP will during OP6 support activities in the following areas:

- Support will be given to promote climate – smart agriculture including small scale farmers and pastoralists. Scaling up conservation smart agriculture landscape as demonstrated by NGOs such as Bandera 2000 and Ministry of Agriculture Sustainable Land Management Programme;
- Support indigenous / marginalized communities involved in hunting and gathering, and promote application of their IK. These are the Ndorobo and Batwa communities.

Strategy for International Waters Focal Area

In Uganda waterbodies and wetlands cover 16% of the total are, and the key water bodies are trans-boundary, hence calling for regional and international linkages. These attributes combined with the increasing impacts of climate change and the rising population offer sizable portfolio for community action on international water-related issues across the aquatic landscape.

Trans-boundary activities call for multi-stakeholder alliances and multi-state cooperation. The GEF SGP OP6 will foster the experience and best practice from the previous Operational Phases (OP4, and OP5) and support actions that:

- (i) enhance community capacity to protect international waters within and along the borders;
- (ii) contribute to the management of surface and ground water;
- (iii) Involve land-based drivers of aquatic ecosystem degradation, such as pollution, siltation, and eutrophication (a form of water pollution caused by excessive fertilization running into water

bodies such as lakes and rivers, and encouraging the growth of algae (algal blooms) and other aquatic plants by supporting local shores management systems; and
(iv) integrate fish management including managing landing site and protection of aquatic wildlife. *The SGP will work closely with the Department of Trans-boundary water resources in Ministry of Water and Environment (MWE).*

Strategy for Chemicals and Waste Focal Area - Local to Global Chemicals Management Coalitions

Chemicals are key elements of livelihood in the modern society in that they are used in almost every industry across sectors. They are thus an integral part of daily life. The environmental outlook to the year 2050 shows the following: (i) The annual global chemical sales doubled over the period 2000 to 2009, (ii) the share of the OECD in the sales decreased from 77% to 63%, (iii) The share of the rapidly advancing developing countries, the BRICS (Brazil, Russia, India, Indonesia, China, and South Africa) increased from 13% to 28%, (iv) projections show that global chemical sales will grow about 3% per year to the year 2050 (UNDP, 2012).

In Uganda, like elsewhere in the developing world, there is increasing use of chemicals, and increasing volume of waste for disposal as the human population grows (quote.....). This, plus the low portfolio in the chemicals and waste focal area in Uganda call for concerted efforts to prioritize the chemicals and waste focal area. Accordingly, the GEF SGP OP6 will support efforts which contribute to reduce exposure to chemical and dangerous wastes.

The goal of the “Chemicals and waste focal area” is to “prevent the exposure of humans and the environment to harmful chemicals and waste, including POPs, mercury, other harmful chemicals and heavy metals, through community-based approach to prevent, reduce or eliminate the production, use, consumption and emissions / releases of these harmful substances.”

There is a notable implementation gap in the “chemicals and waste focal area”. This gap is propelled, in part by the following:

(i) Low community awareness, knowledge, and technical capacity with chemicals, heavy metals and wastes; (ii) inadequacy of national and local policies, standards and procedures in chemicals, heavy metals and handling of wastes; (iii) Lack of alternative livelihoods or environmentally friendly alternatives to chemicals and heavy metals in us; (iv) shifting of the burden of international trade of e-waste to developing countries.

To respond to this challenge, SGP OP6 will support activities in four thematic areas. The indicative activities are outlined below. Previous work in Uganda has been undertaken in this area (UNDP, 2013). Across these thematic areas, capacity building to enhance local communities’ awareness will be cross cutting. **Projects will be consistent with Stockholm convention** on POPs; and in line with the Implementation section of Uganda National Strategy on POPs development by NEMA (NEMA, 2008).

Thematic Area 1: Pesticide management

- Introduction of alternatives to DDT for vector control including approaches to improve their safe and rational use for public health
- Introduction of non-chemical alternatives
- Integrated pesticide management including in the context of food security
- Design of products and processes that minimize the use and generation of hazardous substances and waste
- Local to global chemical management coalitions

Thematic area 2: Waste management:

With the emergence of the concept of “sustainable cities” as an important approach to decent living, waste management is particular importance to sustainable development, as the cities are the key generators of garbage and wastes. With the emerging high density of population in Uganda’s urban environment, sustainable chemicals and waste management becomes critical to the environment and health of urban environment.

Community-based waste management will focus on, but not limited to, domestic solid waste, medical waste, e-waste and plastics. Activities will include the following:

- Promote sound solid waste management to avoid public open burning through alternative environmentally sound waste disposal and management. Reference will be made to previous engagement in earlier
- Develop or establish community-based waste sorting, collection, recycling or environmentally sound waste management
- Develop and implement integrated waste management plan at the community level generating livelihoods, health and other benefits
- Promote awareness-raising, knowledge and technical capacity for waste management

Thematic area 3: Heavy metals and other chemical

Proposed activities that will be supported under this thematic area include the following:

- Enhance local communities’ awareness on heavy metals and other chemicals
- Support the development, testing and demonstration of technologies, alternatives, techniques to avoid the use or release of heavy metals and other chemicals
- Introduce technology and training that will help artisanal miners reduce the amount of heavy metals
- Promote alternative livelihoods activities for miners.

Thematic area 4: Coalitions and networks

Management of chemicals may be enhanced if efforts are made to build on previous success, both in and outside the country. The SGP OP6 will support activities in the following areas:

- Advocacy for national policies that will influence chemicals import and export,
- Development and implementation of manuals / guidelines

So the projected SGP OP6 strategic initiatives on: Community Landscape (Biodiversity); Climate Smart Innovative Agro-ecology (sustainable land degradation), Low-carbon energy access benefits (climate change) as well as the work on chemicals, and also on international waters, will use international conventions as well as national strategies to provide opportunities to promote the involvement of communities and CSOs in the implementation of Uganda’s conservation and development plans such as “Climate Action Plan” under the Paris Agreement which aims to reduce GHG emissions through mitigation and adaptation, among others.

2.3. The potential for complementary and synergy with:

- UNDP CO / UN System strategies (CPD, UNDAP II)
- GEF-funded projects in the countries (ongoing and planned FSPs, MSPs)

Potential for Complementary and Synergy:

During OP5, SGP fostered a productive partnership with the Government, UNDP and UN System.

- SGP Uganda supports the piloting of new policies and strategies at the local level. For example, NEMA developed guidelines for District Environment Action Plans, and the SGP supported NGOs and CBOs to pilot priority activities within the action plans in Mbale and Masindi districts.
- The SGP grantees are also able to influence local level policies and practices and this boosts their confidence. Examples include the Busia and Iganga Waste Management Projects (UGA/NTEAP/05/003 and UGA/06/77, respectively) that were able to work in collaboration with the district / municipal governments to introduce and implement waste management programmes that required radical changes on the behavior of communities that were previously used to dumping garbage everywhere and treating it like the sole responsibility of the local government to manage it. The SGP Project collaborated with the Busia Municipal Council to develop a Waste Management Masterplan for the town that has attracted additional support, including from NEMA, GIZ and the World Bank. Similarly, the Entebbe Women Association (UGA/SGP/OP4/Y2/RAF/09/05) has effectively worked with the Entebbe municipal council to implement land restoration activities around Lake Victoria and extend this to other municipalities.
- The Senyi Ecological Sanitation Project at the fish landing beach also works in close collaboration with the Local Council Chairperson and the District Fisheries Officer to implement activities and maintain sanitation at the beach. Devolution makes it possible for local governments to make decisions and implement them without unduly relying on central government institutions

The UN (GEF) and the government of Uganda. Government of Uganda, through the various focal areas (CC, BD, LD); for example during GEF OP5 when Uganda received allocation of USD 3.8 million for biodiversity; USD 4.6 million for climate change; and USD 2.2 million for land degradation, the CC Focal Point allocated USD 1.7 million; Biodiversity USD 380, 000, and Land degradation USD 220,000.

Table 3. SGP contribution to national priorities / GEF-6 corporate results

GEF-6 corporate results by focal area	SGP Strategic Initiatives	SGP niche: national Priorities	Local priorities for Uganda
<i>Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society</i>	Community landscape conservation	CPS linkages with OP6 landscape of focus, and/or other approaches	Landscape under focus: Lake Victoria basin ecosystem; Western rift ally –Nile Basin; and Karamoja landscape)
<i>Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)</i>	Innovative Climate Smart Agro-Ecology; Community Landscape Conservation	CPS linkages with OP6 strategic initiative on Innovative Climate smart agro-ecology, as well as broadly with the landscape area of focus; Government-led projects on Sustainable Land Management under the Ministry of Agriculture	Target groups under Climate Smart Innovative Agro ecology: Local farmers and pastoralists that live in the landscape

			productive areas; especially those adjacent to the protected areas and main water ecosystems
<i>Promotion of collective management of trans-boundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services</i>	Community Landscape Conservation	CPS linkages with OP6 trans-boundary water areas of focus and IW Strategic Actions Plans in shared waterbodies, such as lakes, rivers and regional programs such Nile Trans-boundary Environment Action Project (NTEAP) and Lake Victoria Environment Management Project (LVEMP) under EAC	Promote conservation of Lake Victoria shores through Addressing land-based drivers of aquatic ecosystem degradation; promote wise water management, lake shores and river banks management systems; strengthening integrated fishing and farming local management systems.
<i>Support to transformational shifts towards a low-emission and resilient development path</i>	Energy Access Co-Benefits	CPS linkages with OP6 energy access area of focus and larger frameworks, including national energy access priorities: NGO led project: BRUWAYS Renewable Energy Project (UGA/SGP/OP5/STAR/CC/13/28) Government-led projects: Biomass energy and Rural electrification initiatives in the Ministry of Energy and Mineral Development	Scaling up of modern energy services for people without electricity in the prioritized landscapes. Promote Solar, Wind Energy technologies and Pilot Mini & Pico Hydro station; anchoring certified energy stoves into CDM projects
<i>Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern</i>	Local to Global Chemicals Coalitions	CPS linkages with pesticide management, solid waste management, heavy metals, and local to global chemical coalitions to support the implementation of the Minamata Mercury Convention and the Stockholm Convention. Implementation section of Uganda National Strategy on POPs development by NEMA (NEMA, 2008). Partner with UNEP SAICM to support a community project on chemical management in agricultural ecosystems	Support implementation of the Minamata mercury convention and the Stockholm convention on PoPs; will support pesticide management; chemical waste disposal; heavy metal handling and alternative livelihoods

			for vulnerable miners and public awareness
<i>Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks</i>	All areas, in particular CSO-Govt. dialogues, KM Platforms	CPS alignment and contribution to MEAs as relevant, and national/sub-national policies	Promote increased capacity for mainstreaming of multilateral environmental agreements through dialogues and training

3. OP6 Strategies

3.1. Grant-making strategies

3.1.1 Strategic initiatives

The strategic initiatives look at the UN conventions which Uganda accented to, including the Paris commitment, plus the National strategies including the National Development Plan II (NDPII); and align them with the GEF focal areas.

3.1.2 Grant Making Strategies

Project solicitation: As per SOP, projects will be solicited through a public call. Project approval process will follow the steps illustrated in figure 3.

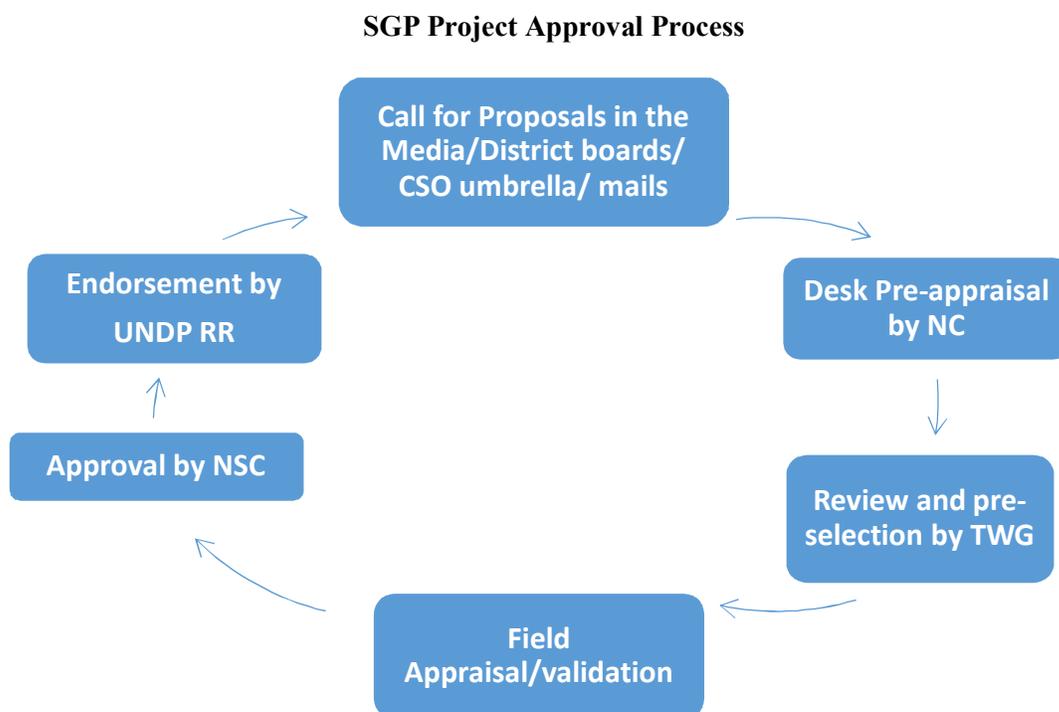


Figure 3. Projects solicitation and approval process.

3.1.3 Implementation strategies

Landscape approach:

This is the conservation approach which looks at big areas with some common pressure to environmental and biodiversity factors as landscapes. The landscape approach integrates nature, and local communities. The communities are agents of change in the landscape where they fully participate in protection and conservation of their landscape to ensure that all life support systems for biodiversity are sustained as well as livelihoods and equitable development. Activities may include enhancing good governance, natural resources management and control and monitoring systems. The existence of high value natural endowments vulnerable to damage or loss, rich culture and strong local community organizations in the landscape among others, constituted the criteria, which was used to select the three landscapes for OP6.

Project level strategies:

At the project level, a four-pronged approach will be used as follows: (i) focus on globally and nationally significant ecosystems/sites. (ii) Innovative approaches that will add value to global knowledge and practices (iii) institutional and financial support mechanism to expand the value and impact of projects nationally and globally (iii) developing the capacity of local and national civil society stakeholders as a key factor for environmental sustainability.

Selected landscapes to be focused under OP6:

The focus for the OP6 in Uganda is the Karamoja region landscape, Lake Victoria basin landscape, and the Western Rift Valley River Nile basin landscape indicated in figure 4.

These have been selected for their high value of biodiversity nationally and internationally, their economic potential contributing significantly to economic development through ecotourism, pastoralism, agriculture, energy, trade and good mix of a cross spectrum of variation of communities including hunter gatherers, pastoralists, agriculturalists and ecotourism practitioners. Yet these areas are facing major environmental problems particularly, (i) loss of biodiversity is driven by unsustainable farming practices, Deforestation, illegal hunting of wildlife for domestic and international trade, overgrazing, poverty, water pollution and loss of species (ii) land degradation which is driven by poverty, overgrazing, unsustainable farming practices, mining especially petroleum, and unplanned human settlements and tourism pressure, (iii) climate change is driven by land use change including deforestation and reliance on fossil fuel for energy. In order to understand the current state of the landscapes, a desk review was carried out. Information collated from the desk review was presented for consultation with local communities and other stakeholders in the landscapes. This was critical in order to validate and improve information on the state of the landscapes. Finally, after consultations with key stakeholders, it was agreed that strategic initiatives for the OP6 should address biodiversity conservation, climate change, renewable energy, indigenous communities and land degradation. These views have been validated by available data in the key areas and a baseline assessment that was carried out on two of the three landscapes. There are well documented studies where GEF and GEF/SGP was involved in projects in the recent past and other international and local partners.

Seventy percent (70%) of grants will be allocated to the 3 selected landscapes to be focused under OP6. Selection of the landscapes is based on the SGP work over the last one year, the scooping study and baselines assessments outcomes. Focus on the selected landscapes will allow for completion and consolidation of ongoing conservation and social protection work in the area. Endorsement of the National Stakeholders and Steering Committee for the landscapes under focus has already been secured.

Other considerations for selecting these landscapes include:

- presence of previous / ongoing work in the landscape to harness experience, synergy, scaling up opportunities
- acceptance to stakeholder, namely CSOs, state stakeholders
- synchrony with development agendas of global, regional national and sub-national levels
- potential for scaling up
- potential for synergies from other actors in the locality
- presence of other key players in the target action

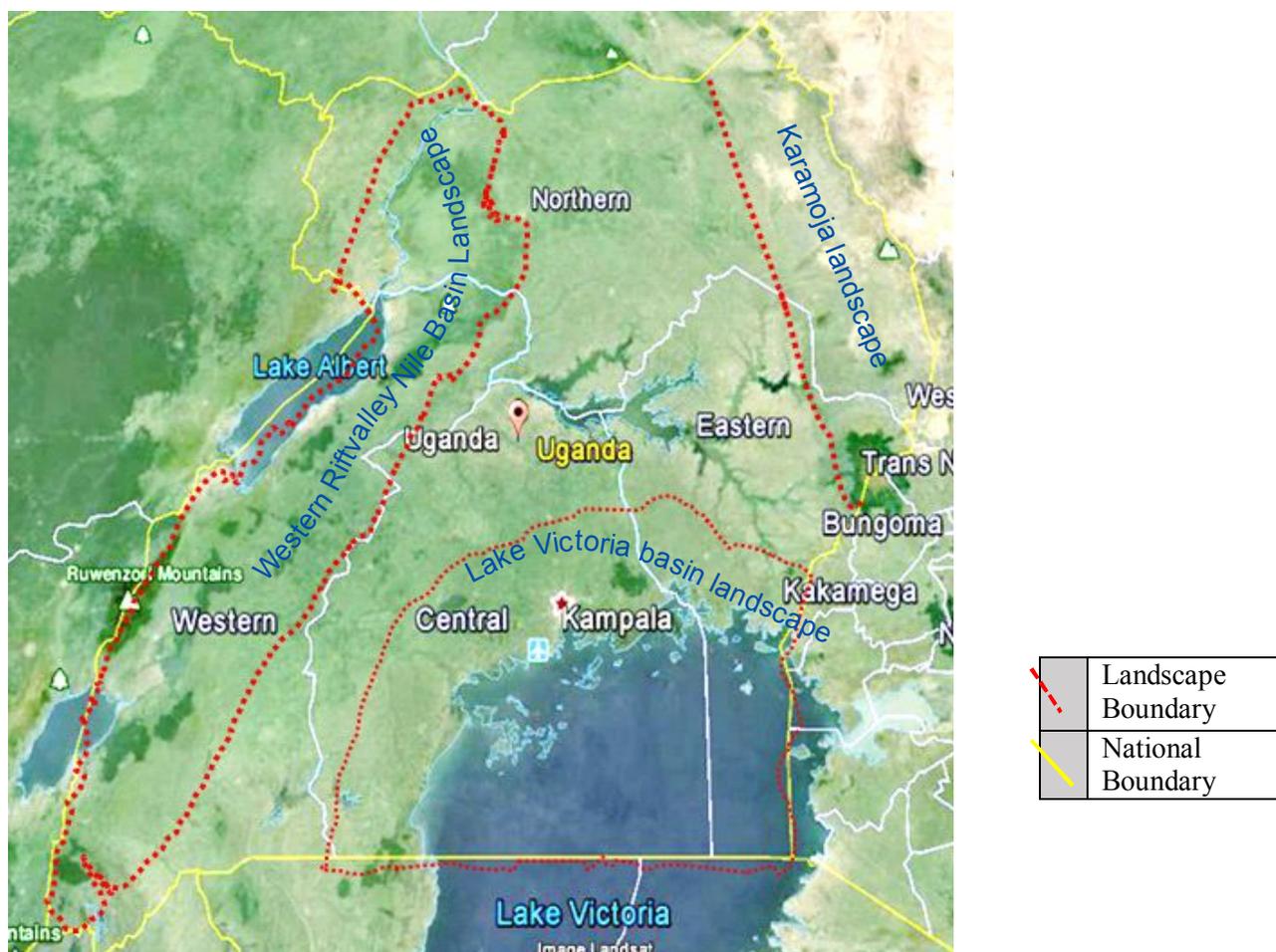


Figure 4. Location of prioritized landscapes

Brief description of the landscapes and some key documents for assessing the landscape baseline information are attached in the annex.

Table 4: Districts in Uganda’s OP6 CPS landscapes

Districts in the lake Victoria basin landscape	Districts in the Western Albertine rift valley/montane areas and Nile basin	Districts in the Karamoja landscape
1. Kampala	1. adjumani	1. Amudat
2. Mukono	2. Arua	2. Napak
3. Wakiso	3. Nebbi	3. Kaabong
4. Mpigi	4. Yumbe	4. Kotido
5. Butambala	5. Amuru	5. Katakwi
6. Masaka	6. Mwoya	6. Koboko
7. Mityana	7. Buliisa	7. Kapchorwa
8. Kalungu	8. Hoima	8. Soronko
9. Rakai	9. Ntoroko	9. kumi
10. Kalangala	10. Bundibudyo	10. Nakapiriprit
11. Jinja	11. kibale	11. Abim
12. Mayuge	12. Kabarole	12. Mbale
13. Iganga	13. Kanungu	13. Moroto
14. Bukomansimbi	14. Kyenjojo	
	15. Kamwenge	
	16. Rubirizi	
	17. Bushenyi	
	18. Kisoro	
	19. Rukungiri	

3.2. Cross cutting Grant-maker Strategies

In addition to grant making, SGP will facilitate non-grant services such as institution building; knowledge networking and policy advocacy to create value beyond grant-making. Examples of such services include but not limited to the following:

- Assisting country stakeholders, especially local communities through their local CSOs to develop viable project proposals as “Volunteer Consultants” particularly with the “direct access” modality of new funds.
- Workshops for capacity building project writing and other institutional issues will be facilitated in collaboration with “advanced partners” among CSOs to build capacity for others.
- Knowledge sharing using the SGP website, CSOs workpida will be encouraged

3.2.1. CSO-government Dialogue Platform

In view of the strategic importance of CSO-Government dialogues, already ministry of finance facilitated CSO to get updates on SGP operations and to buy in the OP6 strategy. In the OP6 strategy, the Country program will organize yearly dialogues covering topics on: (i) Review progress on work done by the granted CSOs (ii) Dissemination of lessons and best practices, (iii) Review of policies that impact on the work of CSOs, (iv) communication between CSOs and Government and Development Partners (v) Documentation of the knowledge base generated by SGP projects. The SGP management team will collaborate with an NGO umbrella organization and Ministry of Finance which has led such platforms successfully in the past and / or any Ministry charged to take lead for CSOs to organize the dialogues. In addition to CSOs that are working with SGP, other policy focused CSOs will also be invited together with national scientific and research institution members and NSC. CSOs that focus on Youths, Women, Children, indigenous peoples and the disabled and vulnerable groups will be encouraged.

The SGP can use collected and packaged knowledge to inform and influence policy on untested, bad Good and Policy Gaps. If such policy falls within any of the GEF focal areas or affect any of the GEF focal areas, SGP could support application of policy and assess its effectiveness. Also, Information through SGP may identify existence policy gaps. SGP will prepare briefs on policy and share and present to relevant partners, CSOs, government committees which use the information to influence policy processes, including: advocacy, review and adoption, amendment or formulating new policies. Usually SGP tries to promote consensus around some national level themes. For example, during UNFCCC processes, at COP 21, SGP organized a side event that rallied a number of countries around the important issue of climate change.

Replication and scaling up of good practices

The strategies that SGP has adopted to promote replication are as follows:-

- Promote sharing of project-level experience at the community level through exchange visits and field studies.
- Document lessons learnt and best practices and share the knowledge with other communities and CSOs during meetings and training sessions.
- Empower local community organizations through capacity building initiatives and awareness raising actions to replicate projects that address felt needs of local communities within the context of conservation of the global environment.

- Promote collaboration between local communities, Local Government and the private sector in addressing local community needs so that GEF financing only caters for the incremental cost required to leverage global environmental benefits.
- Work with government departments to present policy briefs to relevant government committees which use the information to influence policy.

Scaling-up

- Capture and document project-level good practices to influence policy changes at the upstream level by facilitating dialogue between local communities and policy makers.
- Facilitate site visits for policy makers to see and appreciate successful practices at the downstream level.
- Build capacity of CSOs to solicit funds from local governments and other partners to up-scale and or replicate successful projects
- Discuss successful projects with other development partners and encourage them to fund replication of best practices and lessons learnt to increase impact.
- Involve the media to publicize successful practices at the project level with the view to attracting attention of the wider audience including policy making executives.
- Ensure that all funded projects are part of the national priorities, locally institutionalized and are included in the development plans of local governments so that they are easily incorporated in the local budgets for funding.

3.2.2. Promoting Social Inclusion

Gender inequality and women empowerment:

The gender inequality and women empowerment situation in Uganda is reflected in UN reports on Elimination of All forms of Discrimination against Women (CEDAW): The CEDAW Committee, Concluding observations on Uganda, 5 November 2010; Uganda National Bureau of Statistics 2012; UNICEF and ICF report on Children rights in Uganda 2015 as follows:

Maternal mortality: Rates of maternal mortality are unacceptably high, 438 deaths per 100,000 live births has been registered, according to Uganda Demographic Health Survey conducted by the Uganda National Bureau of Statistics (UNBS, 2012).

Retention in primary school is low and reveals gender disparity, with 53 per cent of boys and 42 percent of girls completing primary school. Nearly half (49%) of women aged 20–49 years were married before the age of 18 years and 15% by the age of 15 years (UBOS and ICF International, 2012).

Women own about 7 % of agricultural land and gain 15% of their husband’s inheritance (women Rights in Uganda Gaps between policy and Practice, 2012 by International Federation for Human Rights (FIDH)

Female and Children headed Households: These households are on increase due to HIV/AIDS pandemic

During OP6, SGP will work with gender and women empowerment-focused CSOs to address the above identified needs.

In all the above challenges, SGP would take an awareness-raising approach around an SGP-supported project and internally mainstream the issues into the projects; projects staff will get skills from usual experts

of the issues. During SGP core activity meetings, time gaps will be created for project staff and /or expert facilitators to talk about how to address the above issues; sometimes it may be necessary to organize women-only meetings to create the anticipated impact.

To address gender considerations, SGP will ensure that the following actions are also conducted:

- Include gender analysis in the Project Proposal Guidelines and the Criteria for Selection of Projects for funding. Grantees should mainstream gender and youth participation.
- Increase capacity of CSOs in gender analysis by incorporating it in training programs.
- Encourage both men and women to attend training by setting convenient dates, time, and non-residential workshops.
- Encourage CSOs to include women in leadership position of the CSOs.
- Give priority to project proposals submitted by women groups
- Encourage active participation of both women and men in project design, implementation, and in monitoring and evaluation (gender disaggregated data)
- SGP grantee will be briefed to prioritize female and children headed households for inclusion especially in poverty reduction interventions.

Indigenous Peoples (IPs)

In Uganda, the indigenous people include: the Karamojong, Batwa, Ik, Ndorobo and Benet. They are vulnerable to discrimination, landlessness, marginalization and exclusion from some services. Many of their communities are highly stressed through, severe poverty, prejudice, conflicts from their neighbours and internal frictions. Discrimination takes the form of rights violations, negative stereotyping, and segregation from positions of responsibility in Ugandan society due to their lack of access to information and low self-confidence as well as low forward-thinking.

While prior work has been done with the first two through indigenous CBOs / NGOs, the latter two have not been reached. In order to continue with interventions in the first two and initiate others in the remaining two the following will be done:

- Continue working with indigenous organization of the Ndorobo and Benet to train and create awareness among their communities.
- Promote participatory video (PV) processes similar to what was done with the Batwa with the aim of generating proposals for the IP grants including Ndorobo and Benet communities.
- Through affirmative action, consider approving grants to proposals submitted by previous grantees from the Batwa and Karamojong communities based on an evaluation of their previous projects, and relevance and quality of new proposal.

Youths and children: Uganda has one of the highest rates of growth in the world; in fact 60% of Ugandan's are under the age of 19. The Ugandan constitution defines Youth as age 15-34 and that age group makes up 35% of Ugandans. In the previous phase, SGP reached youths out of schools with employment generation projects whereby focus was on production and trading in biodiversity products. Examples of these projects included: agriculture, beekeeping; fish farming; agroforestry, tourism farming and fuelwood/timber production. During OP6, SGP will scale up similar projects in order to increase employment opportunities and improve livelihoods of youths and their families. The program will also work with Wildlife Clubs of Uganda to reach youths in schools through project activities focusing on increasing their conservation knowledge and skills to make them environmentally conscious and responsible citizens.

3.2.3. Knowledge management plan

Plans for capturing lessons learnt and good practices include:

Grantees stories: Grantees will be required to *capture information* during the course of project implementation. They will be encouraged and trained to carry out participatory monitoring and make good reports of field visits, video clips, and photographs of processes, activities and events as well as recording lessons, challenges as well as good practices. These will be packaged into stories and projects progress reports and kept in project files for record and copies submitted to NC. The NC and PA will extract information from Project Progress Reports, evaluation reports, and case studies and will enter information in the database. The stories could also be used in local and country level journals and magazines and also mass media including radio, TV and newspapers. The NC will package information on best practices and stories packaged on SGP projects. Fliers, brochures will be shared with stakeholders locally, nationally and globally.

Knowledge products – Technical assistance will be hired to produce or improve the quality of leaflets, brochures, fliers, newspaper articles, radio programs, video footage for TV documentary films, DVDs, grantee websites, photographs and posters covering the program areas and landscapes. NC, PA, and grantee representatives will prepare papers for presentation during workshops / conferences. Demonstration sites will be located in strategic areas where many people can see and visit them.

Sharing knowledge – The NSC, NC, and grantees will participate in the following activities: exhibitions on World Event Days, peer-to-peer exchanges during cross visits and stakeholder workshops, reports given to stakeholders, knowledge fair, networking, and distribution of knowledge products named above.

Dissemination of documents to stakeholders – Documents will be given to stakeholders who come to the office. In addition, documents may be picked from the UNDP Country Office reception or offices of UN Convention Focal Points and Key government partner Ministries and institutions including implementing districts. Furthermore, distribution of knowledge products will be done during workshops, meetings, and exhibitions. Some documents may be downloaded from the SGP website and grantee pages.

Grantee exchange visits' and Use of demonstration sites and knowledge centers: Each SGP-supported project will work as a knowledge center where gained knowledge and skills and experience will be disseminated. Stakeholders from SGP supported projects and others from elsewhere will be encouraged to visit SGP-supported projects to enhance inter-community learning. During NSC screening exercise, where the NSC feels that a certain new project could benefit by creating linkages with an existing similar project, a recommendation to that effect will be provided. Additionally, further lessons learnt will be disseminated through KM products from SGP projects that are displayed in Government; UNDP and GEF websites.

3.2.4. Communication Strategy

The overall goal of the Country Program Communication Strategy is to enhance the SGP image and promote its services to its stakeholders inside and outside the country for partnership building and resource mobilization.

3.2.4.1 Objectives:

- To improve communication which brings coherence and clarity in SGP's programme of work its role and responsibilities and its image and identity:

- To enhance effective communication between SGP, its stakeholders
 - and partners in order to attract local and international resources

3.2.4.2 Communication methodologies

A wide range of methods will be used including the following:

- Interactive / participatory-discussion, meetings, role play, drama, theatre and music
- Large-scale forum-media (radio, television, newspapers), seminars, workshops
- Practices-field study, surveys and researches, searching e.g. use of internet
- Conventional-teaching
- Training-skills impacting

3.2.4.3 Implementing the Strategy

All SGP stakeholders are participants in the implementation of this strategy. Each of them has a role to play. These participants may be grouped in four categories as follows:

- **First Category:** Development partners at the national and global level
- **Second Category:** Decision makers including Legislatures, Politicians, Government bodies including Central and Local Government.
- **Third Category:** Journalists and media institutions
- **Fourth Category:** Local Communities.

3.2.4.4 Communication approaches

The following approaches will be used in implementing the country Program Communication Strategy:

- Plan and facilitate donor engagement events focusing on results gained and success stories achieved on the ground
- Communicate results and breakthroughs to donors on a more regular basis
- Conduct preliminary donor intelligence of prospective partners for possible engagement with them
- Using Knowledge Management strategy, document examples of knowledge-sharing, innovation and South-South cooperation and disseminate through key networks
- Show-case lessons learned from the ground through side-events organized at major flagship functions
- Share photo-stories, posters and brochures with CPMT through digital library to increase CPMT ability to communicate results
- Establish a Newsletter to improve strategic communication at Country Program level
- Field media missions to project sites to increase visibility of project results

4. Expected results framework

- **Table 5: Consistency with OP6 global project components**

OP6 project components	CPS targets	Indicators	Means of verification	Activities
<p><u>SGP OP6 Component 1:</u> <i>Community Landscape and Seascape Conservation:</i></p> <p>1.1 SGP country programmes improve conservation and sustainable use, and management of important terrestrial and coastal/marine ecosystems through implementation of community based landscape/seascape approaches in approximately 50 countries</p>	<p>Contribute to safeguarding of the global environment through <i>Improved community-level actions and practices, and reduced negative impacts on biodiversity resources in and around protected areas and indigenous and community conservation areas targeting three landscapes:</i> Lake Victoria basin ecosystem; Western Albertine rift valley / montane areas and Nile Basin; and Karamoja landscape.</p> <p><u>Category II Step-up:</u> <i>Good practices replicated and scaled up outside SGP supported areas, as appropriate</i></p> <p>Expand coverage and strengthen networks of ICCAs in the districts of Bundibudyo, Kotido, Labong, Moroto and Nakapiripit</p>	<p><i>Number of projects supported by their types</i></p> <p>Hectares of ICCAs positively influenced</p> <p>Hectares of PAs positively influenced</p> <p>Types / names of major species conserved</p> <p>Number of people (men and women) benefiting from the interventions</p>	<p>project reports and monitoring visits reports</p> <p>SGP case studies</p> <p>SGP grantee data from innovative monitoring approaches;</p> <p>and Annual Monitoring report (AMR)</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>Protect river banks through appropriate vegetation growth and enforcement of regulations through community actions; Conserve Lake Victoria Basin forests including Mabira, Mpanga, and others basin forests in Mpigi, Mukono, Wakiso Promote conservation of 2 ICCAs, one each in Bundibugyo and in for the Semliki NP and catchment forest; Labong; support community action plans for conservation and the grasslands and woodlands and associated wildlife in the GCR in Kotido, Moroto and Nakapiripit.</p>

<p><u>SGP OP6 Component 2:</u> <i>Climate Smart Innovative Agro-ecology:</i></p> <p>2.1 Agro-ecology practices incorporating measures to reduce CO₂ emissions and enhancing resilience to climate change tried and tested in protected area buffer zones and forest corridors and disseminated widely in at least 30 priority countries</p>	<p>2.1 <i>Improved community-level actions and practices, and reduced negative impacts on agro-, and forest ecosystems and ecosystem services demonstrated to sustain ecosystem functionality;</i> smart eco-agricultural practices conserving Soil fertility and water with improved and sustainable crop productivity and benefits to small scale farmers in the LVB and western rift valley Nile basin;</p> <p>2.2 <i>Community-based models of sustainable forestry; woodlands and grassland management developed, and tested, linked to carbon sequestration</i> in target landscapes;</p> <p>2.3 Pasture improvement in 2 ICCAs of Karamojong ad Dorobo</p> <p>2.4 Increased access to water for local communities and livestock in 4 Pastoralist districts of Labong Kotido Moroto and Nakapiripirit in Karamoja landscape.</p>	<p>Hectares of land applying sustainable forest, agricultural and water management practices</p> <p>Hectares of degraded land restored and rehabilitated</p> <p>Number of communities of members (male/female) demonstrating sustainable land and forest management practices</p> <p>Number of community leaders (male/female) demonstrating sustainable land and forest management</p> <p>Number of water facilities sustainably</p>	<p>Socio-ecological resilience indicators for production landscapes (SEPLs)</p> <p>Annual Monitoring Report (AMR)</p> <p>Grantee progress reports</p> <p>Final project evaluation reports</p> <p>Reports of case studies</p> <p>Country Programme Strategy Review (NSC inputs)</p>	<p>STAR Funds – at least 4 projects in the Land Degradation focal area</p> <p>Establish farmer field schools to promote agroecology principles within 3-5 farmer leaders demonstrating a typology of projects outlined in component 1 (<i>as selected at village level by farmers for the SGP projects selected for agroecology practices and evaluated by participating district officials in the SGP project areas</i>).</p> <p>Support eradication of invasive plant species to improve pastureland</p> <p>Support establishment of boreholes and water dams to increase access to water</p> <p>Promote land use planning to reduce conflict between farmers and pastoralists</p>
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		maintained by the community		
<p><u>SGP OP6 Component 3:</u> <i>Low Carbon Energy Access Co-benefits:</i></p> <p>3.1 Low-carbon community energy access solutions successfully deployed in 50 countries with alignment and integration of these approaches within larger frameworks such as SE4ALL initiated in at least 12 countries</p>	<p>3.1 <i>Up-scaling and replication and of good practices and lessons on innovative low-GHG technologies that reduce carbon emissions</i></p> <p>3.2 <i>Promote Increased investment in community-level energy efficient, low-GHG production systems wind, hydro and solar, bio-gas ;</i></p> <p>3.3 <i>Promote Increased investment in community-level energy efficient, low-GHG consumption lighting, transport, cooking and processing;</i></p>	<p>Number of low cost technologies that reduce carbon emissions introduced/applied</p> <p>Tonnes of CO₂ avoided by implementing low carbon technologies by category</p> <p>Number of community members (male/female) use low HG technologies/ by category</p> <p>Total value of energy, technology provided (US dollar equivalent by category</p>	<p>AMR, country reports AMR, global database, Grantee progress reports Final project evaluation reports Reports of case studies Country Programme Strategy Review (NSC inputs)</p>	<p>Promote Solar 20 solar home system, 5 Wind Energy and 10 Biogas technologies</p> <p>Anchoring certified energy stoves into CDM projects</p> <p>2 Pilot Mini & Pico Hydro stations for community</p> <p>1 Hydrofom brick production</p>

<p><u>SGP OP6 Component 4:</u> <i>Local to Global Chemical Management Coalitions:</i></p> <p>4.1 Innovative community-based tools and approaches demonstrated, deployed and transferred, with support from newly organized or existing coalitions in at least 20 countries for managing harmful chemicals and waste in a sound manner</p>	<p>Outline of innovative tools and approaches to: pesticide management solid waste management (plastics, e-waste, medical waste and so on), heavy metals management, and other pollutants local to global chemical management coalitions</p> <p><i>Category II Step-up: Scaling-up and replication of good practices and lessons learned, as appropriate</i></p>	<p>Tones of solid waste prevented from burning by alternative disposal</p> <p>Number of pollutants/heavy metals by type handled by type</p> <p>Kilograms of obsolete pesticides disposed of appropriately by type</p> <p>Kilograms of harmful chemicals avoided from utilization or release by type</p> <p># of beneficiaries by (male/female)</p>	<p>Individual project reporting by SGP country teams</p> <p>Strategic partnership with IPEN country partners</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p><i>Approx. # projects 5</i></p> <p>Raise awareness on the part of stakeholders on Minamata Global Mercury Convention Pesticide management raise awareness and train farmers on safe use and disposal of pesticides; will also target project activities in SO 1 and 2 using pesticides; solid waste management (hospital waste)</p>
<p><u>SGP OP6 Component 5:</u> <i>CSO-Government Policy and Planning Dialogue Platforms (Grant-makers+):</i></p> <p>5.1 SGP supports establishment of “CSO-Government Policy and Planning Dialogue Platforms”, leveraging existing and potential</p>	<p>Establishment of a CSO – Government policy and planning dialogue platform</p>	<p>Target # “CSO-Government Policy and Planning Dialogue Platforms* initiated</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p>Facilitate strengthening an existing CSO – Government policy and planning through organizing at least 2 dialogue platforms and Promote networking</p>

<p>partnerships, in at least 50 countries</p>		<p>CSO networks strengthened if one of 25 lead countries</p> <p>Number of CBOs/NGS enrolled as SGP collaborators</p>		
<p><u>SGP OP6 Component 6:</u> <i>Promoting Social Inclusion (Grant-makers+):</i></p> <p>6.1 Gender mainstreaming considerations applied by all SGP country programmes; Gender training utilized by SGP staff, grantees, NSC members, partners</p> <p>6.2 IP Fellowship programme awards at least 12 fellowships to build capacity of IPs; implementation of projects by IPs is supported in relevant countries</p> <p>6.3 Involvement of youth and disabled is further supported in SGP projects and guidelines and best practices are widely shared with countries</p>	<p>Outline of CPS approach to social inclusion, including assumptions with regards to national content for supporting vulnerable and marginalized populations</p> <p>Enhance and strengthen capacities of CSOs (particularly community-based organizations and those of indigenous peoples)</p> <p>Expanding support for gender equality and women empowerment</p> <p>Promotion of women – led projects</p> <p>Mainstream gender in any and all supported projects</p> <p>Support involvement of youths and disabled in environment conservation and socio-economic development</p>	<p>Target number of beneficiaries (gender, youth, indigenous peoples, and disability disaggregated)</p> <p>Number of new gender and women empowerment projects</p> <p>Number of women-led projects</p> <p>Number of projects that involve youths and disabled</p>	<p>Individual project reporting by SGP country teams</p> <p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p>Promote capacity-building activities, such as workshops, cross-visits, dissemination of information; participation in conferences and exhibitions on national and World Event Days.</p> <p>Ensure implementation of monitoring and evaluation plans of supported projects.</p> <p>Scale up at least 10 existing gender equality and women empowerment projects</p> <p>Support at least 5 new projects that aim at increasing gender equality and women empowerment</p> <p>Support at least 5 new projects that involve youths and disabled</p> <p>Support at least 1 workshop on capacity</p>

	<p>Formation of a dedicated window for capacity building of Indigenous Peoples (IPs)</p> <p>Mainstream Poverty reduction, livelihoods in SGP projects</p>			building of IPs through the ICCA project
<p><u>SGP OP6 Component 7:</u> <i>Global Reach for Citizen Practice-Based Knowledge program (Grant-makers+):</i></p> <p>7.1 Digital library of community innovations is established and provides access to information to communities in at least 50 countries</p> <p>7.2 South-South Community Innovation Exchange Platform promotes south-south exchanges on global environmental issues in at least 20 countries</p>	<p>Connections between CPS and global priorities for the digital library and SSC Innovation Exchange Platform</p> <p>(i.e. examples of tested technologies, comparative advantage and experience of SGP country programme)</p> <p>Promotion of digital library of community innovations</p> <p>South – South community innovation exchange platform</p>	Target number of country innovations to be shared and disseminated at the global level ¹	<p>SGP Global Database</p> <p>Annual Monitoring Report (AMR)</p> <p>Country Programme Strategy Review</p>	<p>Upload at least 10 best practices for community connect</p> <p>Facilitate at least one South – South innovation exchange platform</p> <p>Initiate workpedia for all CSOS exchange communication on progress, sharing experiences and exposure of available expertise</p>

¹ Examples may be drawn from OP6 period, as well as earlier SGP Operational Phases (including Upgrading country programmes)

5. Monitoring & Evaluation plan

Monitoring and Evaluation (M&E) is critical for successful implementation of SGP projects. M&E is also important for achievement of anticipated results. In the table below, M&E plan, complete with its tools and strategies for the OP6 Program presented and elaborated as follows.

Table 6: SGP Uganda OP6 CPS M&E Plan at the Project Level

SGP Individual Project Level		
M&E Activity	Responsible Parties	Timeframe
Participatory Project Monitoring	Grantees	Duration of project
Baseline Data Collection ²	Grantees, NC, PA	At project concept planning and proposal stage
Two or Three Project Progress and Financial Reports (<i>depending on agreed disbursement schedule</i>)	Grantees, NC, PA	At each disbursement request
Project Workplans	Grantees, NC, PA	Duration of project
Project Proposal Site Visit (appraisal) (<i>as necessary / cost effective</i> ³)	NC, PA, NSC	Before project approval, as appropriate
Project Monitoring Site Visit (<i>as necessary / cost effective</i>)	NC, PA, NSC	On average once per year, as appropriate
Project Evaluation Site Visit (<i>as necessary / cost effective</i>)	NC, PA, NSC	At end of project, as appropriate
Project Final Report	Grantees	Following completion of project activities
Project Evaluation Report (<i>as necessary / cost effective</i>)	NC, NSC, External party	Following completion of project activities
Prepare project description to be incorporated into global project database	PA, NC	At start of project, and ongoing as appropriate

² Capacity-development workshops and M&E trainings may be organized in relation to innovative techniques for community monitoring, including new technologies (i.e. GPS-enabled cameras, aerial photos, participatory GIS, etc.); as well as in response to guidelines for “climate proofing” of GEF focal area interventions; REDD+ standards; and/or other specific donor/co-financing requirements.

³ To ensure cost-effectiveness, project level M&E activities, including project site visits, will be conducted on a discretionary basis, based on internally assessed criteria including (but not limited to) project size and complexity, potential and realized risks, and security parameters.

Monitoring and Evaluation (M&E)

Monitoring and Evaluation (M&E) is overseeing and assessing progress and accomplishments of projects and programmes. The M&E assists in identifying implementation problems and help to assess whether targets are being achieved. Monitoring focus on tracking the progress of project activities and achievement of planned outputs while Evaluation refers to a periodic activity aimed at assessing the relevance, performance, effects and impact of a project within the framework of the stated objectives.

While Monitoring function to keep track of project objectives, activities and expected results and to make whatever changes necessary to improve project performance, Evaluation determine and analyze results and impacts of a project in terms of the local and global environment and including impacts on livelihoods of participants/beneficiaries.

At the individual project level, all grantees are required to include an M&E plan in their project proposals. It is advisable that the M&E plan be developed in a participatory manner so that stakeholders understand the importance of M&E, and commit themselves to collecting information. During the review of project proposals, the NC, PA and NSC will visit the proposed project site to assess the feasibility of the project. Among other technical advice provided, the grantees will be advised on ways to improve the M&E plan with emphasis on including the relevant indicators that will contribute to the global GEF SGP M&E system.

The grantees will collect baseline data at the time of project design. In cases where grantees are unable to collect the baseline data, a budget for a baseline survey should be included in the project proposal. Grantees will continue to collect information throughout the project as specified in the M&E plan, and will be encouraged to continue even after the external funding is used up as part of sustained environment management.

Grantees will be required to prepare Project Progress and Financial Reports at least every six months, depending on the nature of the project, but before each fund disbursement request. The Project Progress Report will include a page of the project M&E plan with cumulative results of indicators of progress and impact. The NC and PA will enter the data into the SGP database. In addition to the progress reports, the grantees will submit work plans as they request the subsequent disbursement of funds.

The NC or PA will endeavor to visit each project at least once every six months to monitor project progress, verify information provided in the reports, provide feedback, and give technical advice as required. The grantees will be advised to conduct internal mid-term project evaluations for projects to assess overall project progress, improve implementation, and make necessary adjustments for the remaining period of the project. At the end of the project, a final evaluation of the project, included in the budget of each project will be conducted. The final evaluation will include some external evaluators and a report will be produced. In addition, grantees will submit a Final Project Report and a Final Financial Report.

Participation of Local Stakeholders in Monitoring and Evaluation

At the time of project preparation, the CSO will conduct a stakeholder analysis and the identified stakeholders will be invited to participate in problem identification, analysis of the causes and effects of the problems, and identification of possible solutions. The process will be participatory including community members, local leaders, CSO members, government staff, and other identified stakeholders. The project objectives will be identified in relation to the effects of the identified core problems (the problem tree will be used to form an objectives tree with a hierarchy of objectives). The activities which contribute to the

achievement of each objective will be identified. The outputs resulting from the activities will be stated and targets will be set.

The CSO will guide the project preparation process. A participatory M&E system will be developed as part of the process. The stakeholders / participants will identify the indicators of progress and impact for each of the objectives. The need for a baseline survey will be emphasized and participants will agree on when and how to conduct it. For each indicator, methods of data collection will be discussed and agreed upon. The responsibility for data collection will be allocated according to the type of project and the skills required. The frequency of data collection will depend on the nature of the project, but at least once before submitting the Progress Report to the GEF SGP office.

When the project is awarded a grant, the CSO will be advised to select project committees to ease administration functions. The committees may include: Finance Committee; Procurement Committee; Implementation Committee (which is also responsible for M&E) and Training and Information Committee. One of these committees, e.g. the Implementation Committee may be given the responsibility of aggregating the data, compiling the Progress Report and producing other documents such as brochures, DVDs, and photographs of the project interventions. Furthermore, the Implementation Committee will be responsible for ensuring that the project M&E Plan is adhered to and the quality of data collected is satisfactory. In addition to the GEF SGP office, the project Progress Reports will be shared with the identified stakeholders, especially local leaders at district level and government staff. At least once every year, e.g. during the CSO annual general meeting, the Implementation Committee together with the leaders of the CSO will provide feedback to the community and other stakeholders on the contribution of the project to environment conservation at local and global level with reference to the data in the project M&E form.

At the project level, M&E functions would involve the following key features:-

- Establishment of baseline data by grantee organizations;
- Establishment of an M&E Plan by grantee;
- Identification and construction of activity and results indicators by grantee;
- Monitoring visits by the NC and NSC.

To facilitate the M&E functions at the Project level, the following reports would be expected from the grantee organizations:-

- 6 month progress reports.
- 6 months financial reports
- Monitoring records and Documentation of activities, events and best practices.
- End of project.

The Country Programme Level

Table 7: SGP Uganda OP6 CPS M&E Plan at the Program Level

SGP Country Program Level		
M&E Activity	Responsible Parties	Timeframe
Country Program Strategy Review	NSC, NC, CPMT	Start of OP6
Strategic Country Portfolio Review	NSC, NC	Once during OP6

NSC Meetings	NSC, NC, UNDP CO	Minimum twice per year
Performance and Results Assessment (PRA) of NC Performance	NC, NSC, UNDP CO, CPMT, UNOPS	Once per year
Country Program Review resulting in Annual Country Report ⁴	NC presenting to NSC and CPMT	Once per year
Financial 4-in-1 Report	NC / PA, UNOPS	Quarterly

5.1 Aggregation of results at the country program portfolio level

The main strategy for aggregating the results of the individual grantees is to ensure that the relevant OP6 indicators are included in the individual grantee M&E plans before the grantee signs the MoU. It will be mandatory to submit an M&E form in addition to the Project Progress report to ensure that the necessary data is reported in a uniform format. New grantees will receive training in financial management and reporting. This includes Project Progress Reporting and the M&E form as well. The importance of quality data, uniformity, clarity, and timely reporting will be emphasized.

The grantee M&E form will be designed to contribute to the country program portfolio level. Data from the form will be entered directly into the database before the request for the subsequent fund disbursement is prepared. This will ensure the maintenance of an up-to-date database. Information from the database will be used to prepare summarized reports on the target OP5 indicators for each focal area and the reports will be presented at the NSC meetings, during Strategic Country Portfolio Review, and for inclusion in the Annual Country Report.

At the Country level, the NSC, NC and other key stakeholders assess the portfolio as a whole. The M&E functions at the Country level may include:-

- Implementation of project M&E plan (tracking reports, site visits, facilitating participatory evaluation);
- Implementation of Programme M&E plan;
- Compiling aggregated reports and results of impacts of similar projects; Compilation and communication of lessons, challenges and best practices learnt as a whole.

To facilitate the M&E functions, the following reports would be prepared at the Country Programme level:-

- Results at the project level, will be captured and documented by grantees through their biannual progress reports
- Analytical reports from the project level will be captured and documented by NC, PA and NSC members during monitoring visits. The same will be collected during post completion Evaluation reports and periodic documentation of case studies.

⁴ The annual Country Programme Review exercise should be carried out in consultation with the national Rio Convention focal points and the associated reporting requirements.

- Project level reports are synthesized and posted in the SGP database. The same are compiled into annual reports, which are submitted to CPMT and posted in the SGP and UNDP CO websites
- Aggregation Project and Programme Implementation Reports by NC,PA,SC (extracted from the biannually reports by grantees);
- Project survey and update of performance data into the database;
- An annual assessment of the Country Programme Performance.

Global Programme Level

At the Global Programme level, M&E functions involve the following:-

- Implementation of a global M&E Plan;
- To provide targeted guidance and assistance to Country programmes;
- To compile and disseminate Project evaluation reports and lessons learnt which would be received periodically from the Country Programmes.

Indicators

In the GEF/SGP operations, indicators are defined as basic tools, which are used to measure or assess the progress and results of a project. There are two types of indicators at the project level: Activity Indicators, which measure project implementation activities and Results Indicators which measure project results at three levels: Output, Outcome and Impact.

In order to conduct monitoring and evaluation, the grantee organizations would be assisted by the NC, NSC members or National Consultants through the Grant Maker+ roles, to identify and construct indicators. Since each project would be expected to develop indicators that will be useful for its constituency, it suffices here to mention that for indicators to be useful, they ought to have the following characteristics:-

- Quantitative (in terms of numbers and percentages);
- Qualitative (should be easily described in words);
- Time-specific (until when?);
- Independent of the objective (should not be a repetition of the objective);
- Cost-effective (the cost of collecting data should not exceed the value of the information).

Involvement of Local stakeholders in M&E

Involvement of Local Stakeholders in M&E stems from the common principle in Participatory Development, which insists that “Those that are involved in the implementation of projects should also be involved in the monitoring and evaluation of those projects” (*Murusuri Nehemiah K, Planning for Village Development, MSc. Thesis, Bradford University, UK 1989*).

Therefore, under OP6, local stakeholders will perform the following roles in M&E:-

Monitoring

- Monitoring plan will be reflected in the project proposal
- Grantees in each project will form an M&E Committee

- The M&E Committees will make monitoring as part and parcel of project implementation activities. This means, monitoring will be conducted on continuous basis
- The M&E Committees will present its reports on weekly basis at the initial stages of the project. Later, as the project gets firmly on course, periodicity will move to monthly then to quarterly basis.

TOR for the M&E Committees will include the following:

- Follow-up implementation in accordance to Project Implementation plan (PIP)
- Identify implementation bottlenecks and solution to identified challenges
- Follow-up financial expenditures (to make sure it is consistent with Physical Implementation Performance)
- Prepare progress reports to stakeholders and other project partners
- Capture and document lessons learnt

Evaluation

- Evaluation will be done on three-monthly basis when the project is in its infancy. This will be moved to six-monthly and later to yearly.
- Evaluation will use a participatory method whereby all stakeholders are involved under the leadership of the M&E Committee.
- Under the leadership of the M&E Committee, stakeholders will formulate evaluation questions and sub questions
- The M&E Committee will collect data from primary and secondary stakeholders through the evaluation questions and sub questions so formulated.
- The M&E Committee will synthesize information collected by stakeholders and prepare the evaluation report, which will be submitted to a meeting of all stakeholders for validation and deliberations. Based on the report and stakeholders' deliberations, remedial measures to improve implementation performance will be adopted.

5.2 Project's Target Contributions to Global Environmental Benefits:

Table 8: Target contribution of Uganda's SGP in OP6

Corporate Results	Replenishment Targets	Project Targets
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million hectares	3,000 ha
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million hectares under sustainable land management	1,200 ha
3. Promotion of collective management of transboundary water systems and implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services	Water-food-ecosystems security and conjunctive management of surface and groundwater in at least 10 freshwater basins;	At least 2 freshwater basins
4. Support to transformational shifts towards a low-emission and resilient development path	750 million tons of CO _{2e} mitigated (include both direct and indirect)	750 metric tons
5. Increase in phase-out, disposal and reduction of releases of POPs, ODS, mercury and other chemicals of global concern	Disposal of 80,000 tons of POPs (PCB, obsolete pesticides)	8 metric tons
	Reduction of 1000 tons of Mercury	10 metric tons
6. Enhance capacity of countries to implement MEAs (multilateral environmental agreements) and mainstream into national and sub-national policy, planning financial and legal frameworks	Development and sectoral planning frameworks integrate measurable targets drawn from the MEAs in at least 10 countries	Number of Countries: 1

6. Resource mobilization plan

GEF financing is co-financing. Implementation of the Country Programme would require non-GEF financial resources for the following purposes:-

- To meet costs for baseline activities;
- To support up-scaling or replication of GEF/SGP pilot projects.

- In order to ensure successful resource mobilization initiatives, the following strategies would be applied:-
- Motivate the government and UNDP Country Office to allocate a portion of the TRAC for GEF/SGP activities;
- Use the matching fund approach to encourage contributions from recipient groups. Contributions may be given in form of cash, kind or both;
- Solicit UNDP support in mobilizing resources from potential donor agencies;
- Form co-financing partnerships with regular and Small Grants Programmes that are managed by UNDP, UNEP and the World Bank;
- Organize regular meetings with the private sector and development partners with a view to informing and interesting them on GEF/SGP activities and achievements;
- Help NGOs and CBOs to develop GEF eligible project proposals which have resource mobilization components; and
- Invite potential donors to participate in project appraisal and re-formulation missions. During implementation, invite donor participation in monitoring missions.

6.1 Funding Partners

Whereas GEF SGP Uganda has GEF-funding from both core resources and STAR funds, the country program will continue to pursue and establish linkages with the following entities with the aim of securing additional funding:

- UNDP TRAC funds under CPAP as a responsible party;
- Funds and programs of other UN agencies under the UNDAF
- Funds under Trust funds e.g. Montreal Protocol and QSP SAICM;
- Multilateral agencies and donor funds like World Bank
- Bilateral donors like the French Embassy; and Independent Development Fund
- The Private Sector

6.2. Strategic Initiatives

Objective for Partnership: To strengthen and expanding existing donor base and build new strategic partnership, reaching out to new donors such as Foundations, Private Sector and even Government

Principles for partnership: (i) transparency and accountability, which is maintained through timely submission of results based narrative and financial reports (ii) manage partner expectations by ensuring that all standard agreements and progress reports are submitted timely.

6.3 Strategic Partnerships

To develop strategic partnerships with national government agencies, GEF SGP will encourage the following actions:

- Policy dialogue, Government co-financing project costs through cash or provision of technical assistance
- Enlist support, whether in cash or kind, from district technical departments and officers.

- enlist district and other extension staff as resource persons during projects implementation
- involve both technical staff and political leaders during participatory project design, implementation and monitoring missions
- Encourage NGOs and CBOs, including building their capacity, to solicit funding from other government programs like (NAADS).

Partnerships with Bilateral and Multilateral agencies

- Experience and information sharing
- Establish/strengthen linkages with other Small Grants Programs that are supported by multilateral agencies;
- Include staff of multilateral agencies on the NSC of SGP;
- Always look out for possibilities of a joint project and discuss the benefits with other multilateral agencies which have similar or complementary objectives
- Solicit UNDP support in mobilizing resources from potential donor agencies.

Partnerships with Private Sector

- Share success stories with private companies and request them to fund radio or TV programs where the companies share similar objectives. For example, Tour and Travel companies can be requested to fund publicity of biodiversity projects. Companies that sell cosmetics can publicize the conservation of the Shea tree.
- Invite private companies to attend or participate in knowledge fairs, exhibitions, and meetings.
- Include staff of private companies on the NSC of SGP.
- Project Cost sharing particularly for business oriented projects

7.0 Risk Management Plan

Table 9: Risks and their Management

Described identified risk	Degree of risk (low, medium, high)	Probability of risk (low, medium, high)	Risk mitigation measure foreseen
1. Unsustainable patterns of production and consumption	Medium	Medium	Project interventions should include capacity building in sustainable development pathways
2. Climate Change adverse effects	High	High	Mainstream CC in development plans and strategies
3. Budgetary constraints	Medium	Medium	Formulate a reliable resource mobilization strategy

7.3 Tracking of risks

- Analyze and manage risks, and build resilience, as CPS implementation continues
- Review risks and adjust their level, and devise mitigation measures, at annual NSC meetings and in CPS review meetings

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ANNEX: A BRIEF ON THE LANDSCAPES:

Karamoja landscape:

In the 1990's approximately 94.6 % of Karamoja's total land area was gazetted for wildlife conservation. In 2002 the status of tenure and land use of approximately 54% of land area under Wildlife Conservation was changed. The current wildlife conservation areas in Karamoja are: Kidepo National Park 1,436 sq. km; Wildlife Reserves: Pian-Upe Wildlife Reserve 2,043 sq.km, Bokora corridor Wildlife Reserve 1833sq. km, Matheniko Wildlife Reserve 1,393 sq. km; Community Wildlife Areas are: Iriri, Karenga and Amudat. Climate variability has been unpredictable and has resulted in extreme drought affecting wildlife movements and at times death; causing crop failure low livestock productivity and water scarcity. Other factors like education and sanitation are also very poor. The Karamoja in general are among the poorest in the country. Yet the region is endowed with enough natural resources including minerals, large pastures and woodlands and wetlands which if managed smartly with full community participation, taking the aridness and climatic factors into consideration, can tremendously improve biodiversity conservation as well improving the livelihoods of the local communities. Key baseline documents include as attached:

- Uganda Human Development Report 2015: unlocking the development potential of Northern Uganda; by UNDP; chapter 4, on Karamoja towards a development Path (attached)

The western rift valley Nile Basin landscape

This comprises the Albertine region and the Nile basin part of the west Nile area. The Albertine region as part of the great Nile basin is an area of great biodiversity and unique ecosystem such lakes and wetlands. It is an area of great national parks and game reserves including Semiliki, Kibaale Queen Elizabeth, Bwindi and Mgahinga and in the northern part Murchison falls. Oil has been discovered in the rift valley rocks, Oil exploration is expected to expand opportunities for employment and income generation in the region. Although direct employment will reach a peak during the construction phase of oil and gas development infrastructure has started and will go on for some time subsequently plateau off to much lower levels, the peripheral economic activities will stimulate businesses and demand for different levels of skilled labor. GoU places great emphasis on empowering local young people to be better prepared to take advantage of, and benefit from, economic opportunities that will emerge in the region. There intertwining of great biodiversity landscape with Oil and its related infrastructure development is a challenge to sustain the biodiversity as well as opportunity to improve the local peoples livelihoods. Most of the baseline literature from research, projects and government programs will try to mainly to address biodiversity conservation in the context oil business developments in the region. Detailed assessment of this region was obtained from the following documents:

- Nile Basin Initiative Overarching Strategic Plan 2012 – 2016
- Nile Basin Initiative: Nile Equatorial Lakes Subsidiary Action Program; Nile Cooperation for Results Project (NCORE); Environmental and Social Management Framework (ESMF) 2014
- Environmental and Social Management Framework: Albertine Region Sustainable Development Project (ARSDP); Final Report 2013
- UNEP-WCMC: Oil Governance in Uganda and Kenya: A review of efforts to establish baseline indicators on the impact of the oil sector in Uganda and Kenya 2015

Lake Victoria Basin landscape

Lake Victoria, with a surface area of 68,800 km² and an adjoining catchment of 184,000 km², is the world's second largest body of fresh water, and the largest in the developing world, second only to Lake Superior in size. Lake Victoria touches the Equator in its northern reaches, and is relatively shallow, reaching a maximum depth of about 80 m, and an average depth of about 40 m. The lake's shoreline is long (about 3,500 km) and convoluted, enclosing innumerable small, shallow bays and inlets, many of which include swamps and wetlands which differ a great deal from one another and from the lake itself.

Because the lake is shallow, its volume is substantially less than that of other Eastern African lakes with much smaller surface area. Lake Victoria holds about 2,760 km³ of water, only 15 percent of the volume of Lake Tanganyika, even though the latter has less than half the surface area. Key environment issues include deforestation, land degradation, overfishing, and pollution among others. Key baseline documents include the following as attached:

- Strategic Action Plan (SAP) for the Lake Victoria Basin 2007: by the Lake Victoria Basin Commission
- Health of People and the Environment Lake Victoria Basin Project Baseline Study 2015: Synthesis Report by Pathfinder International
- Sixtus kayombo and Sven erik Jorgenesen 2006: Lake Victoria experience and lessons learned brief

Dear Wandera,

Many thanks for submitting the CPS and a short description of one of the selected landscapes under consideration in Uganda. In addition, I note that the scoping study information is included in the CPS, however no independent report was either prepared and or not attached for CPMT review. This also applies for the baselines assessments reports which selected information's were included in the body of the CPS. However, preferably, it would have been better that these reports are attached as annex one (verbatim) to provide further information and reading if so required later on by any third party stakeholders.

At the general level, I have a few observations that I would wish to see amended or addressed in the final report. Find the final slightly edited version attached to this mail.

1. Please note that it is very important that the future reporting of progress and impacts are pegged on the finding of your baselines assessment figures and indicators as appropriate. Hence the need to only include what the national and global programme will realistically be assessed on. Therefore ensure that your indicator sets also speak to the global level indicators as provided in the overall prodoc attached for your ease of reference.
2. In addition, please also consider the overall global indicators as indicated in the OP6 for the strategic initiatives in your LFA in the CPS so that the national level ACR will be able to pick them up so that aggregation of results at the global level will be possible while compiling the AMR to the GEF and other donors. While I am sure those that are currently slotted in will no doubt lead to these global level indicators assessments, it is not very clear or obvious from the CPS. For example, how will you select and assess the capacity of the "farmers' leaders" under agroecology or how will you assess the levels and amounts of "energy access co-benefits" out of the technologies proposed in the suits of actions. There is need to see in an obvious way and within a closely knit indicator sets for those indicators at the national level and those of the global.
3. Please ensure you send me a **consolidated version** with all the annexes attached. Currently, I am giving it my **approval** pending a final consolidated version with all annexes to be included in one document. Similarly, do not forget to provide the **CPS review sheet** for our records as well as have the **NSC endorse the final CPS document** as required within the template. If the document is large, please consider sending it via drop box if it becomes very heavy to come by email without separating.
4. Please receive the main CPS documents with a few observations I have made in comment boxes which will guide you in finalizing the CPS.

Lastly, Ana Maria Modelo can now proceed to send you a second tranche allocation letter and subsequent resources for grant making in Uganda.

Overall, thank you very much for submitting such a thoroughly and well written CPS.

Thanks

Charles
