

GEF-8 PROJECT IDENTIFICATION FORM (PIF)

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General Project Information

Project Title

South-south cooperation for strengthening and establishing climate finance units

Region

Africa

GEF Project ID

12284

Country(ies)

Regional

Uganda

Africa

Type of Project

MSP

GEF Agency(ies):

UNEP

GEF Agency ID

265734

Executing Partner

Ministry of Finance, Planning and Economic Development of Uganda

Executing Partner Type

Government

GEF Focal Area (s)

Climate Change

Submission Date

2/18/2026

Project Sector (CCM Only)

Mixed & Others

Taxonomy

Climate Change, Focal Areas, Climate Change Adaptation, Climate Change Mitigation, Climate finance, Financing, Influencing models, Strengthen institutional capacity and decision-making, Convene multi-stakeholder alliances, Stakeholders, Type of Engagement, Participation, Information Dissemination, Communications, Private Sector, Financial intermediaries and market facilitators, Capacity, Knowledge and Research, Capacity Development, Knowledge Exchange, Peer-to-Peer, South-South, Gender Equality, Gender Mainstreaming, Sex-disaggregated indicators, Beneficiaries, Gender results areas

Type of Trust Fund

GET

Project Duration (Months)

24

GEF Project Grant: (a)

634,932.00

GEF Project Non-Grant: (b)

0.00

Agency Fee(s) Grant: (c)

60,318.00

Agency Fee(s) Non-Grant (d)

0.00

Total GEF Financing: (a+b+c+d)

695,250.00

Total Co-financing

100,000.00

PPG Amount: (e)

50,000.00

PPG Agency Fee(s): (f)

4,750.00

PPG total amount: (e+f)

54,750.00

Total GEF Resources: (a+b+c+d+e+f)

750,000.00

Project Tags

CBIT: No NGI: No SGP: No Innovation: No Competitive Window: No

Project Summary

Provide a brief summary description of the project, including: (i) what is the problem and issues to be addressed? (ii) what are the project objectives, and if the project is intended to be transformative, how will this be achieved? (iii), how will this be achieved (approach to deliver on objectives), and (iv) what are the GEBs and/or adaptation benefits, and other key expected results. The purpose of the summary is to provide a short, coherent summary for readers. The explanation and justification of the project should be in section B “project description”. (max. 250 words, approximately 1/2 page)

Uganda faces escalating climate shocks that threaten food security, livelihoods, and infrastructure, yet limited climate finance and insufficient enforcement capacity leave the country unable to meet its urgent adaptation and mitigation needs. More broadly, Africa receives only a fraction of the climate finance it requires, with structural barriers and misaligned global mechanisms preventing countries from building robust, country-driven investment frameworks to address severe climate vulnerabilities.

The purpose of this GEF-funded project is twofold: (1) further strengthen Uganda’s climate finance unit (CFU), to ensure public and private finance aligns with national development priorities and climate policies, (2) share Uganda’s CFU experiences, good practices and lessons learned with other countries in the Africa region for supporting them to catalyze climate finance.

The GEF project will be organized around 3 main components:

1. Enhancing Uganda’s Climate Finance Unit
2. Regional Knowledge Exchange on Climate Finance Units
3. Monitoring and Evaluation

By strengthening national ownership of climate action and fostering regional collaboration to share lessons and attract investment, this project can contribute to positioning Uganda as a regional front-runner on the topic of climate finance access. In particular, the exchange of good practices in climate finance unit management can help countries across Africa build robust, country-driven investment frameworks, ensuring that climate resources are aligned with national priorities and deployed effectively. This dual dimension – as both a national project for Uganda and a regional initiative for Africa – underscores its importance in paving the way for other countries from the global South.

Finally, the project will have a total of 96 direct beneficiaries (50% women). These people will benefit from the peer-to-peer exchange workshops, events and study tours organized as part of project output 2.2.

Indicative Project Overview

Project Objective

Strengthen developing country capacity for channelling climate finance by sharing Uganda’s good practices and lessons learned with other African countries and strengthening Uganda’s climate finance unit.

Project Components

Component 1 Enhancing Uganda’s Climate Finance Unit

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
150,000.00	20,000.00

Outcome:

Outcome 1. Uganda takes steps to strengthen its climate finance unit (CFU)

Output:

Output 1.1. Technical assistance is provided to Uganda to strengthen its CFU

Output 1.2. A strategic document on climate finance, including an investment plan and a pipeline of projects is made available to Uganda’s Ministry of Finance for application

Component 2 Regional Knowledge Exchange on Climate Finance Units

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
398,000.00	20,000.00

Outcome:

Outcome 2. Capacities of participating countries are enhanced for establishing or strengthening CFUs

Output:

Output 2.1. A country knowledge sharing and engagement strategy on strengthening climate finance units is made available to Uganda and implemented

Output 2.2. Gender-responsive knowledge is shared by Uganda with participating countries and their capacity increased for strengthening climate finance units

M&E

Component Type	Trust Fund
Technical Assistance	GET
GEF Project Financing (\$)	Co-financing (\$)
29,232.00	10,000.00

Outcome:

Outcome 3: Project is effectively monitored and evaluated

Output:

Output 3.1 Monitoring and evaluation products are delivered

Component Balances

Project Components	GEF Project Financing (\$)	Co-financing (\$)
Component 1 Enhancing Uganda's Climate Finance Unit	150,000.00	20,000.00
Component 2 Regional Knowledge Exchange on Climate Finance Units	398,000.00	20,000.00
M&E	29,232.00	10,000.00
Subtotal	577,232.00	50,000.00
Project Management Cost	57,700.00	50,000.00
Total Project Cost (\$)	634,932.00	100,000.00

Please provide justification

N/A

PROJECT OUTLINE

A. PROJECT RATIONALE

Briefly describe the current situation: the global environmental problems and/or climate vulnerabilities that the project will address, the key elements of the system, and underlying drivers of environmental change in the project context, such as population growth, economic development, climate change, sociocultural and political factors, including conflicts, or technological changes. Describe the objective of the project, and the justification for it. (Approximately 3-5 pages) see guidance here

Global environmental problem

Overview

Climate finance is urgently needed. because climate change is accelerating, threatening ecosystems, economies, and human well-being worldwide. Rising greenhouse gas (GHG) emissions are driving more frequent extreme weather events, biodiversity loss, and sea-level rise, which disproportionately affect vulnerable populations and developing countries.

The global climate environmental challenge lies in the scale and urgency of adaptation and mitigation needs. Transitioning to low-carbon energy, resilient infrastructure, and sustainable land use requires trillions of dollars in investment. Yet, there is a persistent funding gap: while climate finance flows have increased, they remain insufficient compared to the scale of the problem. Developing countries, which contribute least to emissions, often lack the resources to adapt to climate impacts or invest in clean technologies. Mobilizing climate finance is therefore not only an environmental imperative but also a matter of equity and justice.

Finally, climate finance is essential to unlock systemic change and align global capital flows with the Paris Agreement goals. By channelling resources into renewable energy, sustainable transport, and climate-resilient agriculture, climate finance enables both mitigation of emissions and adaptation to unavoidable impacts. It also helps address social dimensions, ensuring inclusion and protecting livelihoods. Without adequate and timely mobilization of climate finance, the world risks missing critical climate targets, deepening vulnerabilities, and undermining sustainable development.

African regional context

The African region faces a severe climate finance gap, receiving only about 2% of global climate finance despite being one of the region's most vulnerable to climate change. Based on Nationally Determined Contributions (NDCs), African countries need an estimated \$2.8 trillion between 2020 and 2030 to meet their climate goals, yet current flows average only \$30 billion annually—just 11% of what is required. This shortfall is driven by structural challenges such as limited access to concessional finance, weak institutional capacity to design and manage bankable projects, and high perceived investment risks due to political instability, currency volatility, and underdeveloped financial markets.

Another major challenge is the mismatch between global financing mechanisms and local realities. Many African countries struggle with complex eligibility criteria, lengthy approval processes, and insufficient technical expertise to meet donor requirements. Domestic resource mobilization remains weak, with limited fiscal space and competing development priorities such as health, education, and infrastructure. Furthermore, climate finance rules and policies are often poorly enforced, reducing investor confidence and slowing private sector participation. These barriers collectively hinder African countries' ability to scale renewable energy, resilient infrastructure, and adaptation measures, leaving the continent highly exposed to climate shocks while lacking the financial means to respond effectively.

Ugandan National context

Uganda's natural environment faces significant challenges from a burgeoning human population and rising needs for energy, agriculture, settlements and infrastructure. Climate change impacts are severe, with floods, landslides, droughts and temperature changes affecting water availability, health infrastructure and food production. This is significant, considering the agricultural sector provides nearly a quarter of GDP and employs close to 70% of the Ugandan population. In addition, weak enforcement of regulations exacerbates overexploitation of resources, while climate change and natural disasters – such as droughts and floods – intensify risks to food security, livelihoods and infrastructure.

Between 2010 and 2020, climate shocks such as floods and droughts cost Ugandan households an average of USD 140 million annually, with losses projected to reach USD 5 billion over the next decade without stronger action. Uganda's latest NDC, submitted in 2022, estimates the cost of mitigation, adaptation and coordination measures at USD 28.1 billion by 2030, of which the country has pledged more than USD 4 billion in domestic resources. Though climate finance is crucial, significant challenges remain and only a fraction reaches Least Developed Countries (LDCs), including Uganda.

Baseline – Uganda's present and future efforts

1. Institutional Framework

Uganda's institutional framework for climate change mitigation, adaptation, and climate finance is anchored in national development planning. Climate policy coordination is led by the Ministry of Water and Environment (MWE) through the Climate Change Department (CCD), which oversees implementation of the Nationally Determined Contribution (NDCs) and National Adaptation Plan, in alignment with the National Development Plan and sector strategies.

Climate finance coordination is led by the Ministry of Finance, Planning and Economic Development (MoFPED) to strengthen investment readiness and coherence of climate finance flows. Uganda established a Climate Finance Unit (CFU) in 2022, operating under the auspices of the Climate Finance Act, CAP 182, the National Climate Regulations (2025), the National Climate Change Policy (2015) and the National Climate Finance Strategy (2025), as the legal framework with the mandate to enhance Uganda's capacity to mobilise, coordinate, and effectively utilise climate finance from public, private and international sources in support of national development priorities and climate objectives.

2. National Policy Framework

Uganda's policy framework for climate change mitigation, adaptation, and climate finance is anchored in the National Development Plan (NDP IV) and the Nationally Determined Contribution (NDC), which integrate climate priorities across key sectors. These are supported by the National Climate Change Policy and the National Adaptation Plan (NAP), providing strategic direction for climate resilience and low-emission development. Climate finance is guided by the Climate Finance Act, which establishes the legal basis for coordinating, mobilizing, and managing climate finance in Uganda, ensuring alignment with national development and climate objectives.

3. Key institutional stakeholders

Below is the list of key Government Ministries, Departments and Agencies involved in climate finance in Uganda:

1. Ministry of Finance, Planning and Economic Development (MOFPED) as the overall coordination on climate finance, fiscal policy, public investment management and the host of climate Finance Unit (CFU).
2. Ministry of Water and Environment (MWE), climate policy coordination through the climate change Department (CCD) and it is the National Designated Authority to the green Climate Fund.
3. Ministry of Energy and Mineral development (MEMD) responsible for renewable energy and energy efficiency investments.
4. Ministry of Agriculture, Animal industry and Fisheries (MAAIF) for climate smart agriculture and resilience.
5. Ministry of Works and Transport (MoWT) for Climate resilient infrastructure and transport.
6. Ministry of Lands, Housing and Urban Development (MLHUD) for Urban resilient and land use planning
7. Ministry of Local Government this looks at subnational implementation of climate projects.
8. National Planning Authority (NPA)

During the PPG phase, a detailed Stakeholder Engagement Plan will be elaborated, mapping the roles of each of these national institutions, as well as the other types of stakeholders listed in the table below (i.e. CSO, private sector, financial institutions, academia, development partners, etc.).

Table 1 Other Stakeholders involved in the climate finance sector

Type	Stakeholders' existing activities/projects with potential to be leveraged
Civil Society (CSOs and NGOs)	
Civil Society Advocacy Budget Group	Civil Society platform for budget and public finance advocacy. It also Influences Government decisions on resource mobilization and utilization for equitable and sustainable development
ACODE (Advocates Coalition for Development and Environment)	Provides policy analysis, advocacy, and research on climate policy, governance, and financing mechanisms.
Private sector	
Private Sector Foundation	Leads dialogue & platforms for climate finance engagement like the National Private Sector Engagement Forum on Climate Finance.
Academia and research organizations	
Makerere University Business School /Climate Finance and Sustainability	Research and convening on climate finance.
Makerere University Institute for policy Engagement and related research Units.	Capacity building and evidence generation in climate finance.
Financial institutions / MDBs	
Uganda Development Bank (UDB)	Operates the Climate Finance Facility (CFF), a blended finance platform that mobilizes public and private capital to support climate-smart investments, including renewable energy, sustainable agriculture, and resilience projects. It focuses on scaling bankable projects and enhancing access to climate finance for both public and private actors.
Commercial Banks such as Equity Bank Uganda, Stanbic, Pearl Bank, Housing Finance Bank, Centenary Bank, aBi Finance, DFCU bank	Potential financiers of climate investments and private sector.
Insurance -Insurance Regulatory Authority	Facilitating financial sector instruments that manage climate risks, advising on insurance-linked financing solutions, and promoting private sector engagement in climate finance through risk mitigation.
International organizations	
NDC partnership and Taskforce on access to climate Finance	Technical support to CFU on project readiness and private sector engagement integration.

4. Baseline initiatives

Table 2 Key Climate Finance initiatives in Uganda

Program / Project	Leading ministry and supporting entities	Brief description	Duration (start and end year)	Value (USD)
Climate Finance Unit (CFU)	Ministry of Finance, Planning and Economic Development (MoFPED)	Centralised framework to coordinate climate finance access from both international and	2023 to 2024	≈USD 4.5 M

	supported by UK, GGGI, and the NDC Partnership	national sources, private sector linkages and finance strategy implementation.		
National Climate Finance Strategy (2025-2030)	MoFPED, MWE, World Bank, EU, FCDO, Denmark, GGGI	Framework to mobilise, access and track climate finance to close an estimated 28.1 billion US dollars climate finance gap by 2030 (part of the CFU).	2025 to 2027	
Support Program to enhance access and retention of climate finance	Government of Uganda with support from European Union	Capacity building and systems strengthening to improve access to climate finance.	2025 to 2027	≈USD 4 M
National Green Taxonomy <i>(part of the above-mentioned program)</i>	Government of Uganda with support from the European Union, World Bank, Royal Danish Embassy and GGGI	Classification system for environmentally sustainable economic activities or green investments.		

In addition, the joint GCF-GEF investment planning exercises held under the auspices of the Task Force on Access to Climate Finance in 2023 were a useful exercise for the CFU in structured climate finance pipeline planning over the medium-term. The proposed support to the CFU under this GEF project will build on this and other engagement with climate funds by structuring CFU's engagement with other MDAs, helping provide capacity building to stakeholders in other MDAs who seek to access climate finance for their projects, and enhancing strategic planning on an ongoing basis with counterparts in the GEF, GCF and other climate funds to ensure enhanced coherence and complementarity between their investments in Uganda.

Baseline – Climate finance in Africa

The status of Climate Finance Units (CFUs) across African countries reflects a rapidly evolving institutional landscape, as governments increasingly recognize the need for dedicated structures to coordinate, mobilize, and manage climate finance. Recent policy analyses indicate that more countries on the continent are establishing CFUs as part of broader efforts to strengthen their ability to implement NDCs, NAPs, and long-term low-emission development strategies. These emerging units aim to reduce fragmentation within climate finance systems and ensure that climate-related investments align more closely with national priorities.

Across the region, CFUs are typically situated within Ministries of Finance because of their central role in coordinating national budgets and serving as the primary interface for international funding sources. However, the institutional placement varies depending on each country's governance structures; in some cases, CFUs are hosted in sector ministries, high-level executive offices, or operate as semi-autonomous entities. This flexibility reflects the differing administrative arrangements found across African governments.

Despite institutional variations, CFUs tend to carry out a common set of core functions. They are responsible for mobilizing and coordinating climate finance—particularly international public climate finance—while

also ensuring that climate considerations are integrated into national development planning and macro-fiscal frameworks. Many units support the preparation and appraisal of climate investment proposals, strengthening readiness for engagement with mechanisms such as the Green Climate Fund (GCF) and the Global Environment Facility (GEF). They also increasingly incorporate gender equality and social inclusion principles into climate finance processes and contribute to building domestic capacity for climate finance management

Beyond Uganda, which offers one of the strongest examples of an advanced CFU in Africa, Rwanda also presents a different but equally noteworthy model through its Rwanda Green Fund (FONERWA), which functions much like a CFU by mobilizing, managing, and channelling climate finance effectively at the national level. Kenya and Mozambique are also highlighted in recent studies as countries that are actively strengthening their institutional architectures for climate finance, even if their CFUs are at varying stages of development. These examples demonstrate the range of pathways African countries are pursuing to enhance their readiness and ability to access climate finance.

Beyond these specific cases, policy assessments suggest that a number of additional African countries — including several highly climate-vulnerable states — are in early or intermediate stages of establishing CFUs or related structures such as climate finance boards or national platforms. These emerging systems reflect growing awareness that climate finance flows to Africa remain insufficient and unpredictable. Indeed, Africa continues to receive only a fraction of the investment required to meet its climate goals. The declining reliability of multilateral finance has further accelerated the push toward domestically anchored climate finance systems, with CFUs serving as a key institutional innovation.

As of early 2026, several African countries — including Uganda, Rwanda, Kenya, and Mozambique — have either well-established or significantly advancing CFUs. Meanwhile, many others are experimenting with or piloting similar structures as they work to strengthen their climate finance ecosystems. Overall, the trend across the continent points toward an accelerated institutionalization of climate finance management. CFUs are becoming an increasingly common tool to improve coordination, enhance access to funding, and better position African governments to respond to the significant financing needs associated with climate adaptation and mitigation.

Despite their rapid emergence, CFUs across the continent face recurring constraints. Many struggle with insufficient staffing and technical capacity, weak inter-agency coordination, and fragmented information systems for tracking climate finance. Additionally, most remain heavily dependent on international public funding and have yet to fully engage domestic private sector actors. These challenges limit the ability of CFUs to function as fully effective national climate finance hubs.

Key Barriers

The main barriers to were identified through a baseline analysis (see previous section) and discussions with key country stakeholders. They can be grouped into the following categories:

Barrier 1: Lack of institutional capacity to mobilize sufficient climate finance to meet Uganda's needs

Uganda faces persistent institutional and coordination challenges that limit its ability to effectively mobilize climate finance. Responsibilities for climate-related planning and investment are spread across multiple ministries, departments, and agencies, yet mechanisms for structured collaboration remain weak. This fragmentation makes it difficult to maintain a coherent national pipeline of climate projects and to present unified investment priorities to development partners.

Technical capacity constraints further hinder Uganda's access to climate finance. Many ministries lack the skills required to design and package bankable proposals that meet the standards of international climate funds and private investors. This includes gaps in financial modelling (i.e. blended finance), safeguards, feasibility assessments, and alignment with fund-specific requirements. As a result, promising project ideas often remain at an early stage and cannot progress to funding.

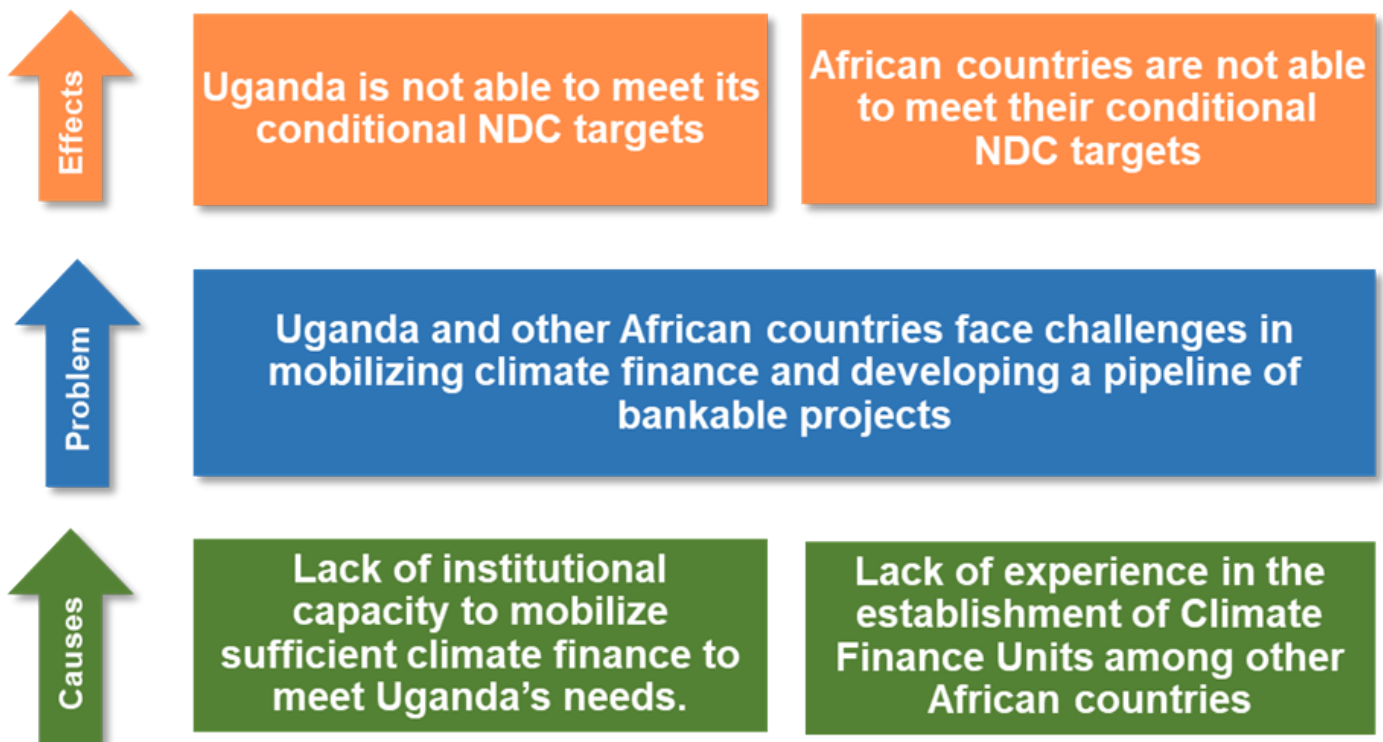
Monitoring, reporting, and climate finance data systems also remain underdeveloped. The current Climate Finance Unit faces challenges in tracking climate finance flows, maintaining reliable datasets, and reporting results in a transparent and timely manner. These weaknesses reduce Uganda's ability to demonstrate impact, meet donor expectations, and strategically plan future investments based on evidence.

Barrier 2: Lack of experience in the establishment of Climate Finance Units among other African countries

A number of countries in the African region experience limitations in technical capacity, project preparation, and familiarity with climate fund requirements, which constrains their ability to access to climate finance. Africa currently only receives approximately 11% of the climate finance its countries need to meet their climate goals. This is driven by challenges such as limited institutional capacity to design and manage bankable projects, starting with the absence of a dedicated institutional body – such as a Climate Finance Unit – to strengthen investment readiness and coherence of climate finance flows. African countries could directly benefit from the experience and lessons learned of a country such as Uganda in the establishment of its CFU.

These barriers are presented in the Problem Tree diagram below (Figure 1).

Figure 1 Problem Tree



Project objective, outcomes, and intended impact

The objective of the project is to strengthen Uganda’s CFU to ensure public and private finance aligns with national development priorities and climate policies and share Uganda’s good practices and lessons learned with other African countries to further catalyse climate finance in the region.

B. PROJECT DESCRIPTION

Project description

This section asks for a theory of change as part of a joined-up description of the project as a whole. The project description is expected to cover the key elements of good project design in an integrated way. It is also expected to meet the GEF’s policy requirements on gender, stakeholders, private sector, and knowledge management and learning (see section D). This section should be a narrative that reads like a joined-up story and not independent elements that answer the guiding questions contained in the PIF guidance document. (Approximately 3-5 pages) see guidance here

Overview

The purpose of this GEF-funded project is twofold: (1) further strengthen Uganda’s CFU, to ensure public and private finance aligns with national development priorities and climate policies, (2) share Uganda’s CFU experiences, good practices and lessons learned with other countries in the Africa region for supporting them to catalysing climate finance.

The GEF project will be organized around 3 main components, which are described further below:

1. Enhancing Uganda’s Climate Finance Unit
2. Regional Knowledge Exchange on Climate Finance Units
3. Monitoring and Evaluation

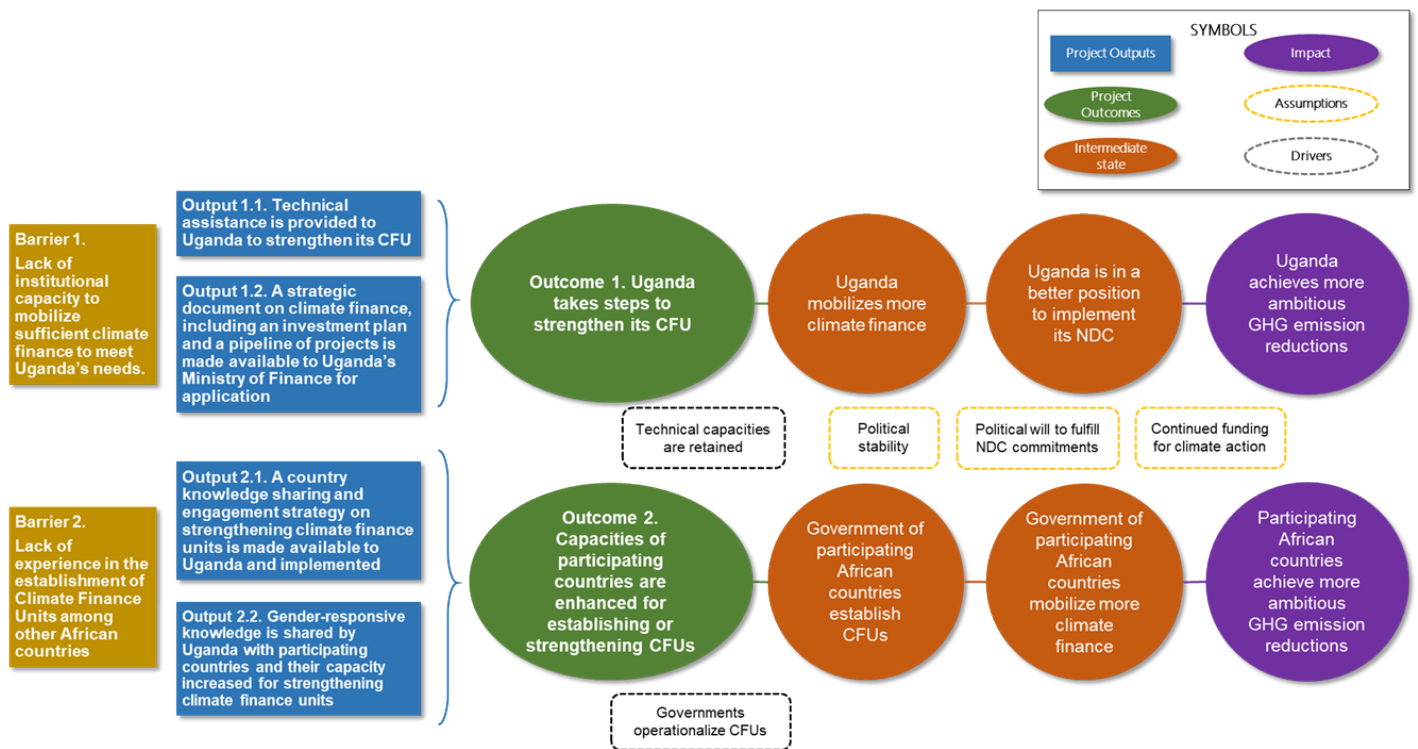
By strengthening national ownership of climate action and fostering regional collaboration to share lessons and attract investment, this project can contribute to positioning Uganda as a regional front-runner on the topic of climate finance access. In particular, the exchange of good practices in climate finance unit management can help countries across Africa build robust, country-driven investment frameworks, ensuring that climate resources are aligned with national priorities and deployed effectively. This dual dimension – as both a national project for Uganda and a regional initiative for Africa – underscores its importance in paving the way for other countries from the global South..

The project Theory of Change (TOC, presented below in Figure 2) illustrates the causal pathway that starts with the proposed outputs (themselves resulting as a response to the barriers identified in the problem tree, Figure 1 above), results in outcomes and evolves through intermediate states to the ultimate intended impact. The TOC also helps to identify the underlying assumptions and risks that will be vital to understand and revisit throughout the process to ensure the approach will contribute to the desired change.

The project will have a total of 96 direct beneficiaries (50% women). These people will benefit from the peer-to-peer exchange workshops, events and study tours organized as part of project output 2.2.

Additional details on the expected output for each of the project’s components are presented further below. All of these will be further developed at the PPG stage, where an in-depth analysis will be undertaken.

Figure 2 Theory of Change



Component 1: Enhancing Uganda’s Climate Finance Unit

Barrier addressed: Lack of institutional capacity to mobilize sufficient climate finance to meet Uganda’s needs

Outcome 1: Uganda takes steps to strengthen its Climate Finance Unit (CFU)

As outlined in the Barriers section, Uganda’s Climate Finance Unit currently lacks both a structured system to develop and coordinate a pipeline of bankable climate projects across ministries and the technical capacity needed to prepare proposals that meet international climate finance standards. It also faces significant gaps in monitoring, reporting, and maintaining climate finance data.

Under component 1, the project will further consolidate Uganda’s CFU through targeted technical assistance.

With output 1.1, the project will support Uganda with further strengthening and institutionalizing the country’s CFU, Dedicated support will be provided to the CFU to enhance the monitoring, reporting, and maintaining of climate finance data. A gaps’ and needs assessment on Uganda’s CFU will be conducted during the PPG phase of the project, to further refine the country’s requirements to be supported under this output.

In addition, under output 1.2, the project will support the government of Uganda with the preparation of a strategic document, including an investment plan and a pipeline of projects to be supported through the CFU. Together, through strengthened institutional arrangements and a strategic plan, Uganda will have greater capacity to mobilize public and private climate finance for needed national investments.

Component 2: Regional Knowledge Exchange on Climate Finance Units

Barrier addressed: Lack of experience in the establishment of Climate Finance Units among other African countries

Outcome 2: Capacities of participating countries are enhanced for establishing or strengthening CFUs

Under component 2, the GEF project will respond to the African regional demand for learning opportunities by supporting government officials, policymakers, and technical experts to access knowledge products benchmark, share experiences from Uganda's CFU, and build capacity through South-South cooperation.

Under output 2.1, the project will support Uganda with the development of a country engagement strategy, including a list of countries / institutions to be supported for the creation of a Community of Practice, an overview of the means of engagement / knowledge sharing and a workplan / timeline, outlining the different knowledge exchange events. Knowledge tools, guidelines and training materials will be prepared and could be made available through a knowledge management platform, in preparation for the knowledge exchange events with participating countries to be held under output 2.2. The project will also support the preparation of surveys / questionnaires to collect information on beneficiaries' perception regarding the relevance, usefulness and impact of the knowledge exchange events organized by Uganda.

Subsequently, under output 2.2, the project will support Uganda with the organization of peer exchange / knowledge sharing workshops and/or study tours with participating / beneficiary countries. Among other things, these workshops will seek to stimulate demand for country-platform models of programming following the example set by Uganda. The exact number of workshops to be organized as well as participating countries / stakeholders (i.e. representatives from Ministries of Finance, Ministries of Environment, etc.) to be sponsored by the project will be determined during the PPG phase, based on a detailed budget analysis. A detailed report will be prepared after each event / workshop, including key recommendations / takeaways as well as the results of the surveys.

Component 3: Monitoring and Evaluation

In this component, project monitoring and evaluation will be undertaken following GEF and UNEP standard policies.

Global Environment Benefits and co-benefits

This project is designed to indirectly lead to global environmental benefits that would not have been fully realized without GEF support. Under component 1, the project enhances Uganda's ability to identify and mobilize climate finance by further strengthening its Climate Finance Unit (CFU). Under component 2, the project supports Uganda in disseminating its CFU experience / lessons learned to other countries, paving the way for other African nations to develop CFUs. This initiative is important for integrating climate finance considerations into national policies, aligning with Sustainable Development Goals (SDGs), and enhancing resilience in vulnerable communities, often the hardest hit by climate change.

This project's additionality is evident in its ability to elevate Uganda's national efforts and will enable beneficiary countries to contribute more effectively to global climate goals, while fostering regional cooperation on climate change. These benefits are critical for advancing global environmental stewardship and supporting the mobilization of climate finance in the face of escalating climate challenges.

Innovation and scaling toward broader transformation

The project introduces several innovative approaches that will drive transformational change in Uganda (under component 1) and in participating / beneficiary countries (under component 2). This project focuses on creating or enhancing CFUs, which serve as central hubs for coordinating, mobilizing, and managing funding for national climate action, ensuring investments align with development goals, preparing projects, and creating an environment for private sector participation in mitigation and adaptation.

Whole-of-government integration: institutionally, the project is transformative by establishing or strengthening dedicated CFUs within government bodies. CFUs work across ministries to embed climate

action into national budgets, economic planning, and fiscal policy, making it a holistic government effort, not just an environmental ministry issue. The project will seek to promote the fact that CFUs should become a sustained, integral part of government operations, beyond the project's lifespan.

Catalysing private investment: By creating clear project pipelines, improving transparency, and reducing risk, CFUs act as catalysts to 'crowd-in' private capital, leveraging smaller public funds to unlock much larger private sector flows. The project will therefore foster cross-sectoral collaboration, linking government agencies, the private sector, civil society, and local communities in a cohesive effort to address climate change. This inclusive approach not only enhances the effectiveness in mobilizing climate finance but also builds national capacity to adapt to future climate challenges.

Preliminary Institutional Arrangements

The Climate Finance Unit under the Ministry of Finance, Planning and Economic Development of Uganda will be the Executing Agency of the project. Furthermore, during the PPG phase it will be explored as to the possibility of UNEP being a co-executing agency for component 2. The Climate Finance Unit will execute the project on behalf of the Ministry of Finance, Planning and Economic Development. Thus, the Climate Finance Unit will oversee procurement activities, reporting, and fund management. The Climate Finance Unit will provide overall leadership through the appointment of a National Project Director, to whom the project team will report. Moreover, the Climate Finance Unit will chair the Project Steering Committee (PSC), which will be the leading project authority, providing overall guidance and strategic direction and responsible for the oversight of the project progress and implementation of outputs, approval of annual work plans and budget, coordination, and alignment with national priorities, etc. A Project Management Unit (PMU) will be established to oversee the day-to-day implementation of project activities – led by a Project Manager hired with the GEF funding. The Project Manager is also expected to function as the Secretary to the PSC. A detailed division of roles and responsibilities will be established during the project design phase.

Coordination and Cooperation with Ongoing Initiatives and Project.

Does the GEF Agency expect to play an execution role on this project?

If so, please describe that role here. Also, please add a short explanation to describe cooperation with ongoing initiatives and projects, including potential for co-location and/or sharing of expertise/staffing

Coordination with ongoing initiatives and projects

The project will leverage and coordinate with ongoing national initiatives, including Uganda's Climate Finance Unit (CFU) and the National Climate Finance Strategy (2025–2030) as well as partner-supported capacity-building programs (i.e. UK, GGGI and the NDC partnership work). This alignment will ensure integration of tools, lessons learned, and outputs into existing frameworks, enhancing efficiency and avoiding duplication in climate finance mobilization.

Regionally, the project will engage with African peer-learning platforms, such as the NDC Partnership, to facilitate South-South knowledge exchange. By sharing Uganda's CFU experience through workshops, study tours, and a Community of Practice, the project will support other countries in establishing or strengthening climate finance units, promoting best practices and amplifying the impact of ongoing climate finance initiatives across the region.

As the GEF Implementing Agency (IA), UNEP has a strong comparative advantage to support this project, since it will ensure strong collaboration with other climate finance initiatives to maximize synergies and avoid duplication of efforts. In particular, as the Lead IA for the GEF-8 Net-Zero Nature-Positive Accelerator Integrated Program (NZNPA IP), UNEP will seek to create synergies between this project and the African countries engaged in the NZNPA IP (i.e. Cote d'Ivoire, Nigeria, Morocco, Tanzania and Mauritius). This collaboration will involve aligning methodologies, sharing best practices, and maintaining regular communication to enhance the effectiveness of the project. Finally, it is noteworthy to mention that UNEP's Finance Initiative is working on a proposal to support Uganda Co-Chairmanship of the Coalition of Finance Ministers for Climate Action (CFMCA), through Partnership for Action on Green Economy (PAGE). The CFMCA is the leading forum uniting over 90 Ministries of Finance to advance climate-responsive fiscal policy. During the PPG phase, synergies will be actively sought between the GEF project and the UNEP Finance Initiative's work in the country.

Core Indicators

Indicator 11 People benefiting from GEF-financed investments

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	48			
Male	48			
Total	96	0	0	0

Explain the methodological approach and underlying logic to justify target levels for Core and Sub-Indicators (max. 250 words, approximately 1/2 page)

Indicator 11: It is estimated that the project will have a total of 96 direct beneficiaries. The direct beneficiaries of the project are considered to be participants in the knowledge exchange events to be organized as part of the project under output 2.2. At PIF stage, it is estimated that approximately 12 individuals from 8 different African countries (still to be determined) will benefit from these knowledge exchange activities. In the framework of these peer-to-peer events, the project will seek to involve an equal number of male and female participants (i.e. 48 female and 48 male participants). During the PPG phase, further investigation will be undertaken to further refine the expected number of direct beneficiaries from the project.

Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	Low	The impact of climate change is not expected to affect the proper implementation of project activities. Risk is considered Low.
Environmental and Social	Low	The project is not expected to generate adverse environmental or social impacts. It will promote inclusion, particularly gender equality, and will follow national and UNEP safeguard standards. A stakeholder engagement plan will be developed during the PPG phase to ensure the participation of vulnerable groups.

Political and Governance	Low	While the Government of Uganda is committed to climate action, changes in political leadership or institutional restructuring could delay implementation. The project will be anchored in existing national institutions, such as Uganda's CFU, to ensure continuity. Risk is therefore considered Low.
INNOVATION		
Institutional and Policy	Moderate	The project relies on strong inter-institutional coordination and alignment with national policies. Delays or gaps in policy implementation or institutional mandates could affect outcomes. Mitigation measures include anchoring the project within established institutions like the CFU, regular coordination meetings, and alignment with Uganda's NDCs and National Climate Finance Strategy, 2025. Residual risk is therefore moderate.
Technological	Low	The project success is not based on the use or deployment of technology. Most peer-to-peer events are expected to be in-person, so low internet connectivity is not expected to impact the project's implementation and outcomes.
Financial and Business Model	Low	Funding for the project is secured through GEF grant and co-financing agreements. Clear budgeting, disbursement and financial reporting mechanisms reduce financial risks. Residual risk is Low.
EXECUTION		
Capacity	Low	While the MoFPED has not directly acted as an Executing Agency for GEF funded projects, it has collaborated with a number of national institutions (i.e. Ministry of Water and Environment, Ministry of Energy and Mineral Development, Ministry of Tourism, Wildlife and Antiquities) in the implementation of several GEF projects. In addition, the MoFPED serves as the National Designated Authority for both GCF and Adaptation. Beyond hosting Uganda's CFU, the MoFPED provides direct support through national budgeting, co-financing coordination, and policy alignment. The MoFPED will be subject to a detailed capacity assessment / due diligence process conducted by UNEP during the PPG phase. Residual risk is Low.
Fiduciary	Low	See risk category above. The MoFPED will be subject to a capacity assessment / due diligence process during the PPG phase. Standard UNEP financial controls and audits will apply to ensure transparency and accountability. Risk of mismanagement is Low.
Stakeholder	Moderate	Potential risks include limited engagement of local communities, civil society, and private sector actors. A stakeholder engagement plan, participatory consultations, and awareness campaigns will be developed during the PPG phase and implemented to mitigate these risks. Residual risk remains Moderate
Other		No other risks were identified at this stage.
Overall Risk Rating	Low	The overall project risk is rated low, with most categories presenting minimal threats to implementation. Moderate risks related to institutional coordination

		and stakeholder engagement will be addressed through targeted mitigation measures.
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C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Describe how the proposed interventions are aligned with GEF- 8 programming strategies and country and regional priorities, including how these country strategies and plans relate to the multilateral environmental agreements.

Confirm if any country policies that might contradict with intended outcomes of the project have been identified, and how the project will address this.

For projects aiming to generate biodiversity benefits (regardless of what the source of the resources is - i.e., BD, CC or LD), please identify which of the 23 targets of the Kunming-Montreal Global Biodiversity Framework the project contributes to and explain how. (max. 500 words, approximately 1 page)

Alignment with GEF-8 Programming Directions

This project is aligned with the GEF-8 programming directions climate change focal area strategy, which seeks to support developing countries to make transformational shifts towards net-zero GHG emissions and climate-resilient development pathways. This project also aligns with the GEF’s support to the establishment of Country Platforms, which contribute to aligning GEF investments with national priorities, enabling more strategic and cross-sectoral programming.

Alignment with UNEP’s Programme of Work (PoW)

The CBIT project aligns with UNEP’s Programme of Work (PoW) outcomes and indicators under the Decarbonization Programme Coordination Project (PCP). In particular, this project will directly support UNEP in implementing the following PoW Outcomes:

- Outcome 1A: Decision-makers at all levels adopt decarbonization, dematerialization & resilience pathways.
- Outcome 1B: Countries and stakeholders have increased capacity, finance & access to technologies to deliver on the adaptation and mitigation goals of the Paris Agreement

Alignment with national priorities, strategies, and plans

The project is aligned with Strategic Priority 2 of Uganda’s 2021-2025 UNSDCF: “Shared Prosperity in a Healthy Environment”. In particular, the project will contribute to its Outcome 2.2: “By 2025, Uganda’s natural resources and environment are sustainably managed and protected, and people, especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks”.

This project also aligned with the Country’s fourth National Development Plan 2025/2026 to 2029/2030 (NDPIV) on the realization of effective response to climate change, management, and use of natural resources towards the achievement of a balanced resilient, and sustainable development trajectory.

The project aims to operationalize the provisions of Uganda’s National Climate Change, Act, CAP .182, that mandates the Minister responsible of Finance to provide for climate change financing, taking into account viable climate change financing mechanisms at the national level; and international climate change financing mechanisms.

Finally, the project will further support the work of Uganda’s Climate Finance Unit by mobilizing and coordinating scaled-up climate finance to unlock high-impact, climate-aligned investments across priority sectors.

D. POLICY REQUIREMENTS

Gender Equality and Women's Empowerment:

We confirm that gender dimensions relevant to the project have been addressed as per GEF Policy and are clearly articulated in the Project Description (Section B).

Yes

Stakeholder Engagement

We confirm that key stakeholders were consulted during PIF development as required per GEF policy, their relevant roles to project outcomes and plan to develop a Stakeholder Engagement Plan before CEO endorsement has been clearly articulated in the Project Description (Section B).

Yes

Were the following stakeholders consulted during project identification phase:

Indigenous Peoples and Local Communities:

Civil Society Organizations:

Private Sector:

Provide a brief summary and list of names and dates of consultations

Preparation of the PIF has involved extensive consultation within the CFU. The Head of the CFU gave overall strategic direction on the components to be included and the appropriate combination of resources for South-South cooperation and Uganda-specific strengthening. The CFU's Social Safeguards and Gender Expert, who is also a member of the UNFCCC's Standing Committee on Finance, contributed significant expertise on Uganda's engagement with partner countries towards the development of Component 2. Senior Climate Finance Officer / Private Sector also contributed expertise engaging in international fora with other countries on challenges mobilising private sector finance. Finally, climate finance officers gave input on the key needs and gaps to be addressed as part of Component 1.

While the different stakeholder categories listed above have not been consulted during the PIF development phase, the project will seek to involve a wide range of civil society stakeholders including local communities, CSOs, women's and youth groups during the PPG and implementation phases. The experience of Uganda demonstrates that the participation of civil society groups representing all these categories in NDA processes and more broadly in climate finance mobilization enhances the effectiveness of CFUs. Component 2 could also include a focus on CSO involvement in climate finance mobilization – to be further explored at PPG stage.

The role of local communities, CSOs and private sector actors in the project implementation will be elaborated in the Stakeholder Engagement Plan, as part of the PPG phase.

(Please upload to the portal documents tab any stakeholder engagement plan or assessments that have been done during the PIF development phase.)

Private Sector

Will there be private sector engagement in the project?

Yes

And if so, has its role been described and justified in the section B project description?

Yes

Environmental and Social Safeguard (ESS) Risks

We confirm that we have provided indicative information regarding Environmental and Social risks associated with the proposed project or program and any measures to address such risks and impacts (this information should be presented in Annex D).

Yes

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
Low			

E. OTHER REQUIREMENTS

Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described in the Project Description (Section B)

Yes

ANNEX A: FINANCING TABLES

GEF Financing Table

Indicative Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non-Grant	GEF Project Grant(\$)	Agency Fee(\$)	Total GEF Financing (\$)
UNEP	GET	Uganda	Climate Change	CC STAR Allocation: CCM-1-1	Grant	329,512.00	31,303.00	360,815.00
UNEP	GET	Regional	Climate Change	CC Global/Regional Set-Aside	Grant	305,420.00	29,015.00	334,435.00
Total GEF Resources (\$)						634,932.00	60,318.00	695,250.00

Project Preparation Grant (PPG)

Is Project Preparation Grant requested?

true

PPG Amount (\$)

50000

PPG Agency Fee (\$)

4750

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	Grant / Non-Grant	PPG(\$)	Agency Fee(\$)	Total PPG Funding(\$)
UNEP	GET	Uganda	Climate Change	CC STAR Allocation: CCM-1-1	Grant	25,948.00	2,465.00	28,413.00
UNEP	GET	Regional	Climate Change	CC Global/Regional Set-Aside	Grant	24,052.00	2,285.00	26,337.00
Total PPG Amount (\$)						50,000.00	4,750.00	54,750.00

Please provide justification

Sources of Funds for Country Star Allocation

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Sources of Funds	Total(\$)
UNEP	GET	Uganda	Biodiversity	BD STAR Allocation	22,157.00
UNEP	GET	Uganda	Land Degradation	LD STAR Allocation	367,071.00
Total GEF Resources					389,228.00

Indicative Focal Area Elements

Programming Directions	Trust Fund	GEF Project Financing(\$)	Co-financing(\$)
CCM-1-1	GET	634,932.00	100000
Total Project Cost		634,932.00	100,000.00

Indicative Co-financing

Sources of Co-financing	Name of Co-financier	Type of Co- financing	Investment Mobilized	Amount(\$)
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Recipient Country Government	Ministry of Finance, Planning and Economic Development of Uganda	In-kind	Recurrent expenditures	100000
Total Co-financing				100,000.00

Describe how any "Investment Mobilized" was identified

N/A

ANNEX B: ENDORSEMENTS

GEF Agency(ies) Certification

GEF Agency Type	Name	Date	Project Contact Person	Phone	Email
GEF Agency Coordinator	Kelly West (UNEP)				kelly.west@un.org
Project Coordinator	PatriciahRoy Akullo (MoFPED)				PatriciahRoy.Akullo@finance.go.ug

Record of Endorsement of GEF Operational Focal Point (s) on Behalf of the Government(s):

Name	Position	Ministry	Date (MM/DD/YYYY)
Mr. Patrick Ocailap	Deputy Secretary to the Treasury	Ministry of Finance, Planning and Economic Development	1/22/2026

ANNEX C: PROJECT LOCATION

Please provide geo-referenced information and map where the project interventions will take place

Geo Name ID	Location Name	Latitude	Longitude
226074	Kampala, Uganda	0.31628	32.58219

ANNEX D: ENVIRONMENTAL AND SOCIAL SAFEGUARDS SCREEN AND RATING

(PIF level) Attach agency safeguard screen form including rating of risk types and overall risk rating.

Title

12284_Uganda CFU_SRIF_2026-04-14

ANNEX E: RIO MARKERS

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Land Degradation
Principal Objective 2	Significant Objective 1	No Contribution 0	No Contribution 0

ANNEX F: TAXONOMY WORKSHEET

Rio markers:

Climate Change Mitigation	Climate Change Adaptation	Biodiversity	Desertification
Climate Change Mitigation 2	Climate Change Adaptation 1	N/A	N/A

Taxonomy:

Level 1	Level 2	Level 3	Level 4
Stakeholders	Type of engagement	Participation	
	Communications	Information dissemination	
	Private sector	Awareness raising	
Capacity, Knowledge and Research	Capacity Development	Financial intermediaries and market facilitators	
	Knowledge Exchange	South-South	
Gender Equality	Gender mainstreaming	Peer-to-peer	
	Gender Results Area	Sex-disaggregated indicators	
Focal Area/Theme	Climate Change	Beneficiaries	
		Capacity Development	
Influencing Models	Strengthen institutional capacity and decision-making	Climate Change Adaptation	Climate Finance
		Climate Change Mitigation	Finance
	Convene Multi-stakeholder alliances		

