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PROGRESS OF IMPLEMENTATION OF THE NATIONAL ADAPTATION PROGRAMMES OF ACTION (NAPA) FOR UGANDA REPORT

Summary for Policy Makers

December, 2015



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List Of Acronyms

| | |
|----------|---|
| CBO | Community-Based Organisation |
| CC | Climate Change |
| CCD | Climate Change Department |
| CLTS | Community-Led Total Sanitation |
| COP | Conference of the Parties to the UNFCCC |
| DEWS | Drought Early Warning System |
| FGDs | Focus Group Discussions |
| GEF | Global Environment Facility |
| GEF-LDCF | Global Environment Facility- Least Developed Countries Fund |
| MWE | Ministry of Water and Environment |
| NAPA | National Adaptation Programs of Action |
| OPM | Office of the Prime Minister |
| TACC | Territorial Approach to Climate Change |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNMA | Uganda National Meteorological Authority |
| WASH | Water Sanitation and Hygiene |

Executive Summary

This report is based on an assignment that aimed to assess the progress of implementation of the Uganda NAPA. The overall objective of the assignment was to evaluate the implementation of adaptation interventions in Uganda with special focus on implementation of the NAPA in order to assess progress, efficiency and effectiveness in creating resilient communities. The specific tasks of the study included mapping the adaptation interventions in the country, assessment of some NAPA interventions to unveil their progress and effectiveness in delivering the NAPA goal, and documenting the gaps, challenges and opportunities in the NAPA implementation. In order to generate the information, the team undertook document reviews, discussions with stakeholders and field-based rapid appraisals of the identified NAPA activities.

It was evident that adaptation interventions involve a myriad of players ranging from multilateral organisations (mainly as project funders), Government agencies (line ministries and local governments), NGOs, CSOs, CBOs and local communities. With specific reference to the NAPA, it was evident that both the NAPA document and the NAPA implementation framework were not popularised and hence, less than half of the mapped interventions were designed and implemented in line with the NAPA. However, it is important to note that whereas the other interventions were designed basing on institutional mandates, donor requirements and/or community needs, they can well be aligned to the various NAPA priority areas and are thus contributing to the goal of the NAPA. It was also noted that the prioritising the 9 NAPA areas was probably inappropriate given that the implemented activities do not reflect more interventions in the top priority areas. This could to some extent be due to the disconnect between donor priorities and ranking of the adaptation priority areas. Further, the implemented activities are more skewed to the drought prone areas, and, and this clearly signals clearly signals that drought is the most pronounced climate change effect in the country.

Some of the major gaps in the implementation included the fact that while the NAPA implementation framework envisioned a programmatic/integrated approach where the adaptation interventions/projects were to be implemented as components of the adaptation programme in order to attain a resilient community, the activities on ground were to a great extent segmented and non-complementary, and in some instances duplicated. One of the core challenges in the NAPA implementation has been the weak coordination of cross-sectoral adaptation interventions and the challenges in accessing GEF-LDC Fund for adaptation activities. There are however several opportunities that implementation of adaptation activities could take advantage of including the existence of any GEF agencies in the country like UNDP that have been active elsewhere in writing PIF for adaptation projects funding and the existence of several actors which provides potential for synergies to deliver the desired NAPA goal of a resilient community.

In general, the country has made tremendous achievements in terms of climate change adaptation, and these achievements could be augmented by enhancing the identified opportunities and addressing the challenges that have so far been encountered in the implementation of the NAPA. Further, the key lessons learnt and best practices should to a great extent be considered in the formulation and implementation of future adaptation interventions in response to decision 1/COP.16 including the National Adaptation Plan (NAP), the on-going development of the tool for monitoring and evaluating progress, effectiveness and gaps in the NAPAs, and the LDC work programme.

1.1 Brief Overview/Background

In order to address the adverse effects of climate change in these states, the seventh Conference of the Parties (COP7) to the UNFCCC that National Adaptation operationalized paragraph 9 of Article 4 through its decisions on LDC Issues. These included the adoption of the National Adaptation Programmes of Action (NAPAs) and the establishment of the LDC Fund to support preparation of NAPAs in LDCs. Further, delegates of COP7 requested the Global Environmental Facility (GEF) to support the process. The NAPAs are a means to identify and communicate priority interventions addressing a country's urgent and immediate (short-term to medium term) needs and concerns in regard to climate change adaptation.

In 2007, Uganda responded to the decision by COP7 and developed the NAPA whose main objective was/is to address the urgent and immediate national needs and concerns relating to adaptation to the adverse effects of climate change. In order to implement the NAPA interventions, an institutional arrangement was stipulated, in which case the then Ministry of Water, Lands and Environment assisted by the National Climate Change Steering Committee Secretariat (NCCSCS) was identified to coordinate the implementation of the interventions (MWE, 2007). The implementation was to be in liason with appropriate institutions and in close collaboration with key stakeholders such as local governments and civil society. It must be emphasized that the NAPAs are community action oriented and are therefore not national adaptation plans to mitigate medium and long-term impacts of climate change (MWE, 2008).

2.0 The Task

Due to the recognition that climate change is real in Uganda and that adaptation to the impacts of climate change is needed, the Government of Uganda (GoU) endorsed Uganda's NAPA and was committed to its implementation. This assignment is a response to the call by the Environmental Management for Livelihood Improvement Bwaise Facility (EMLI) in partnership with ActionAid Uganda and with financial assistance from Australian Aid, to assess the progress of implementation of the Uganda NAPA. The overall objective of the assignment is to evaluate the implementation of adaptation interventions in Uganda with special focus on implementation of the NAPA in order to assess progress, efficiency and effectiveness in creating resilient communities able to withstand the negative impacts of climate change.

In view of this objective, the following specific tasks were carried out:

1. Mapping the adaptation interventions in the country, with a special focus on the NAPA;
2. Tracking progress of 2 priority interventions in 2 climatic zones;
 - 2.1. Assessing the operational efficiency in implementing priority interventions in 2 climatic zones;
 - 2.2. Assessing the effectiveness of the implemented interventions in creating climate resilient communities;
 - 2.3. Documenting the experiences, good practices and lessons learned from implementation of adaptation interventions

3. Identifying gaps, obstacles and opportunities in the NAPA implementation process; Comparing and contrasting experiences, good practices and lessons learned from implementation of Uganda NAPA with that elsewhere.

In order to accomplish the above tasks, review of available documents, stakeholder interviews and Participatory Rural Appraisal of some NAPA interventions were done. The database that was generated by the Climate Change Department (CCD) under the actors' landscape mapping exercise was the basis for identifying the different actors. In addition, the team interacted with the members of the Expert team of the NAPA evaluation study and the Reviewers (Appendix 1) to focus and inform the study. The findings of this assignment are expected to inform future adaptation interventions in response to decision 1/COP.16 including the National Adaptation Plan (NAP) formulation process. Further, the consultancy may also inform the ongoing development of the tool for monitoring and evaluating progress, effectiveness and gaps in the NAPAs, and the LDC work programme.

3.0 The Findings

3.1 THE ADAPTATION INTERVENTIONS IN UGANDA

While a number of climate change adaptation interventions have been implemented in Uganda, a total of 99 adaptation interventions were mapped highlighting the focus/theme, the lead implementer, collaborating partners and target area (district). During the profiling, it was critical to identify whether (or not) the design of the project has been informed by the NAPA document. The key findings indicated:

The Funding Agencies

Most of the climate adaptation funds have been mobilised (by the different implementers) through bilateral and multilateral arrangements including but not limited to; GEF-LDCF, European Union, USAID, World Bank, DFID, DANIDA, Rockefeller Foundation, GIZ, Austria Government, Belgian Government.

As expected, in line with GEF-LDCF guidelines, the GEF has provided funds to implement NAPA interventions through the GEF agencies including UNDP, FAO, UNIDO and African Development Bank (AfDB). These projects have been co-financed by the Government of Uganda (mainly in-kind), the private sector and other agencies.

The government also played an important role as a co-financer (in-kind contribution) for several adaptation projects especially when the funds were received through multilateral institutions.

Several adaptation interventions (not necessarily NAPA activities) have also been funded by the Government of Uganda through the line ministries such as the Ministry of Water and Environment, the Ministry of Agriculture, Animal industries and Fisheries and Ministry of Health.

The Actors/Implementers

The interventions involve a myriad of players ranging from multilateral organisations (mainly as project funders), Government agencies (as implementers), Non-Governmental organisations (NGOs), Civil Society Organisations (CSOs), Community Based Organisations (CBOs) and local communities. The NGOs/CBOs have the largest proportionate share (33%) of interventions followed by the Government.

The government agencies/institutions and technical people at the districts provide technical backstopping to CBOs during project implementation.

The main collaborating partners include district local governments, NGOs (regional, national and local), CBOs, academic and research institutions and the private sector.

The Adaptation interventions implemented

The adaptation interventions investigated were categorised based on whether or not the project design was based on the Uganda NAPA. That is, aligned to at least one of the priority areas (Box 1).

Box 1: UGANDA NAPA PRIORITY AREAS

1. Community tree growing
2. Land degradation management
3. Strengthening meteorological services
4. Community water and sanitation
5. Water for production
6. Drought adaptation
7. Vectors, pest and disease control
8. Indigenous knowledge and Natural resources management
9. Climate change and development planning

It was discovered that about 47% of the mapped interventions were designed with reference to the NAPA document. The objectives and activities of the interventions were aligned to one or several of the 9 priority areas (Figure 1).

The rest of the interventions (53%) had been implemented without any reference to NAPA document but nevertheless delivering on the NAPA priority areas. Such projects were found to have been designed based on institutional/organisational mandate, donor requirements or as a response to community needs.

The most addressed priority areas were (i) Drought adaptation, (ii) Climate change and development planning, and (iii) Water for production, while the least number of interventions were reported in the areas of (i) Vectors, pest and disease control, and (ii) Indigenous knowledge and Natural resources management

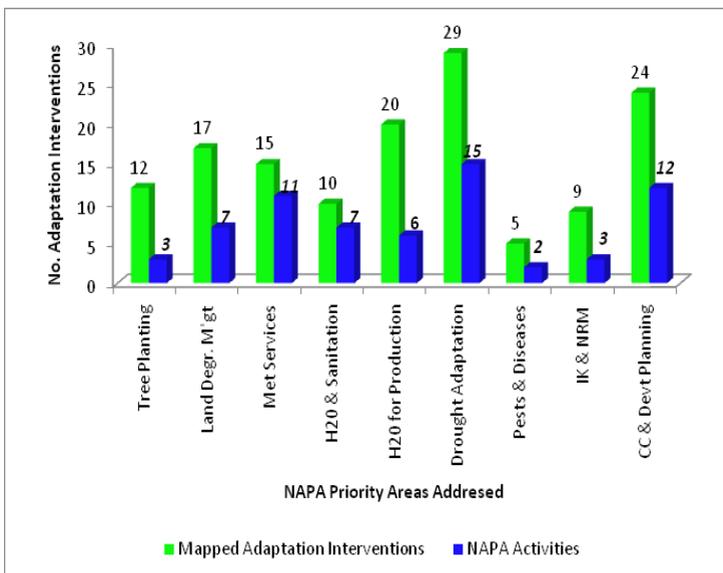


Figure 1: NAPA Priority areas addressed by the different interventions

The high number of interventions addressing drought adaptation could be attributed to the fact that this priority area was focusing on the drought prone parts of country, which areas cover a great expanse of the country. It is emphasised in the NAPA document that implementation of NAPA activities should take into account the major disasters identified and their impacts.

The high number of interventions under Climate change and development planning could be attributed to the need for capacity building and development planning at the national and subnational levels which was required to implement several adaptation projects.

With regards to stakeholder engagement (as lead implementers), Government engagement was more in the areas of water for production, and climate change and development planning (Figure 2). On the other hand, multilaterals working through government institutions and CSOs were more engaged in activities focusing on drought adaptation and land degradation management, while NGOs/CSOs focussed their efforts more on drought adaptation, climate change and development planning and improvement of meteorological services.

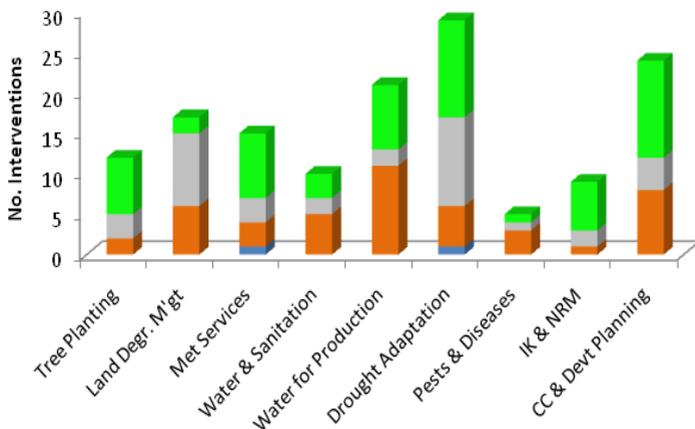


Figure 2: NAPA Priority areas addressed by the different Implementers

- The high level of engagement by Government in interventions addressing water for production could be related to the fact that these interventions (including valley dams and valley tanks) involve high investment and high technical ventures for which government is best placed to implement. However, NGOs and CSOs have also been involved in implementing the low investment micro irrigation schemes mainly for crop production.
- Regarding the target areas for the adaptation interventions, the majority (about 54%) of the interventions were implemented in the semi-arid zone, while the least number of interventions (about 1%) were reported for the Aquatic zone (Figure 6).
- With regards to the geographical regions, and it was observed that the highest proportion of interventions were implemented in the central region (24%), but most especially the cattle corridor districts of Nakasongola, Luwero, Sembabule, Kiboga, Mubende and Nakaseke. The least proportion of interventions (5%) were mapped in the West Nile and Western regions

The observed skewedness of the adaptation interventions could be explained by the differentiated vulnerability across ecological zones. Another reason for the skewed distribution could be related to the donor priorities and emphasis in particular regions (e.g. Karamoja) as compared to others. Further, it is important to note that even within the specified geographical regions; there is an uneven distribution of the interventions (Figure 3)

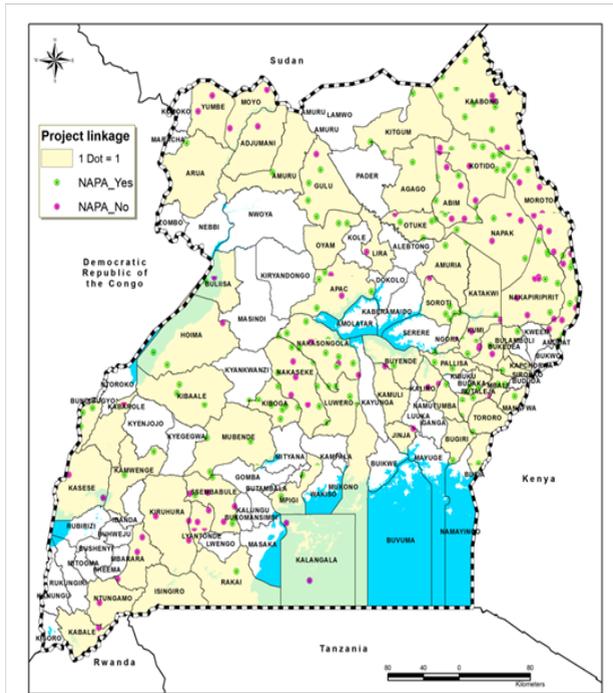


Figure 3: Distribution of Adaptation interventions across the country

3.2 THE PROGRESS, EFFICIENCY AND EFFECTIVENESS OF SOME NAPA INTERVENTIONS.

This sub-component sought to evaluate the extent to which the objectives of NAPA have been realized, as well as the extent to which 3 selected NAPA interventions have led to the desired outcomes i.e. building community resilience. The Drought Early Warning System (DEWS) programme in Nakapiripirit and Moroto Districts, the soil and water conservation project under the Territorial Approach to Climate Change (TACC) in Manafwa district, and the Water, Sanitation, and Hygiene (WASH) project in Buikwe district were selected in the semi-arid, highland and Lake basin Basin climatic zones respectively.

For each of the selected NAPA interventions, the NAPA priority area addressed was identified and the implemented activities were compared against the project profile for each of the NAPA priority areas as stipulated in the NAPA document.

3.3 THE KEY LESSONS LEARNT

The key lessons learnt are drawn from the experiences of the 3 NAPA activities investigated in depth as well as the experiences shared during the mapping exercise.

1. Involving local people in project activities like data collection which is a major activity in strengthening meteorological services has the advantage of lowering the cost of data collection and creating local ownership of the project. This however has one setback; it causes fatigue within the local people engaged in data collection which may negatively affect the quality of the data collected.
2. Whereas scientific weather indicators are the best for use in early warning systems, it is important to incorporate local weather indicators (indigenous knowledge) to increase local acceptability.
3. Some of the successful community projects have significantly increased the adaptation capacity of the communities and thus improved livelihoods despite the little funds that were accessed.
 - a. This is largely attributed to the fact the design of the projects ensured a very close link between the project activities/ outputs with the local people's livelihood activities. Further, the use of existing institutional structures (existing community based CBOs) created a sense of ownership by the communities.
4. Local CBOs can be used to identify and implement farmer-driven interventions more efficiently than centralized actors like local government.

5. Activities implemented by local partners could be more cost-effective
6. Pre-existing CBOs with other engaging activities perform better than those CBOs that are set up strategically to get access to a particular funding stream. There is need to assess the eligibility of CBOs before partnering with them
7. Climate change projects should always have a practical link to local livelihoods in order to increase their relevance to the local people, increase effectiveness and hence achieve the intended goal.
8. While dealing with communities, the variations in adoption and/or implementation of the proposed interventions should be related to specific characteristics of the people or households, and these need these need to be addressed in order to attain a resilient community.
9. Prior implementation of a given intervention, it is important to have a thorough investigation of the problem at hand as well as all the associated effects or linkages(multi-sectoral approach).
10. Formation of disaster risk reduction committees at the local level created ownership of the project by the community and would greatly contribute to its sustainability.
11. Adaptation interventions implemented in areas with a big number of aid projects like Karamoja will always have a challenge of the local people expecting monetary incentives to participate in project activities
12. Project costs can be substantially lowered by making strategic partnerships with other players (both government and private) that are involved in similar sectors.

13. Projects need to create an exit strategy for project actions, for instance, Ecological Christian Organization (ECO) has been financing the local community association development plans, through the provision of seed capital that they use to design and implement some of the drought resilience interventions

3.4 THE GAPS, CHALLENGES AND OPPORTUNITIES IN THE NAPA IMPLEMENTATION.

The Gaps

- The Ugandan NAPA from inception was expected to take a programmatic/integrated approach where the adaptation interventions were to be implemented as components of the adaptation programme. However during the formulation phase, the programmatic/integrated approach was not considered given that the adaptation interventions were ranked and prioritized, thus expected to be implemented in a chronological order.
- Upon realizing this gap, an implementation framework was developed which envisioned that in order to enhance the resilience of a community, there was need to address all the prioritized areas (by different players) at a given time. However, the implementation framework was not popularised and thus not adopted by majority of the implementers.
- While the NAPA was adopted by the government of Uganda as a national document to guide adaptation to climate change, the document was not popularised and thus not well adopted by several sectors of government. In some instances, the document was regarded as an environment sector- specific guideline.

The Challenges

The implementation of the NAPA was/is constrained by a number of factors ranging from policy issues to financial and capacity building issues, observed at the national, sub-national and project level.

- While the existing policies (i.e. Disaster preparedness policy and the climate change policy) clarify the institutional roles of the respective institutions (i.e. UNMA, OPM and CCD), there is weak coordination of cross-sectoral adaptation interventions.
- Lack of sector-specific frameworks for implementing climate change adaptation interventions. Climate change costs are still not considered as incremental costs at the national level, as such they are not considered within the sector ceilings.
- There is an evident disconnect between donor priorities and ranking of the priority areas with regard to adaptation.
- Difficulties in accessing GEF-LDCF for adaptation activities due to the bureaucracy involved in GEF funding procedures.
- Inadequate technical capacity to design, implement and monitor adaptation interventions.

The Opportunities

- Despite the above challenges, several opportunities exist that could be harnessed in order to build a community that is resilient against the climate shocks.
- The new government guidelines requiring all sectors to mainstream climate change into sector plans and budgets.
- The Climate Change Actors Landscape being generated by CCD in collaboration with GIZ to act as a first step in tracking all adaptation interventions in the country.

- Cabinet is considering a proposal by CCD to have a requirement for all climate change adaptation funding proposals to be vetted by CCD and obtain a letter of no objection. This would contribute to ensuring that the funded activities deliver the expected national goals.
- Presence of many GEF agencies like UNDP that have been active elsewhere in writing PIF for adaptation projects adaptation projects funding.
- Presence of several actors in the climate adaptation arena which provides potential for synergies.
- Presence of national and international institutions that provide timely weather information, including UNMA and FEWSNET
- Existence of indigenous knowledge and practices which adaptation interventions could leverage on to achieve cost-effective and sustainable activities
- There are institutional structures (district technical officers) at the subnational level which could support the programmatic/ integrated approach of enhancing resilience.
- Ministries like MAAIF are setting up task forces for implementing climate change adaptation projects within their sectors. Other Ministries could emulate the same approach.
- CCD is developing a National Climate Change Performance Measurement Framework (NCCP-PMF) which can also guide as an M&E framework of adaptation interventions.
- The potential for synergies between climate change adaptation and general development objectives is significant as seen from the close alignment between NAPA interventions and general development goals of Uganda.

4.0 The Conclusions

1. Funding of adaptation interventions: Funding for adaptation interventions is available from the various sources including multilateral and bi-lateral agencies and government of Uganda. The government plays an important role as a co-financer (in-kind contribution) for several adaptation projects especially when the funds were received through multilateral institutions.
 - a. However, although the NAPA envisions that government would be at the forefront of financing adaptation projects, the mapping exercise revealed limited government funding for NAPA activities, “financing for climate change adaptation is often considered a donor’s concern and thus given low priority during sub-national planning”.
2. Accessing Adaptation Funds: The Country is greatly limited in technical capacity and knowledge of accessing adaptation funds e.g. the GEF Funds.
3. The key players in adaptation interventions
 - a. Adaptation interventions involve a myriad of players ranging from multilateral organisations (mainly as project funders), Government agencies (line ministries and local governments), NGOs, CSOs, CBOs and local communities.
 - b. NGOs/CBOs (as lead implementers) have the largest proportionate share of the implemented interventions followed by the Government. This clearly highlights the role NGOs and CBOs play in enhancing the community’s resilience to the effects of climate change.

4. Implementers' awareness about the NAPA: It was evident that the NAPA document was not popularised to several of the players involved in the adaptation work. Further still, the NAPA implementation framework was not known to almost all the implementers that were interacted with during the assessment and thus was never adopted.
5. Implementation of the NAPA: The NAPA implementation framework envisioned a programmatic/integrated approach where the adaptation interventions/projects were to be implemented as components of the adaptation programme in order to attain a resilient community. However the activities were to a great extent segmented and non-complementary, and in some instances duplicated.
 - a. This is attributed to the fact that the activities of the different implementers were often guided by their institutional their institutional mandates, donor requirements and/or community needs rather needs rather than the NAPA.
6. The NAPA priority areas: Given that the 9 NAPA priority areas were presented in the order of priority, the implemented NAPA interventions would be expected to feature more in the top 3 priority areas. The most addressed priority areas were drought adaptation (priority area No. 6), Climate change and development planning (priority area No. 9), and strengthening meteorological services (priority area No. 3). This points to some likely facts deriving conclusions including
 - a. The ranking and the subsequent order of the NAPA intervention areas did not represent the most urgent adaptation needs for Uganda.
 - b. There is a disconnect between donor priorities and ranking of the adaptation priority areas

- c. The urgent and immediate needs for Uganda are dynamic changing with location and time.

- 7. Distribution of the adaptation interventions: With the exception of the national-level NAPA activities, there was skewedness in the distribution of the NAPA interventions across the NAPA climatic zones and the regions. The majority of the NAPA interventions were concentrated in the semi-arid climatic zone, while the lake basin had only 2 interventions and none in the aquatic climatic zone. At the regional level, the Central region (mainly the cattle corridor districts) dominated while the Western and West Nile regions were less targeted. This points to some likely facts deriving conclusions including;
 - a. Drought and the associated effects are probably one of the most urgent and immediate concerns for Uganda.
 - b. Adaptation interventions are implemented to reflect areas that are most vulnerable to the effects of climate change.
 - c. Some of the regions (e.g. Karamoja) have benefited from the adaptation interventions because they are also priority areas for development interventions.

- 8. Progress and effectiveness of the NAPA interventions:
 - a. While the different project interventions have registered achievements in the target areas, building a resilient community requires that project interventions are complimentary on both the temporal and spatial scales.
 - b. Community engagement in the implementation of the activities delivers low-cost options.

- c. Engagement of the different actors in the NAPA implementation: Interventions that have duly considered the strengths and weaknesses of the participating partners (including the local communities) and thus created synergies have greatly attained efficient and effective operations.
- 9. Co-ordination of adaptation interventions: There is lack of coordination among actors involved in similar activities at the national and sub national levels. Without coordination, none of the projects can benefit from synergy and partnership building in attaining the goal of a resilient community. Strategic and operational partnerships among players are important to achieve the resilient community concept as envisioned in the NAPA implementation framework
- 10. Gaps: While the Uganda NAPA provides project profiles (specifying objectives, activities, outputs) for the nine priority areas, there was no effort to link the activities to the expected outputs. Further, there are no specified indicators to measure the achievement of the deliverables. This makes it difficult to assess the level of progress in achieving the desired goal.

5.0 THE RECOMMENDATIONS

In light of all the above, the country has made tremendous achievements in terms of climate change adaptation. However these achievements could be augmented by taking advantage of the identified opportunities and addressing the challenges that have so far been encountered in the implementation of the NAPA. The other specific recommendations include:

1. Co-ordination of the NAPA activities: Strengthen co-ordination of NAPA activities through;
 - a. Fast tracking the proposed requirement of obtaining a letter of no objection from CCD prior to accessing funds for the implementation of any climate change adaptation activity.
 - b. Operationalizing the provisions of the climate change policy 2015 regarding the roles and responsibilities of the different actors.
2. Adaptation Priority areas: The urgent and immediate needs for Uganda are dynamic and changing with location and time. Therefore,
 - a. Future climate change programme documents such as the NAP should have a provision for periodic updates to capture new and emerging climatic shocks.
 - b. Governance institutions need to be adaptive to adjust to response measures as new information on climate impact develops.
3. Implementation of adaptation activities:
 - a. Within each operational area (district, region) the adaptation interventions should be consolidated to create synergies and increase impact.

- b. Increased capacity for integrated approaches to adaptation planning is needed. That is, strengthen bottom-up planning of the intervention to ensure community appreciation and ownership of the project.
 - c. Community engagement should be adopted in implementation of activities that require minimal technical expertise other than procuring experts from either the government structures or other areas. This would deliver low-cost options, empower the communities and ensure sustainability.
 - d. Initiate strategic partnerships within all the players (both government and private) involved in similar sectors or adaptation activities in order to substantially lower project costs.
 - e. Projects need to create an exit strategy to avoid causing shock and increased vulnerability to the communities after the project period.
4. Capacity building: There is need to enhance the knowledge and technical capacity of the actors in the climate change adaptation arena especially in the areas of proposal development targeting specific climate financing, project implementation in order to have efficient and effective operations, as well as monitoring and evaluation. The role of academic institutions of generating knowledge and imparting it to society should be optimised.
5. Pro-active Climate change Adaptation round tables. There is need for the major players to consider formation of pro-active climate change adaptation discussion and action fora. These fora should not only discuss matters relating to adaptation, but ensure practical utilisation of the information generated through project reports and research work.

6. In order to generate more elaborate experiences and key lessons to inform the NAP, there should be a more detailed evaluation of at least 50% of the NAPA activities, with a representation of the different lead implementers, NAPA priority areas and geographical regions.

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Appendix 1: Members of the Climate Change Adaptation Expert Team

Expert team on the NAPA Evaluation study

1. Ministry of Water and Environment - Climate Change Department (CCD)
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 - b) Mr. Muhammad Semambo
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3. National Planning Authority (NPA)
 - a) Ms. Edith Kasajja
4. National Environment Management Authority (NEMA)
 - a) Mr. Ronald Kaggwa
5. Academia
 - a) Prof. John Kaddu
6. Civil Society Organizations (CSOs)
 - a) Mr. Phillip Gwage
 - b) Ms. Rebecca Nabatanzi
 - c) Mr. Ceaser Kimbugwe
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