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November 10, 2015

Mr. David O. O. Obong
Permanent Secretary
Ministry of Water and Environment
Kampala

Dear Sir,

SUBJECT: PILOT PROGRAMME FOR CLIMATE RESILIENCE AND FOREST INVESTMENT PROGRAMME, JOINT SCOPING MISSION (OCTOBER 19 - 23, 2015)

Confirmation of mission findings and recommendations

Dear Mr. Obong,

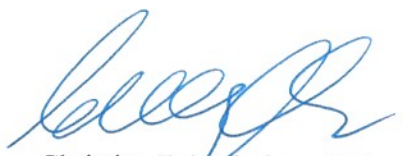
We would like to convey our deep appreciation to the Government of Uganda for the support and facilitation accorded to the Joint Scoping Mission for the Pilot Program for Climate Resilience (PPCR) and Forest Investment Program (FIP) which took place from October 19th-23rd, 2015.

While the details of mission findings are contained in the attached aide memoire, we hereby highlight the most important agreements and recommendations below:

1. The Government framework of policies, legislation and sectoral activities are highly compatible with the objectives of both the FIP and PPCR which will certainly contribute to climate proofing of the economy and to mobilize additional resources.
2. The FIP and PPCR will be implemented by the same ministry – Ministry of Water and Environment (MWE) under which the MWE has established a Climate Change Department and a REDD+ Secretariat to coordinate overall climate change actions in the country and forest carbon management respectively. The Government has thus decided to prepare the two programs in parallel.

3. It was agreed that both investment plans would be submitted to November 2016 subcommittees of the FIP and PPCR. The first Joint Mission was agreed to be undertaken in March 2016.

4. The Government will communicate to the Climate Investment Funds (CIF) its decision on multi-lateral development Bank leadership by November 11, 2015 and will thereafter commence the preparation of the applications for technical assistance grants as soon as possible.



Christina E. Malmberg Calvo
Country Manager
World Bank

Sincerely,



Jeremiah Mutonga
Resident Representative
African Development Bank

Copy:

Mr. Keith Mukahanizi
Permanent Secretary/Secretary to the Treasury
Ministry of Finance, Planning and Economic Development
Kampala

Ms. Maris Wanyera
Commissioner – Aid Liaison Department
Ministry of Finance, Planning and Economic Development
Kampala

Ms. Margaret Adata
Ag. Commissioner, Forestry Sector Support Department
Ministry of Water and Environment
Kampala

Mr. Chebet Maikut
Acting Commissioner Climate Change Department
Ministry of Water and Environment
Kampala

Mr. Michael Mugisa
Executive Director
National Forestry Authority
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Mr. Fred Twesiime
Acting Assistant Commissioner, Aid Liaison Department
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Ms. Angela Rwabutomize
Environment and Natural Resources Desk Officer
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**AFRICAN DEVELOPMENT
BANK GROUP**



PILOT PROGRAM FOR CLIMATE RESILIENCE AND FOREST INVESTMENT PROGRAM

SCOPING MISSION OCTOBER AIDE MEMOIRE

Kampala , Uganda 19-23 October 2015

1.0 INTRODUCTION

1.1 Following the approval of Uganda's expressions of interest to develop investment plans for the Pilot Program for Climate Resilience (PPCR) and the Forest Investment Program (FIP) by the Climate Investment Funds a scoping mission of the Multilateral Development Banks - MDBs: African Development Bank (AfDB) and the World Bank (WB) visited Kampala, Uganda from 19 to 23 October 2015. The approval makes available grant of \$250,000 to Uganda to prepare an Investment Plan (IP) for the FIP and \$1.5 million to prepare a Strategic Plan for Climate Resilience (SPCR) for the PPCR. The overall objective of the mission was to initiate support to the Government of Uganda to prepare an Investment Plan (IP) for the Forest Investment Program and a Strategic Program for Climate Resilience (SPCR) for the Pilot Program for Climate Resilience.

1.2 Mission members from the AfDB included: Ms. Siham Mohamed Ahmed, Principal Natural Resources Management Specialist (Team Lead and FIP Focal Point), Mr. Gareth Phillips, Chief Climate and Green Growth Expert (PPCR Focal Point); Mr. Asaph Nuwagira, Agriculture expert field office Focal Point); Mr. Ambrose Oroda, Natural Resources and Environmental Management Specialist (Uganda FIP focal point); Olusola Ikuforiji, Environment and Climate Change Expert (Uganda PPCR Focal Point). The team from the World Bank comprised: Mr. Chris Warner, Senior Technical Specialist (Uganda FIP Focal Point); Mr. Ross Hughes, Senior Natural Resources Management Specialist (Uganda PPCR Focal Point); Ms. Kanta Kumari, Lead Adaptation Specialist (IBRD PPCR Focal Point); Ms. Madhavi Pillai, Senior Natural Resources Specialist (representing IBRD FIP Focal Point); and Mr. Shun Chonabayashi, Young Professional.

1.3 The Mission was received by Mr. David O.O. Obong, Permanent Secretary Ministry of Water and Environment and worked with the following members of staff of the Ministry of Water and Environment led by Mr. Samuel Otuba, Commissioner, Policy and Planning, MoWE, FIP National Focal Point (FIP NFP); Margaret Mwebesa, Assistant Commissioner, National Focal Point for REDD+, FSSD / MoWE; Mr. Chebet Maikut PPCR National Focal Point); (remote from Bonn); Mr. Semambo Muhammad (Senior Climate Change Officer, Adaptation, Climate Change Department) and Xavier Mugumya Nyindo from the National Forestry Authority. The Ministry of Water and Environment (MoWE) was nodal agency for the mission and led mission arrangements including meetings with a wide range of officials and a broad cross sections of stakeholders. An initial meeting was held with officials from Ministry of Finance, Planning and Economic Development led by Mr. Fredrick Matyama on behalf of the Commissioner, Development Assistance and Regional Cooperation (DARC) department. A wrap up meeting was convened by Mr. David O.O. Obong, Permanent Secretary MWE. The meeting also held a wrap-up meeting chaired by Lawrence K Kiiza, Director, Ministry of Finance, Planning and Economic Development.

1.4 The Government of Uganda was well prepared for the Mission and presented a high level of readiness which outlined their ongoing and planned climate resilience and forestry management initiatives particularly how they align with Uganda's Vision 2040 (overarching framework for development and sustainability), the NDP II, the Intended Nationally Determined Contribution (INDC) and the Sustainable Development Goals. The main barriers and constraints hampering the achievement of the Government's desired resilience and forestry outcomes were also presented. The line function ministries and various associated agencies also presented their resilience and forestry priorities and programs being undertaken to address climate change challenges.

1.5 The Mission held a working session with international cooperation agencies that are supporting initiatives related to climate change, forestry sector and REDD+. These included UK Department for International Development/UKAid, USAID, German Embassy, FAO, and the European Commission.

1.6 The Mission also held a briefing meeting with national and international civil society organizations and business, where the Mission introduced the PPCR and FIP development process. Discussions highlighted that CSOs and NGOs offer a rich and diverse source of experience on a wide range of climate resilience and natural resource management issues. Stakeholder consultation and gender will be observed as per CIF Policies.

1.7 The Mission wishes to express its satisfaction and gratitude to the Government of Uganda, as well as to partner institutions for the courtesy they extended and the cooperation they provided. The conclusions and recommendations of the Mission are summarized in this Aide Memoire, which will be signed after approval by senior management of AfDB and World Bank. As rules of the Climate Investment Funds require disclosure of mission Aide Memoires, the Government consented to classify the Aide Memoire as public and will accordingly be disclosed by the CIF Administration Unit.

2.0 Background and Key Findings

2.1 In view of the fact that the CIF anticipates a combination of grant finance and concessional loans, the Ministry of Finance, Planning and Economic Development (MPED), highlighted potential challenges around resource mobilization. In particular, MPED noted that GoU have limited headroom for additional borrowing, at least for the next two fiscal years and expressed concern with borrowing for environment programs not perceived to have direct economic returns. Nevertheless MPED recognized that development projects benefit from climate resilience considerations and this was highlighted with an example for road infrastructure. The mission clarified that climate financing could be used to climate-proof and build resilience through sector developments – for example, by investing in improving agricultural resilience and productivity, investing in water and sanitation in drought prone areas and investing in catchment management for key water sources. MPED emphasized the importance of alignment behind the Government programs to build on and strengthen existing structures and initiatives. MPED also clarified that the Public Finance Management Act (2015) requires that all proposals for on-budget financing, including grants and concessional lending, must be integrated into the annual budget proposal prior to its Parliamentary approval in April each year. Such investments could also help GoU to deliver on SDGs. The MDBs will seek to capitalize and maximize the amount of MDB and other bilateral financing as well as private sector and climate finance including from the GCF, to support both programs.

2.2 Uganda has pioneered a number of activities and made notable progress to address the adverse impacts of climate change. It has developed a clear policy framework for addressing climate change. This includes a National Climate Change Policy (approved 2013) and is making good progress putting in place a comprehensive institutional framework that defines roles and responsibilities at national and district level. At national level, MWE has established a stand-alone Climate Change Department under the Permanent Secretary and a REDD+ Secretariat to coordinate overall climate change actions in the country and forest carbon management respectively. The Government recently submitted its Intended Nationally-Determined Contributions (INDC) to the United Nations Framework Convention on Climate Change (UNFCCC), has launched a Green Growth initiative and has prepared a number of recent studies. The Government has also taken steps to integrate climate change into National Development Plan II as well as in sectoral policies, plans, programs and annual budgets with effect from FY 2016/17. The framework of policies, legislation and sectoral activities are highly compatible with the objectives of both the FIP and PPCR. The Mission

also noted the recent submission for endorsement to the Climate Investment Funds (CIFs) of the plan for Scaling-Up Renewable Energy (SREP) and notes further potential for solar energy.

2.3 MWE is preparing a Climate Change Bill to strengthen the legal basis to enforce the Climate Change Policy including defining institutional responsibilities to mainstream climate change at sectoral and cross sectoral level. Under the provisions of the National Climate Change Policy, the Policy Committee on Environment chaired by the Right Honorable Prime Minister, provides policy advice on matters of climate change issues besides environment at the Cabinet level. The Mission noted that this should help to address coordination challenges.

2.4 A partial evidence platform is in place but requires further development to underpin investment planning for both climate resilient planning across the economy and the sustainable management of forest landscapes, including through REDD+. Uganda's climate diagnostic and climate atlas provides a sound basis that identifies key issues and priorities for addressing climate change challenges and, as noted above, the Government has prepared a number of other studies of relevance to climate change policy and planning. Preliminary data and maps on trends in forest cover change are also available and more comprehensive forest cover updates will be available by early 2016.

2.5 Development partners have contributed to Uganda's efforts through both capacity building as well as investments on the ground. A number of bilateral development agencies informed the Mission that they are preparing new country strategies and pipeline investments. This may offer the opportunities for PPCR/FIP investment programs.

2.6 The Mission appreciated the high level of involvement of CSOs and their willingness to participate in the process. The Mission noted the importance of harnessing this expertise and engaging with CSOs as partners in the SPCR and FIP planning and implementation process. Discussions covered various aspects of the preparation process and in particular focused on opportunities and entry points for engaging CSOs in the planning and implementation of PPCR and FIP supported programs.

2.7 The Mission noted limited government capacity especially at district level. Therefore, Government will need to pay particular attention to strengthening implementation and delivery mechanisms at both the national and local levels when preparing the SPCR and FIP strategies.

2.8 The preparatory grants for the PPCR and FIP can be mobilized either as Recipient Executed Trust Fund (RETF) or as bank (MDB) Executed Trust Fund. Following the Government's decision, the following guidance was provided as per the CIF guidelines. The grant will support approved activities which include (i) consultants' services, local training, workshops and seminars and, (ii) operating costs and office equipment for the implementation management of grant activities not to exceed 10% of the grant amount. The Governments selects to access preparatory grants as Recipient Executive Trust Fund (RETF).

2.9 In their approval for new countries to be part of the PPCR program, the decision notes: "The Sub-Committee recognizes that at present there is not sufficient funding under PPCR to finance the projects and programs that may be proposed in the SPCRs but notes its expectation that there will be climate finance available to fund high quality projects and programs." The CIF Administration Unit in their communication of October 2, 2015 sent to the Minister of Water and Environment noted that efforts are underway to mobilize resources so that a similar level of resources would be provided to PPCR pilot countries as in the past. In the first round, PPCR single countries received US\$50 million in grants, and on average US\$35

million as highly concessional loans. The MDBs will continue to update the Government on CIF replenishment.

2.10 On May 18th when the FIP Sub-Committee selected the Expressions of Interest from nine countries, including Uganda, and they resolved as follows with respect to providing resources: “The Sub-Committee further agrees to provide an additional USD 2.25 million to support additional nine countries (...) for the development of their investment plans with the clear understanding that there are no FIP resources currently available for the implementation of these investment plans, taking into consideration that there will be a strategic discussion on the CIF at the joint meeting in November 2015. The Sub-Committee encourages these additional countries and the respective MDBs to actively seek resources from other bilateral or multilateral sources to fund the investment plans.”

2.11 The Government has confirmed that the FIP and PPCR programs will be prepared in parallel. A progress report will be presented to the PPCR and FIP sub-committees in May 2016 followed by submission of the final investment plans for the November 2016 meetings of the sub-committees.

2.12 The Mission noted the following emerging priorities: (i) Strengthening the enabling environment for climate resilient coordination, planning, implementation and monitoring, (ii) Watershed and landscape level approaches where piloting and early efforts are already showing promising signs for delivering benefits for livelihoods and the environment, (iii) Developing models for improved resilience of natural resources - particularly forest, wetland and rangeland resources of direct importance to poor and marginalized groups. (iv) Improved management of charcoal and biomass fuel value chains; (v) Strengthening hydro-meteorological and climate information services; (vi) Building resilience of agriculture, livestock and farming systems to address food security and reduce land degradation; (vi) Climate proofing Urban areas infrastructure including water supply and sanitation and roads in climate-vulnerable areas and roads.

AGREED ACTIONS AND NEXT STEPS

Activity	Responsible	Due date
Confirm the findings and recommendations of the aide memoire	GoU	6/11/15
Decision on MDB leadership submitted to CIF AU	GoU	6/11/15
Submit request to CIF AU for preparation funds	GoU & Lead MDB	16/11/15
Submit to CIF AU the ToR for the First Joint Mission	GoU	18/1/16
Submit mission announcement to development partners and CSOs	GoU	15/2/16
Undertake First Joint Mission (including field visits)	GoU and MDBs	14/3/16
Submit progress report to CIF sub-committees	GoU	20/4/16
Submit to CIF AU the ToR for the Second Joint Mission	GoU	9/5/16
Submit mission announcement to development partners and CSOs	GoU	30/5/16
Undertake Second Joint Mission	GoU and MDBs	20/6/16
Draft Investment plan for review by MDBs	GoU	30/8/16
Submit for final expert review	GoU	30/9/16
Submit investment plans to CIF AU	GoU through lead MDB	15/10/16

See Table 2 in Annex for further details.

Annex 1: Detailed description of the mission findings and next steps

I. CURRENT STATUS OF THE PPCR AND FIP AND PPCR PROCESS

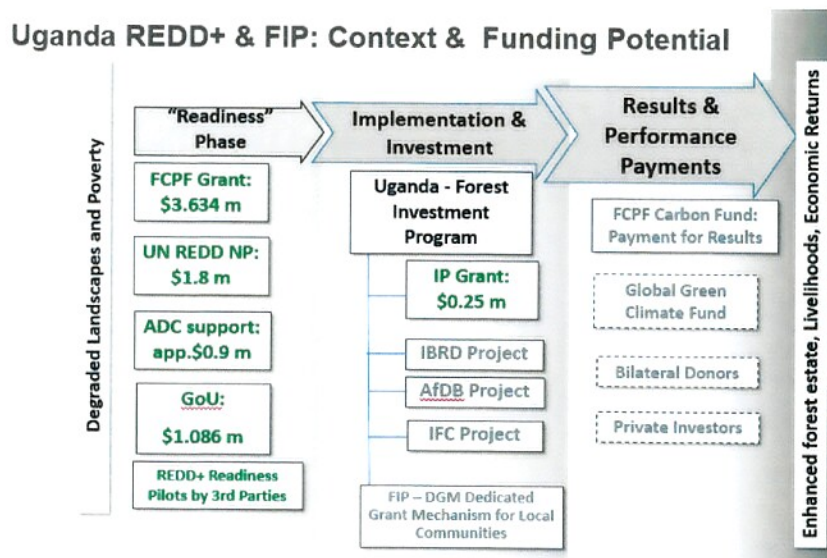
1. **PPCR and FIP.** Uganda's expressions of interest to develop the SPCR for the PPCR and an IP for the FIP were both approved by the CIF on May 14, 2015. The approval makes available US\$1.5 million for Uganda to prepare an SPCR and US\$250,000 to prepare the IP. The grants are expected to be executed by the Government of Uganda.
2. The preparatory grants for the PPCR and FIP can be mobilized either as Recipient Executed Trust Fund (RETF) or as bank (MDB) Executed Trust Fund. Following the Government's decision, the following guidance was provided as per the CIF guidelines. The grant will support approved activities which include (i) consultants' services, local training, workshops and seminars and, (ii) operating costs and office equipment for the implementation management of grant activities not to exceed 10% of the grant amount.
3. In their approval for new countries to be part of the PPCR program, the decision notes: *"The Sub-Committee recognizes that at present there is not sufficient funding under PPCR to finance the projects and programs that may be proposed in the SPCRs but notes its expectation that there will be climate finance available to fund high quality projects and programs."* The CIF Administration Unit in their communication of October 2, 2015 sent to the Minister of Water and Environment noted that efforts are underway to mobilize resources so that a similar level of resources would be provided to PPCR pilot countries as in the past. In the first round, PPCR single countries received US\$50 million in grants, and on average US\$35 million as highly concessional loans. The MDBs will continue to update the Government on CIF replenishment.
4. On May 18th, 2015 when the FIP Sub-Committee selected the Expressions of Interest from nine countries, including Uganda, and they resolved as follows with respect to providing resources: *"The Sub-Committee further agrees to provide an additional USD 2.25 million to support additional nine countries (...) for the development of their investment plans with the clear understanding that there are no FIP resources currently available for the implementation of these investment plans, taking into consideration that there will be a strategic discussion on the CIF at the joint meeting in November 2015. The Sub-Committee encourages these additional countries and the respective MDBs to actively seek resources from other bilateral or multilateral sources to fund the investment plans."*
5. General Objectives of PPCR are to assist developing countries to integrate climate resilience into core development planning for transformation at scale. This could include mainstreaming climate resilience into sectoral and cross-sectoral investment, including urban development/ infrastructure, agriculture and food security, land and ecosystems, policy, institutions and policies building on the Uganda National Development Plan II; National Adaptation Programs of Action (NAPAs), and other existing efforts.
6. General Objectives of FIP are to support developing country efforts to reduce emissions from deforestation and forest degradation and promote sustainable forest management and enhancement of forest carbon stocks (REDD+), including: (i) promoting forest mitigation efforts, including protecting forest ecosystem services; (ii) providing support outside of the forest sector to reduce

pressure on forests; (iii) helping countries strengthen institutional capacity, forest governance, and forest-related knowledge; and (iii) mainstreaming climate resilience considerations and contribute to biodiversity conservation, protecting the rights of indigenous peoples and local communities, and poverty reduction through rural livelihoods enhancements.

7. REDD+ in Uganda. Government sees the Uganda FIP as an important parallel and follow on activity of the overall REDD+ process (see diagram below). Uganda’s REDD+ Readiness Preparation is supported by several financing packages: FCPF REDD+ Readiness Preparation Support (US\$3.634 million); the UN-REDD National Programme (US\$1.8 million) signed on September 4, 2015, and ADC support (Euro 650,000, equivalent US\$890,000), approved in June 2013. In parallel, targeted support / backstopping was provided by the UN agencies (US\$310,000). This donor financing is complemented by the GOU financing under a dedicated budget code, of US\$659,000 equivalent in FY2014/2015 and FY2015/2016.

8. The mid-term review of the REDD+ readiness process will be conducted in January 2016. Consultations will be undertaken as part of the IP development, and should be synchronized as much as possible with the preparation of the National REDD+ Strategy which will be taking place at the same time.

Diagram 1. Uganda REDD+ Readiness Preparation process



II. MISSION PROCESS AND CONSULTATIONS

9. The Mission met with a broad range of stakeholders from National Government including Ministry of Planning, Finance and Economic Development, key line function ministries including Ministry of Water and Environment, Ministry of Works and Transport, Ministry of Local Government, its various special purpose bodies including, National Forest Commission, National

Environment Authority, National Meteorological Authority, Uganda Wildlife Authority, representative of local government, bilateral donors and related organizations, multilateral institutions including UNDP, FAO and IFAD, civil society organizations including environment NGOs and business. Meetings took the form of presentations and discussions. The Mission was unable to meet with Ministry of Agriculture, Animal Industries and Fisheries.

10. The MDBs explained the objectives of the FIP and PPCR, shared best practice examples, and the expectations for the SCPR and IP, including procedures for accessing preparatory funds by the GoU. Government presented their national, strategic level approach to addressing climate change across the sectors, including for the forestry sector including through their National Development Program II, their recently submitted Intended Nationally Determined Contributions (INDC), Climate Change Policy 2015, current and proposed institutional arrangements for mainstreaming the climate change policy/ agenda in Government, promoting inter-governmental cooperation. The Government also highlighted ongoing and recently supported activities including preparation of a national climate change profile, strategic country diagnostic, ongoing preparations of a forestry and REDD+ strategy. Line function ministries explained how they are climate proofing their sectors, the tools which they are developing and using, their plans for future implementation and their needs and challenges.

11. Civil society organizations, and NGOs expressed the need for designing investment plans which engaged them in order to strengthen design and implementation, drawing on their comparative advantage in delivery at a community level and successful pilots. Development partners¹ discussed their financing priorities and ongoing and planned programs for Uganda which provide good potential for leveraging support to the proposed forthcoming PPCR and CIF investment plans.

III. OPPORTUNITIES AND CONSTRAINTS FOR DEVELOPING AND SCPR AND AN IP

12. The overall finding of the mission is that Uganda has a well-articulated national vision and strategy to address climate change, embedded in national development policy and line function ministries. However, implementation is severely hampered by a lack of resources, data and information gaps to apply decision support tools, lack of staff and institutional capacity. The problem is acute at the district level, where at most one district environment officer serves a whole district² – with no access to transport or a capital budget. Hence, all programs need to be designed taking into account these major implementation challenges. This in turn has created an opportunity for CSOs and NGOs to support communities and a range of environment and development issues at grassroots levels – effectively small scale delivery organizations.

13. While the implementation environment is severely constrained, Uganda has a sound base from which to swiftly prepare a longer term national climate resilience strategy including for the forestry

¹ Term includes bilateral agencies, international NGOs, special purpose agencies, local partners

² 111 districts serving 37 million people

sector; to help implement and shape national policy and access funds from the evolving international climate financing architecture; to make efficient use of the PPCR and FIP resources and to engage civil society organizations including business in the process.

14. Context for SPCR and IP development: Government confirmed that the SPCR and IP would be aligned with NDP II, be strategic, catalytic and transformative. The mission discussed the importance of INDCs as part of the emerging international climate change and climate financing architecture to live within a 2C degree World. In this regard it was agreed that the selection of investments should be assessed against a carefully selected set of criteria such as the extent to which they support policy reform, achieve scale, transformation, significant adaptation and or mitigation benefits, are innovative and leverage additional investment/finance.

15. Two broad categories of investments were identified by the Mission. Those which form part of the overall enabling environment to strengthen the knowledge, informational and institutional environment and those which are required to address specific climate change issues - programs. The broad preliminary ideas which were discussed will be subject to further assessment and prioritization together with additional possible ideas. Table 1 identifies a list of possible investments for a first 5-6 year phase of investment.

IV. GOVERNMENT SPCR AND IP PRIORITIES

16. SPCR: Government will design its resilience vision, over-arching goals and activities using amongst other documents the Uganda Strategic Climate Diagnostic. This national vision and strategic program would inform investments not just for the PPCR, but other bilateral and global financing sources. Some emerging areas of focus through the SPCR and IP include: (i) institutional arrangements and structures to engender holistic/integrated approaches, and to implement and monitor the resilience strategy; (ii) strengthening the collection of weather data, enhancing weather prediction, information dissemination, application of climate services and products to manage climate risks; (iii) landscape management/ watershed zone and catchment management plans, promoting water security for all users is a priority; (iv) strengthening district and local government and empowering CSOs and NGOs as implementation partners; (v) management of Uganda's extensive wetlands to support resilience and mitigation; (vi) promoting climate resilient agriculture to ensure food security. Some potential areas which may need further assessment work were discussed (charcoal, hydromet and climate information, planning under a changed world).

17. IP: The drivers of Uganda's deforestation and forest degradation are well known, yet so far few programs apart from the SAWLOG production scheme have reached scale. The Uganda REDD+ process has clearly identified the key drivers of deforestation. Two priorities which require further consideration include: (i) sustainable charcoal production and marketing; and (ii) enhancing agricultural productivity coupled to creating forest set asides to conserve forests.

Table 1: Matrix of tentative priorities

Priorities	Supports resilience	Supports forestry	Comments
Enhanced meteorological data collection, analysis and dissemination/early warning /hydromet	X	X	Enabling environment
Resilient landscapes/ watershed/ catchment management program including wetlands, implementation in support of livelihoods and biodiversity – strengthen institutions and implementation capacity	X	X	Scalable program
Sustainable charcoal production and agricultural productivity enhancement to reduce deforestation	X	X	Scalable program
Promote resilient agriculture to strengthen food security, reduce land pressure and deforestation	X	X	Scalable program
Urban resilience and infrastructure, including water supply and sanitation in climate-vulnerable areas and protection of water sources through NRM	X	X	Scalable program

V. PROGRAM PREPARATION

18. **Leverage and linking resources:** To ensure maximum leverage, it would be important that once priorities are identified they are assessed against the pipeline of MDBs and bilaterals and linkages to SREP will also be explored.

19. **Preparation Grants.** The GoU should commence work to access the preparatory grants for SPCR and IP through either IBRD or AfDB. These resources could be used for: (i) hiring of consultants to support the writing and preparation of the IP, including analysis of key issues, consultations and documentation, as well as knowledge exchange and learning events; (ii) technical assessment; (iii) workshops and consultations; and (iv) capacity building. These funds can also be used to strengthen the capacity of the Climate Change Department as readiness for the program through hire of dedicated project staff. The finalized technical advisory proposals would be sent to the CIF Administrative Unit (AU) and approved by the PPCR/FIP MDB Committee. The MDB teams provided samples and templates for the technical assistance proposals.

20. **Preparation Roadmap:** The roadmap below sets out an outline of key areas of work that would need to be undertaken for the finalization of the SPCR and IP. Risks to the preparation of the IPs are summarized in the table below.

Risks	Mitigation Strategy
Travel restrictions for MDBs in relation to elections (Feb 2016)	Identify dates, plan missions accordingly
Appointment of consultants and contract staff	Existing TA available in MWE; MDBs have access to experts
Effectiveness of TA Grant	Funds can be claimed retro-actively
MDB schedules	Book missions in good time and take all national holidays into account

MISSION AGREEMENTS REACHED AND RECOMMENDATIONS

Activity	Due date
Confirm Roadmap for FIP and PPCR preparation	end Oct.
Identify additional capacity strengthening needs for PPCR and FIP preparation	Week of Nov. 6
Confirm the findings and recommendations of the aide memoire	Week of Nov. 6
Decision on MDB leadership submitted to CIF AU	Week of Nov. 6
Notify MPED for inclusion of preparation funds in the FY16/17 budget.	Week of Nov. 6
Identification of priorities for use of preparation funds (e.g. studies, IMS development etc)	Week of Nov. 9
Prepare and submit ToR for MDB review for consultant/contract staff to support CCD/REDD+ Secretariat	Week of Nov. 9
Solicit ideas for proposals for preparation grants	Week of Nov. 16
Prepare inception report for review prior to 1st joint mission (4 weeks prior to mission)	Week of Nov. 15
Prepare and submit request to lead MDB for preparation funds.	Week of Nov. 16
Prepare stakeholder engagement plan	Week of Nov 15
Mobilize consultants/contract staff to support PPCR and FIP preparation	Week of Nov 16
Prepare and submit for lead MDB review procurement plans for FIP and PPCR preparation funds	Week of Nov 30
Prepare and submit to CIF AU the ToR for the First Joint Mission (5 weeks ahead of mission dates)	Week of Jan 18, 2016
Confirm the steering and oversight arrangements for PPCR and FIP	Jan 25
Submit mission invitation/announcement to development partners and CSOs	Week of Feb 15
Detailed agenda development and conference calls to review agenda	Week of Feb 29
Undertake First Joint Mission (including field visits)	Week of Mar 14 & 21

Prioritization consultation workshop on key themes identified during the first joint mission.	Week of Mar 21
Identify expert reviewer	End March
Progress Presentation submitted to sub-committee	End April
Prepare and submit ToR for prior review of preparatory studies	End April
CCD/REDD+ Secretariat make presentation to CIF sub-committees	Week of May 9
Expert peer review (1)	Mid May
Prepare and submit to CIF AU the ToR for the Second Joint Mission (5 weeks ahead of mission dates)	Week of May 9
Detailed agenda development and conference calls to review agenda	Early June
Undertake Second Joint Mission	June 20 – July 1
Submit mission invitation/announcement to development partners and CSOs	End May
Mobilization of consultants for preparation studies and specialized TA support	End June
Review and stakeholder consultation on draft investment plans (includes internal MDB reviews against pipelines)	End June
Undertake second joint mission	June 20-July 1
Revision of investment plans following review and consultations	End July
Investment plan (including provisional selection of pilot investments) Draft 1	End August
Expert Review (2)	End September
Submit investment plans to CIF AU	Mid October

Annex 2. List of persons met

1. Alex B Muhweezi, Technical Advisor, REDD+ Secretariat, Ministry of Water and Environment
2. Angella Rwabutomize, Environment and Natural Resources Desk Officer, Ministry of Finance, Planning and Economic Development
3. Caren Blume, Deputy Head of Cooperation, Embassy of the Federal Republic of Germany
4. Charles Ngeye, Senior Engineer, Ministry of Local Government
5. Charles Walaga, Executive Director, Environmental Alert,
6. Chebet Maikut, Commissioner, Climate Change Department, Ministry of Water and Environment
7. Christopher Tumusiime, Assistant Commissioner, Rural Water Supply, Ministry of Water and Environment
8. Collins Oloya, Commissioner, Wetlands
9. David O.O. Obong O. O. , Permanent Secretary, Ministry of Water and Environment
10. David Walngenbe, Secretary General, Uganda Forestry Association
11. Disan Ssozi, Commissioner, Aid Liaison Department, Ministry of Water and Environment
12. Dr. Callist Tindimugaya, Commissioner, Water Resources Planning and Regulation, Ministry of Water and Environment
13. Emmanuel Zziwa, National Consultant - Climate Change Adaptation, Food and Agriculture Organisation of the United Nations
14. Eng Richard Cong, Commissioner Water for Production, Ministry of Water and Environment
15. Ezra Rubanda, Head Trade Policy, UNCCI
16. Fredrick Matyama, Assistant Commissioner, Infrastructure and Social Services Department,
17. Gaster Kiyingi, National Programme Manager, Tree Talk Plus,
18. Gertrude K Kenyangi, Observer for Africa on the FIP, Support for Women in Agriculture and Environment
19. Godfrey Lutwama, Programme Assistant, Environment Alert
20. Harriet Natabi, Water and Sanitation Specialist, Water and Sanitation Program
21. Henry M Baziira, Executive Director, Water Governance Institute
22. James Kaweesi, Assistant Commissioner Policy & Planning, Ministry of Water and Environment
23. John Begumana, MRV Specialist – REL team, Food and Agriculture Organisation of the United Nations
24. Joseph Epitu, PTO/MWE, Ministry of Water and Environment
25. Julian Basunpi, Research Associate, ACODE
26. Katebaka Raymond, African Union of Conservationists
27. Kavutse Dominic, Commissioner, Urban Water and Sewerage Services, Directorate of Water Development, Ministry of Water and Environment
28. Koma Stephen, Ag.Asst Commissioner, Ministry of Local Government
29. Luisama Gostroy, Programme Officer, Environment Alert
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32. Margaret Athieno Mwebesa, Assistant Commissioner, National Focal Point for REDD+, Ministry of Water and Environment
33. Maris Wanyera, Commissioner, Aid Liaison Department, Ministry of Finance, Planning and Economic Development
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39. Paul Isabirye, Head of Uganda Meteorological Agency,
40. Paul Mafabi, Director, Directorate of Environmental Affairs, Ministry of Water and Environment
41. Poline Nantongo, Executive Director, ECOTRUST
42. Randole Annet Balensa, Manager, CARE
43. Rebecca Nabatanz Sierwanga, Research Associate, IITA-Uganda
44. Richard Sandall, Private Sector Development Adviser, Department for International Development, UKaid
45. Ronald Kaggwa, Principal Environmental Economist, National Environment Management Authority
46. Samuel Otuba, Commissioner , Policy and Planning, Ministry of Water and Environment
47. Semambo Muhammad, SCCO-Adaptation, Ministry of Water and Environment
48. Sergio Innocente, FAO-TA, Ministry of Water and Environment
49. Simon Nampindo, Country Director, Wildlife Conservation Society
50. Sophie Kutegeka, Acting Head of Office, International Union for Conservation of Nature
51. Valence Arineitwe, Senior Forest officer, Ministry of Water and Environment
52. Xavier Nyindo Mugumya, Climate Change Coordinator, Alternate National Focal Point for REDD+, National Forestry Authority

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