

GEF-8 REQUEST FOR CEO ENDORSEMENT/APPROVAL

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General Project Information

Project Title

Building a Climate-Resilient and Sustainable Shea Landscape of Northern Uganda

Region	GEF Project ID
Africa	11701
Country(ies)	Type of Project
Uganda	FSP
GEF Agency(ies):	GEF Agency Project ID
CI	
Project Executing Entity(s)	Project Executing Type
Ministry of Water and Environment (MWE)	Government
Africa Innovations Institute (AfrII)	CSO
Ministry of Energy and Mineral Development (MEMD)	Government
Global Shea Alliance (GSA) / Nilotica Shea Alliance (NiSA)	CSO
GEF Focal Area (s)	Submission Date
Climate Change	3/30/2026
Type of Trust Fund	Project Duration (Months)
LDCF	62
GEF Project Grant: (a)	GEF Project Non-Grant: (b)
6,680,734.00	0.00
Agency Fee(s) Grant: (c)	Agency Fee(s) Non-Grant (d)
601,266.00	0.00
Total GEF Financing: (a+b+c+d)	Total Co-financing
7,282,000.00	24,907,298.00
PPG Amount: (e)	PPG Agency Fee(s): (f)
200,000.00	18,000.00
Total GEF Resources: (a+b+c+d+e+f)	
7,500,000.00	

Project Tags

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

Project Sector (CCM Only)

AFOLU

Taxonomy

Focal Areas, Biodiversity, Protected Areas and Landscapes, Productive Seascapes, Productive Landscapes, Community Based Natural Resource Mngt, Coastal and Marine Protected Areas, Terrestrial Protected Areas, Species, Mainstreaming, Agriculture and agrobiodiversity, Fisheries, Tourism, Certification - International Standards, Certification -National Standards, Extractive Industries, Infrastructure, Livestock Wild Relatives, Plant Genetic Resources, Illegal Wildlife Trade, Crop Wild Relatives, Threatened Species, Animal Genetic Resources, Invasive Alien Species, Wildlife for Sustainable Development, Mangroves, Sea Grasses, Temperate Forests, Grasslands, Paramo, Desert, Tropical Dry Forests, Coral Reefs, Lakes, Rivers, Tropical Rain Forests, Wetlands, Biomes, Financial and Accounting, Payment for Ecosystem Services, Conservation Finance, Conservation Trust Funds, Natural Capital Assessment and Accounting, Supplementary Protocol to the CBD, Access to Genetic Resources Benefit Sharing, Biosafety, Forest, Forest and Landscape Restoration, REDD - REDD+, Congo, Amazon, Drylands, International Waters, Freshwater, Lake Basin, River Basin, Aquifer, Transboundary Diagnostic Analysis and Strategic Action Plan Preparation, Coastal, Marine Protected Area, Polar Ecosystems, Constructed Wetlands, Seagrasses, Mangrove, Large Marine Ecosystems, Ship, Strategic Action Plan Implementation, Pollution, Plastics, Nutrient pollution from all sectors except wastewater, Nutrient pollution from Wastewater, Persistent toxic substances, Aquaculture, Areas Beyond National Jurisdiction, Climate Change, United Nations Framework Convention on Climate Change, Climate Change Mitigation, Sustainable Urban Systems and Transport, Technology Transfer, Energy Efficiency, Agriculture, Forestry, and Other Land Use, Renewable Energy, Financing, Climate Change Adaptation, National Adaptation Programme of Action, National Adaptation Plan, Climate resilience, Sea-level rise, Mainstreaming adaptation, Disaster risk management, Ecosystem-based Adaptation, Private sector, Community-based adaptation, Adaptation Tech Transfer, Small Island Developing States, Climate finance, Climate information, Least Developed Countries, Innovation, Livelihoods, Complementarity, Land Degradation, Chemicals and Waste, Sustainable Development Goals, Stakeholders, Gender Equality, Influencing models, Capacity, Knowledge and Research, Private Sector, SMEs, Financial intermediaries and market facilitators, Individuals/Entrepreneurs, Large corporations, Non-Grant Pilot, Project Reflow, Capital providers, Type of Engagement, Partnership, Consultation, Information Dissemination, Participation, Civil Society, Non-Governmental Organization, Community Based Organization, Trade Unions and Workers Unions, Academia, Communications, Awareness Raising, Education, Behavior change, Public Campaigns, Indigenous Peoples, Beneficiaries, Local Communities, Gender Mainstreaming, Gender-sensitive indicators, Women groups, Sex-disaggregated indicators, Gender results areas, Access to benefits and services, Access and control over natural resources, Knowledge Generation and Exchange, Participation and leadership, Capacity Development, Food Systems, Land Use and Restoration, Integrated Programs, Smallholder Farming, Comprehensive Land Use Planning, Deforestation-free Sourcing, Landscape Restoration, Integrated Landscapes, Sustainable Commodity Production, Food Value Chains, Food Security in Sub-Sahara Africa, Diversified Farming, Crop Genetic Diversity, Resilience to climate and shocks, Sustainable Production Systems, Land and Soil Health, Agroecosystems, Small and Medium Enterprises, Multi-stakeholder Platforms, Integrated Land and Water Management, Gender Dimensions, Commodity Supply Chains, Transport and Mobility, Municipal Financing, Buildings, Global Platform for Sustainable Cities, Urban Food Systems, Urban Resilience, Integrated urban planning, Green space, Energy efficiency, Sustainable Cities, Adaptive Management, High Carbon Stocks Forests, Oil Palm Supply Chain, Sustainable Commodities Production, Soybean Supply Chain, Financial Screening Tools, High Conservation Value Forests, Smallholder Farmers, Deforestation-free Sourcing, Beef Supply Chain, Municipal waste management, Urban sustainability framework, Urban Biodiversity, Knowledge Generation, Master Classes, Workshop, Seminar, Professional Development, Training, Course, Learning, Indicators to measure change, Theory of change, Adaptive management, Enabling Activities, Knowledge Exchange, Twinning, Conference, Peer-to-Peer, Exhibit, North-South, Field Visit, South-South

Rio Markers

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

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. (max. 250 words, approximately 1/2 page)

Northern Uganda's Shea landscape is increasingly vulnerable to climate change, with rising temperatures, prolonged droughts, erratic rainfall, and land degradation undermining ecosystem services and livelihoods. The Shea tree (*Vitellaria paradoxa* C.F. Gaertn. subsp. *nilotica*¹), central to local economies, food security, and cultural practices, especially for women, faces pressures from both climate and non-climate contributors of vulnerability such as charcoal production, agricultural encroachment, and unsustainable resource use. Notably, communities are already adopting short-term coping measures, but these remain insufficient to manage escalating climate risks.

While past and the majority of current interventions have primarily focused on conservation or livelihoods, thereby delivering only incidental adaptation co-benefits, this project is explicitly designed to yield adaptation outcomes while also addressing non-climate contributors, which heighten vulnerability as follows: poverty constrains households' ability to adopt adaptive measures; resource-use conflicts and weak institutional coordination undermine the sustainable management of land and Shea resources hence limiting adaptive responses; gender disparities restrict women's access to natural resources such as land, trees, and decision-making thereby reducing the effectiveness of adaptation interventions at the household and community level; insecure and ambiguous land and tree tenure discourages long-term climate-resilient practices; the legacy of historic civil conflict in Northern Uganda weakens social cohesion and institutional capacity to respond to climate shocks and further exacerbates gender disparities and resource-use conflicts; rapid population growth coupled with unsustainable resource-use driven by short-term livelihood needs intensify pressure on the already fragile ecosystem hence exacerbating land degradation, biodiversity loss and deforestation hence further weaken natural buffers that underpin resilience. These interacting systemic challenges interact with climate risks to manifest as drivers of vulnerability that the project will address, specifically, (a) insufficient political will for ecosystem-based adaptation, (b) resource conflicts, (c) limited inclusion of resource users in decision-making, and (d) unsustainable natural resource use. These give rise to the following adaptation barriers: (i) incoherent policies, (ii) weak and fragmented institutional frameworks, (iii) limited access to climate-smart livelihoods (iv) limited access to financing for adaptation, (v) poor integration of climate risk information into planning, (vi) gender inequities in access and decision-making, (vii) limited technical capacity and knowledge on adaptation and EbA, (viii) insufficient access to climate and market information, and (ix) inadequate climate finance, and weak adaptation-focused MEAL systems. Following the above, this project will address the aforementioned barriers of adaptation through complementary, climate-risk-informed, gender-responsive summarized interventions that are anchored on a whole-of-society approach to achieve the following: (a) policy coherence, (b) inclusive governance, (c) measurable and context-specific ecosystem-based adaptation outcomes, (d) adoption of climate-smart livelihood options, (e) resilient nature-positive enterprises, (f) zero-waste Shea processing technologies, (g) additional finance for adaptation, and (h) strengthened awareness and capacity on adaptation. This will result in the following adaptation targets: 4,500 ha managed for climate resilience; climate resilience mainstreamed in 3 plans, policies and frameworks; 15 private sector enterprises engaged in climate adaptation; At least 4,320 direct beneficiaries (52% female) supported through training, awareness raising, and livelihood opportunities that enhance resilience and equity.

Notably, the project's adaptation outcomes are expected to generate significant Global Environmental Benefits (GEBs) through EbA interventions such as ecosystem restoration, agroforestry, and climate-smart Shea processing with zero-waste management, enhancing carbon sequestration, reducing emissions, and improving soil health. However, potential adaptation-GEB trade-offs exist, including short-term livelihood pressures, species selection, and land-use decisions. For instance, intensive Shea harvesting may constrain restoration and biodiversity recovery, planting fast-growing non-native species could reduce native biodiversity, and over-reliance on Shea-focused interventions may create maladaptation risks. Additionally, agricultural expansion and charcoal production, critical for post-conflict recovery, also contribute to landscape degradation and may conflict with conservation objectives. Furthermore, increasing the value of Shea resources can intensify competition over access and control, disproportionately affecting women, who dominate harvesting and processing but have limited tenure and decision-making power. To manage these trade-offs, the project will promote policy coherence; climate-risk-informed governance at National and local levels; climate-smart land use; alternative livelihoods; implement conflict- and gender-sensitive safeguards; ensure overall participatory planning; adopt climate-smart conservation agreements with incentives for resource users; and adopt and adaptive MEAL system

which will enable timely, evidence-based management, ensuring interventions strengthen community resilience while delivering impactful GEBs.

^[1] Gwali, S., Okullo, J. B. L., Eilu, G., Nakabonge, G., Nyeko, P., & Vuzi, P. (2011). Folk classification of Shea butter tree (*Vitellaria paradoxa* subsp. *nilotica*) ethno-varieties in Uganda.

Project Description Overview

Project Objective

To enhance the climate resilience of communities and ecosystems in Northern Uganda's Shea landscape by promoting ecosystem-based adaptation, increasing equitable access to financing for climate-smart livelihoods, and strengthening climate risk-informed, gender-inclusive governance

Project Components

COMPONENT 1: Strengthening inclusive and climate risk-informed governance for climate accin Northern Uganda's Shea landscape

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
975,946.00	4,767,810.00

Outcome:

Outcome 1.1: Effective and inclusive risk-informed governance of the Shea landscape through a multi-stakeholder coordination and collaboration mechanism that is founded on a whole-of-society approach and integrates climate-risk management and adaptation planning.

Target 1.1a: At least two inclusive risk-informed multi-stakeholder coordination and collaboration mechanisms that are founded on a whole-of-society approach established and operationalized to support effective climate-risk management and adaptation planning for the governance of the Shea landscape.

Target 1.1b: At least 3 policies, plans and frameworks that mainstream climate resilience

Output:

Output 1.1.1: Cross-sectoral policies and legislative frameworks reviewed, harmonised and strengthened for coherence and the mainstreaming of gender and adaptation in response to projected climate scenarios over a defined period

Output 1.1.2: Gender responsive, climate risk-informed multi stakeholder national-local level coordination and collaboration mechanism established, institutionalized and functional, with at least 30% women representation

Output 1.1.3: A gender-responsive National Shea Champions Interactive Forum established and operationalized to promote high-level multi-stakeholder dialogue to influence climate-risk informed shea landscape governance (with at least 30% Females, including women and youth).

COMPONENT 2: Alternative resilient livelihoods and access to financing by local communities and MSMEs

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
2,492,658.00	8,500,000.00

Outcome:

Outcome 2.1: Strengthened resilience of local communities through the adoption of sustainable climate-smart livelihoods

Target 2.1: At least 4,320 people, of which 52% Female (2,256) and 30% youth with sustainable climate-smart livelihoods

Output:

Output 2.1.1: Inclusive, gender-responsive, climate-risk-informed land-use plans for the Shea landscape developed and implemented through climate-smart conservation agreements, with at least 52% female participation (including women and youth).

Output 2.1.2: Inclusive, gender-sensitive, climate-smart and ecosystem-based adaptation (EbA) livelihood activities supported, benefiting at least 52% Females (including women and youth)

Output 2.1.3: Gender-inclusive community-based groups and MSMEs capacitated to facilitate peer learning and adoption of climate-smart, adaptation-focused livelihoods, with at least 52% female participants (including women and youth)

Output 2.1.4: Micro, Small and Medium-Sized Enterprises (MSMEs) incubated to accelerate adaptation actions through facilitating access to markets and sustainable financing, of which 52% female-led MSMEs (including women and youth)

COMPONENT 3: Commercializing the Shea value chain as and adaptation incentive

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
1,410,072.00	5,098,858.00

Outcome:

Outcome 3.1: Enhanced resilience and sustainability of nature-positive enterprises within the Shea Value Chain through the adoption of climate-smart, adaptation-focused practices

Target 3.1: At least 15 nature-positive enterprises strengthened to implement climate-smart, adaptation-focused practices that enhance resilience.

Output:

Output 3.1.1: An inclusive and climate-risk-informed gender-responsive commercialization strategy and business model for Shea Landscape developed and implemented

Output 3.1.2: Deployment, adoption and scaling up of improved climate-smart technologies for commercial Shea processing by community groups and MSMEs (with at least 52% being female-led and youth-led)

Output 3.1.3: Inclusive and innovative blended finance instruments developed and adopted by MSMEs to catalyze investment in commercial Shea enterprises, promote value addition, and deliver tangible climate adaptation benefits (30% Female-led MSMEs, including women and youth)

Output 3.1.4: Innovative climate-smart waste management techniques/technologies to enhance zero waste management from the Shea value chain, deployed and adopted by members of the local community.

COMPONENT 4: Restoring Shea Landscape as an Ecosystem-Based Adaptation buffer

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
982,151.00	3,552,990.00

Outcome:

Outcome 4.1: Shea landscape of Northern Uganda restored and sustainably managed to ensure the resilience of the ecosystem and livelihoods

Target 4.1: At least 4,500Ha restored and sustainably managed for climate resilience

Output:

Output 4.1.1: Spatial extent of Shea tree populations established, mapped and documented to guide ecosystem-based adaptation interventions

Output 4.1.2: Shea tree regeneration and restoration strategy developed and implemented to guide ecosystem-based adaptation (EbA) interventions for enhancing the resilience of ecosystems and local communities.

COMPONENT 5: Strengthening knowledge sharing, learning and synthesis of best practices

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
307,445.00	1,265,238.00

Outcome:

Outcome 5.1: Strengthened coordination, learning and sharing amongst state and non-state actors at landscape, national and regional levels

Target 5.1: The GEF-8 LDCF Uganda Project coordinating, learning and sharing with at least 5 initiatives at Landscape, National and Regional levels

Output:

Output 5.1.1: Shea Project knowledge management and communications strategy developed and implemented.

Output 5.1.2: Knowledge management products integrating gender, equality, and inclusion aspects generated, and disseminated at local, national, and regional levels (also integrating lessons learnt and best-case practices on traditional knowledge)

Output 5.1.3: Gender sensitive learning and exposure events and visits facilitated by the project at the landscape and national levels, including South-South Exchange with Shea-producing countries, with at least 50% women representatives.

COMPONENT 6: Monitoring and Evaluation Framework

Component Type	Trust Fund
Technical Assistance	LDCF
GEF Project Financing (\$)	Co-financing (\$)
194,332.00	536,340.00

Outcome:

Outcome 6.1: An effective and gender-sensitive M&E system for the project

Target 6.1: At least 5 Annual Project Implementation Reports (PIRs) approved by CI-GEF and submitted to the GEF.

Output:

Output 6.1.1: Periodic M&E reports submitted to CI-GEF Agency.

Output 6.1.2: Independent evaluations conducted in accordance with the GEF and CI-GEF Evaluation Policies

Component Balances

Project Components	GEF Project Financing (\$)	Co-financing (\$)
COMPONENT 1: Strengthening inclusive and climate risk-informed governance for climate accin Northern Uganda's Shea landscape	975,946.00	4,767,810.00

COMPONENT 2: Alternative resilient livelihoods and access to financing by local communities and MSMEs	2,492,658.00	8,500,000.00
COMPONENT 3: Commercializing the Shea value chain as and adaptation incentive	1,410,072.00	5,098,858.00
COMPONENT 4: Restoring Shea Landscape as an Ecosystem-Based Adaptation buffer	982,151.00	3,552,990.00
COMPONENT 5: Strengthening knowledge sharing, learning and synthesis of best practices	307,445.00	1,265,238.00
COMPONENT 6: Monitoring and Evaluation Framework	194,332.00	536,340.00
Subtotal	6,362,604.00	23,721,236.00
Project Management Cost	318,130.00	1,186,062.00
Total Project Cost (\$)	6,680,734.00	24,907,298.00

Please provide Justification

PROJECT OUTLINE

A. PROJECT RATIONALE

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

Project Context

1. The Shea Belt is a geographic region in Africa where the Shea tree (*Vitellaria paradoxa*) naturally grows, spanning across the Sahelian and Sudanian savannah zones. It stretches from West Africa (Senegal, Mali, Burkina Faso, and Ghana) to East Africa, including parts of Uganda and South Sudan. The Shea belt is generally characterized by semi-arid to sub-humid climates, with distinct wet and dry seasons, and is home to agro-pastoral communities who rely on Shea trees for nuts, oil, and other non-timber forest products. Notably, the Shea tree is a vital ecological resource throughout the Shea Belt, as it strengthens climate resilience by stabilizing soils, supporting biodiversity, and sustaining livelihoods that are more resilient to climate shocks. The Shea Belt also represents an important regional economic and cultural landscape, with women at the forefront of Shea nut collection, processing, and trade, positioning them as key agents in climate-adaptive natural resource management and the promotion of community resilience.
2. The Shea landscape in Uganda spans the Northern and North-Eastern districts. It is characterized by savanna woodlands and agroforestry systems where Shea trees (*Vitellaria paradoxa* C.F. Gaertn. subsp. *nilotica*^[12]) co-exist with indigenous species such as Terminalia, Acacia, and Combretum. Uganda's Shea landscape combines natural woodlands, farmlands, and wetlands. The land is heavily used for subsistence agriculture, including crops such as sorghum, millet, maize, rice, ground nuts, and vegetables. Livestock rearing, especially by pastoral communities, is prevalent. Pressures on the landscape include illegal charcoal production and timber harvesting, agricultural expansion, and wetland encroachment, which exacerbate deforestation and land degradation.
3. Northern Uganda's Shea landscape is experiencing increasing adverse effects of climate change and variability, characterized by rising temperatures, prolonged and more frequent droughts, erratic rainfall patterns, and increased heat stress. These climate hazards are already disrupting ecosystem functioning and reducing the availability and reliability of ecosystem services, such as soil moisture regulation, natural regeneration, and shade, that underpin climate-resilient livelihoods. Stakeholder consultations conducted in the project's Target Districts (Agago, Kitgum, Otuke, and Pader) during the PPG Phase confirmed that these climate change impacts are perceived as among the most urgent threats to ecosystem and livelihood resilience. Community representatives consistently highlighted that adaptation support is essential, not only to protect Shea trees as natural resources, but more critically to embed climate-risk management into livelihood systems that sustain families, empower women and youth, and create diversified, climate-resilient pathways.
4. The impacts of climate change and variability are further intensified by non-climatic stressors, including widespread poverty, rapid population growth, ambiguous land and tree tenure, gender inequality, and the legacy of prolonged civil conflict that weakened institutional capacity and social cohesion. Furthermore, climate and non-climate factors interact in mutually reinforcing ways that heighten both exposure and sensitivity of communities and ecosystems while constraining adaptive capacity at household, community, and institutional levels. For instance:
 - Poverty limits households' ability to invest in climate-resilient practices, diversify income sources, or absorb short-term losses caused by droughts and heatwaves.
 - Ambiguous land and tree tenure reduces incentives for long-term stewardship of Shea trees and restored landscapes, encouraging short-term extractive use that further degrades ecosystems.

-
- Rapid population growth increases pressure on land and natural resources, hence accelerating land

degradation, deforestation and biodiversity loss, including through heightened competition over Shea resources.

- Post-civil conflict recovery challenges and weak governance mutually constrain effective stakeholder coordination across sectors and levels, limiting the integration of climate risk information into planning and enforcement and enabling maladaptive practices, such as unsustainable charcoal production and unplanned agricultural expansion.
- Gender disparity further amplifies vulnerability by shaping differentiated exposure and adaptive capacity. For instance, women who play a central role in Shea collection, processing, and household food security have limited access to land, finance, climate information, and decision-making processes, which increases their sensitivity to climate impacts and reduces their ability to adapt.
- Resource-based conflicts among diverse resource users, including competing uses of Shea trees, disproportionately affect women's safety and time burdens, especially during periods of climate stress.

Project target districts:

5. The project will be implemented in four districts in Northern Uganda, namely, Agago, Kitgum, Ouke and Pader. An overview of these Districts is provided below:

- Agago District (3,496 km²), Bordered by Kitgum, Kotido, Abim, Pader, Ouke, and Lira. Experiences wet (Apr-Oct) and dry (Nov-Mar) seasons, with 1,330 mm annual rainfall and temperatures 17–29°C. Terrain: low plains and rolling hills (~1,150 m), clayey loam soils, savanna vegetation (Hyparrhenia, Terminalia, Acacia, Shea), small riverine forests and wetlands. Population: 251,200, young demographic, high fertility (7.8), 52.9% households in poverty. Economy: 80% subsistence agriculture, plus livestock. Service delivery scores: 60% (2022), 68% (2023). Women-headed households significant; women central in agriculture and natural resource use.
- Kitgum District, (4,042 km²), Borders South Sudan, Karenga, Kotido, Agago, Pader, Lamwo. Climate: two rainy seasons (Mar–May, Jul–Sep), dry season Oct–Feb, 800–1,300 mm rainfall, 17–27°C. Altitude: 750–2,300 m, soils: sandy, clay, loam. Vegetation: savanna, bushlands, woodlands (Shea, Acacia, Terminalia, Combretum). Population: 204,208, predominantly rural, youth-heavy. Economy: 97% subsistence farming, livestock. Environmental pressures: deforestation, firewood extraction, agricultural expansion, conflict legacy. Women bear primary household/livelihood roles. Poverty: 40–55%. Service delivery: 25% (2022) → 72% (2023).
- Ouke District, (104,254 km²), Borders Agago, Abim, Napak, Amuria, Alebtong, Lira, Pader. Unimodal rainfall 1,000–1,600 mm (short dry spell Jun–Jul), temperatures 22–40°C. Terrain: gently undulating (1,075–1,100 m), sandy loam soils. Vegetation: savanna woodlands dominated by Shea, Terminalia, Acacia, Ficus. Environmental degradation: charcoal, land clearing, wetland encroachment. Population: 104,254, mostly rural and young. Economy: 95% subsistence farming, plus livestock, fish farming, beekeeping, village savings. Women key in labor, farming, small enterprises. Service delivery: 78% (2022).
- Pader District, (3,362 km²), Borders Lamwo, Kitgum, Agago, Ouke, Lira, Oyam, Gulu. Wet and dry seasons, rainfall ~1,100 mm, temperatures 18–35°C. Terrain: flat, red lateritic soils, savanna grasslands and woodlands (Shea, Terminalia, Acacia, Combretum). Environmental pressures: deforestation, wetland reclamation, tree cutting (charcoal, timber, brick making). Population: 178,084, largely rural, high fertility, post-conflict history. Economy: >90% agriculture, livestock, fishing, seasonal hunting. Women central in farming, trade, village savings. Poverty: 40–55%, Gini 0.417. Service delivery: 67% (2021/22) → 71% (2022/23).

Impacts of climate change on communities, ecosystems and livelihoods in the Uganda Shea Landscape:

6. Climate change is already having significant and compounding impacts on communities, ecosystems, and livelihoods in Uganda's Shea landscape, particularly across the districts of Agago, Kitgum, Ouke, and Pader. These districts lie within the semi-arid to sub-humid zone of Northern Uganda, where livelihoods are predominantly rain-fed and highly sensitive to climate variability. Over the past two decades, the region has experienced increasing temperatures (estimated at +1.0 to 1.5°C above historical averages) and greater rainfall variability, characterized by

prolonged dry spells, delayed onset of rains, and more intense rainfall events. These climatic shifts have heightened exposure to droughts and floods, directly undermining household food security and ecosystem stability.

7. For local communities, climate change has significantly affected agricultural productivity and livelihood security. In the four target districts, over 80% of households depend on rain-fed subsistence agriculture and natural resource-based livelihoods, including Shea nut collection, smallholder crop farming, and livestock rearing. Recurrent droughts have contributed to crop yield reductions of 20 to 40% for staple crops such as sorghum, millet, and maize, while erratic rainfall has increased post-harvest losses and reduced planting reliability. Women, who make up approximately 60% of Shea collectors and processors, are disproportionately affected, as declining Shea productivity directly reduces household income, food access, and women's economic autonomy. Youth, increasingly reliant on casual labor and Shea-related activities, face growing livelihood precarity as climate shocks intensify.
8. Ecosystems within the Shea landscape are also under mounting stress. The combined effects of prolonged droughts, heat stress, and unsustainable land-use practices have accelerated land degradation across the four districts. Project assessments indicate that over 50% of communal lands show signs of moderate to severe degradation, including soil erosion, declining soil fertility, and loss of vegetative cover. Shea trees, which are slow-growing and highly sensitive to changes in moisture availability, are increasingly affected by reduced regeneration rates and higher mortality of young seedlings. In some parishes, natural Shea regeneration has declined by an estimated 30 to 40%, weakening the landscape's capacity to provide ecosystem services such as soil stabilization, microclimate regulation, and carbon sequestration.
9. Livelihoods linked to the Shea value chain are particularly vulnerable to these effects of climate change on the ecosystem. For instance, Shea production in Agago, Kitgum, Otuoke, and Pader Districts is largely dependent on wild and semi-managed tree populations, making it highly exposed to climate stressors. Reduced flowering and fruiting linked to prolonged dry seasons have led to declines in Shea nut yields of up to 25 to 35% in poor rainfall years, directly affecting household incomes. At the same time, increased competition over declining Shea resources has contributed to localized conflicts and exclusion, particularly affecting women and youth who rely on customary access arrangements. These pressures are compounded by non-climatic stressors, including the expansion of charcoal production, unsustainable timber harvesting, and agricultural encroachment into communal and Shea-dominated lands, driven by population growth, poverty, and limited livelihood alternatives. Charcoal burning, in particular, accelerates deforestation and soil degradation, while agricultural expansion reduces tree density and disrupts natural Shea regeneration. In the absence of climate-smart land-use planning and adaptation incentives, these combined climatic and non-climatic pressures risk further degrading Shea populations, intensifying resource-based conflicts, and undermining the long-term viability and resilience of the Shea value chain and dependent livelihoods.
10. Climate change impacts are further compounded by limited adaptive capacity of communities and weak institutional coordination among stakeholders. Across the four districts, less than 30% of communities currently have access to climate-risk information or structured adaptation planning technical assistance, and existing policies and land-use plans insufficiently integrate climate risks. As a result, communities often rely on short-term coping strategies, such as charcoal production, expansion into marginal lands, or overharvesting of Shea resources, that provide temporary relief but exacerbate long-term vulnerability and ecosystem degradation. These maladaptive responses increase greenhouse gas emissions, accelerate biodiversity loss, and undermine the resilience of both livelihoods and ecosystems.

Adaptation rationale of the Project:

11. In response to the observed climate pressures, resident communities are already implementing a range of autonomous adaptation measures. These include beekeeping, fish farming, soil and water conservation, catchment management, and the cultivation of fast-growing or early maturing tree species. Many households are also establishing tree nurseries, forming village savings groups, and adopting improved crop varieties such as drought-tolerant maize and quick-maturing vegetables to strengthen food security and income resilience. Community-level adaptation measures across the landscape include maintaining home gardens near households, improving livestock

breeds such as cows, sheep, and goats, and adopting conservation practices like zero tillage by some farmers, often supported using herbicides for land preparation. In Kitgum District, additional measures include small-scale Shea oil and butter processing at the cottage level, the use of energy-saving cookstoves, and the enforcement of local by-laws aimed at protecting Shea and associated indigenous tree species. While these initiatives demonstrate local innovation and resilience, they remain largely inadequate in scope and impact. There is therefore a critical need for a comprehensive adaptation strategy and a clear implementation roadmap to ensure the long-term sustainability of the landscape and its livelihoods.

12. The current resident communities' adaptation efforts and the project's planned measures also address the non-climatic drivers of vulnerability. Stakeholders highlighted practical coping strategies already in use. High costs of farm inputs are mitigated through the establishment of village savings and loan groups, which also enable farmers to save seed from previous harvests. Poor road infrastructure is addressed by mobilising district government support for grading and maintenance. The high costs of healthcare and education are partly alleviated through community self-help savings groups. Weak local governance structures are strengthened by involving cultural leaders in dispute resolution processes, while food insecurity is managed through the harvesting of wild foods. Labour shortages are being offset by the adoption of labour-saving practices such as zero tillage.
13. According to the STAP Advisory document on the "*Decision Tree for Adaptation Rationale*," adaptation projects are most effective when they are underpinned by a clear and well-articulated rationale. In particular, the Advisory document highlights the following four key elements that should guide design of an adaptation project: a) The presence of worsening climate hazards, either now or in the future; b) Evidence for the diverse ways in which these hazards affect people and ecosystems; c) Interventions that clearly address the impacts of climate change; and d) Effective monitoring, evaluation, and learning. The section below therefore focuses on demonstrating the adaptation dimension of this project:
 - A. Presence of worsening climate hazards: The Shea landscape in Northern Uganda is increasingly exposed to worsening climate hazards, including prolonged droughts, rising temperatures, erratic rainfall, and extreme heat events as described in a subsequent section on climate baseline. These hazards threaten the ecological integrity of the landscape, undermining ecosystem services such which underpin climate-resilient livelihoods. The vulnerability of communities and the fragile ecosystem is further heightened by non-climatic stressors such as poverty, rapid population growth, weak governance, policy gaps, market pressures, ambiguous land and tree tenure, and the legacy of prolonged civil conflict. Women, who are central to Shea collection, processing, and trade, are particularly affected, as they face limited access to productive resources, low decision-making power, GBV and heightened exposure to conflicts over resources.

Recognizing the above risks, the project integrates climate-smart approaches across all interventions. Livelihood and enterprise activities were screened for climate-related risks during the PPG Phase and periodic Climate screening will further take place during the implementation phase to avoid maladaptation, ensuring that interventions, such as climate-smart Shea processing technologies, diversified income sources, and zero-waste management solutions, do not inadvertently increase dependence on climate-vulnerable resources, including the Shea Tree. In addition, adaptive management principles will be embedded throughout the implementation phase, hence allowing strategies to evolve in response to new hazards and changing climate, cultural and environmental conditions. Multi-stakeholder coordination mechanisms, inclusive community committees, and capacity-building initiatives will further ensure that local communities, especially women, youth and vulnerable groups, are involved in decision making and are empowered to respond to climate hazards and benefit equitably from interventions.

- B. Evidence of diverse impacts on people and ecosystems: The combined pressures of climate and non-climatic factors threaten both ecosystems and livelihoods in the Shea landscape. Droughts, heat stress, and erratic rainfall reduce ecosystem services and increase the sensitivity of local communities to climate shocks.

Concurrently, ongoing unsustainable land-use practices, including illegal charcoal production, timber extraction, and agricultural expansion, degrade land, forests, and wetlands, undermine biodiversity, and compromise ecosystem-based adaptation outcomes. These pressures exacerbate vulnerabilities for households that depend on Shea resources, particularly women, who are disproportionately exposed to resource-related conflicts and inequitable access to income opportunities.

To address the above intersecting risks, during the PPG Phase, the project mapped resource users and their incentives (Table 10) to ensure interventions are targeted, context-sensitive, and conflict-aware. Further Climate-Smart Conservation Agreements will capture and formalize resource user incentives, promote stewardship, and link sustainable resource management to climate-smart livelihoods and enterprise opportunities. By tying benefits from sustainable Shea tree management, such as income from value-added Shea products, sustainable timber alternatives, and other locally appropriate enterprises to adherence to conservation agreements, the project will ensure that resource users are motivated to maintain ecosystem health while improving household resilience. In-addition, governance mechanisms such as Multi-stakeholder Community-Led Coordination Committees and participatory EbA activities, including restoration, will further provide platform for community-led decision-making, support equitable benefit sharing and reduce potential tensions among resource users. By explicitly recognizing how non-climatic factors, such as gender norms, market conditions, and policy gaps, interact with climate hazards, the project will ensure that adaptation interventions address both the ecological and socio-economic dimensions of vulnerability, minimizing the likelihood of maladaptation.

C. Interventions that clearly address the impacts of climate change: The project implements a coordinated suite of interventions that directly tackle the impacts of climate change on the Shea landscape, its ecosystems, and dependent communities. These interventions are designed to reduce vulnerability, enhance adaptive capacity, and strengthen the resilience of both people and ecosystems through ecosystem-based adaptation (EbA), climate-smart livelihoods, and climate risk-informed governance. For instance:

- At the governance level, Component 1 strengthens inclusive and climate risk-informed governance structures to guide adaptation planning and decision-making across the Shea landscape. Multi-stakeholder coordination mechanisms (Outputs 1.1.2 and 1.1.3) and gender-responsive national platforms ensure that climate risks are systematically considered in land-use and resource management decisions. The review and harmonization of cross-sectoral policies and legislative frameworks (Output 1.1.1) mainstream adaptation and gender considerations, creating an enabling environment for interventions that anticipate, respond to, and reduce climate impacts such as drought, heat stress, and erratic rainfall. By embedding climate risk management into governance structures, the project ensures that local, national, and landscape-level decision-making actively supports both adaptation outcomes and biodiversity co-benefits.
- At the community level, Component 2 directly addresses climate vulnerabilities through sustainable, climate-smart livelihoods. Inclusive and gender-sensitive land-use planning (Output 2.1.1), formalized through Climate-Smart Conservation Agreements, aligns resource use with climate risks and provides incentives for local stewardship. These agreements help communities anticipate and cope with climate shocks, while ensuring equitable benefits and minimizing resource-use conflicts. Complementary interventions support climate-smart and EbA livelihood activities (Output 2.1.2), capacitate community groups and MSMEs to adopt adaptation-focused practices (Output 2.1.3), and facilitate access to markets and financing for climate-resilient enterprises (Output 2.1.4). Together, these interventions reduce household vulnerability, diversify income sources, and strengthen adaptive capacity, with explicit attention to women, youth, and vulnerable groups.
- Component 3 enhances resilience in the Shea value chain by linking economic incentives to adaptation outcomes. Improved climate-smart processing technologies (Output 3.1.2) and inclusive commercialization strategies (Output 3.1.1) allow nature-positive enterprises to maintain productivity

under changing climate conditions, while innovative blended finance instruments (Output 3.1.3) and climate-smart waste management approaches (Output 3.1.4) further reduce exposure to climate risks. These interventions ensure that economic development contributes to resilience, aligning livelihoods with climate adaptation objectives and ecosystem sustainability.

- Component 4 focuses on ecosystem restoration as a direct adaptation measure. Mapping of Shea tree populations and the implementation of targeted restoration strategies (Outputs 4.1.1 and 4.1.2) enhance ecosystem functions that buffer climate shocks, including drought mitigation, soil stabilization, and water retention. By restoring at least 4,500 hectares of Shea landscape through community-led EbA interventions, the project will strengthen the adaptive capacity of both ecosystems and local communities, ensuring long-term sustainability and climate resilience.
- Component 5 strengthens knowledge sharing, learning, and synthesis of best practices, ensuring that adaptation interventions are informed by evidence and experience. Gender-sensitive knowledge products (Output 5.1.2), learning events, and South-South exchanges (Output 5.1.3) disseminate information on climate-smart practices, EbA approaches, and sustainable Shea value chain management. This fosters continuous learning, adaptive management, and replication of effective climate adaptation practices.

D. Effective monitoring, evaluation, and learning: Component 6 ensures robust monitoring, evaluation, and learning (MEAL) to underpin the project's adaptation rationale and support evidence-based decision-making. A gender-sensitive M&E framework (Output 6.1.1), complemented by independent evaluations (Output 6.1.2), systematically track adaptation outcomes across the project components: governance, livelihoods, enterprise development, and ecosystem restoration interventions. This enables iterative adjustments and ensures that project responses remain responsive to evolving climate hazards and socio-economic conditions, while ensuring early detection of unintended or maladaptive outcomes, such as over-reliance on climate-vulnerable resources or conflicts arising from resources users, including unequal access to Shea trees. Learning and feedback mechanisms, including participatory knowledge-sharing sessions, Multi-stakeholder Community-Led Coordination Committees, and structured stakeholder engagement forums, will support adaptive management and continuous improvement of interventions. In addition, the MEAL framework will track synergies and trade-offs between adaptation outcomes and conservation/Global Environmental benefits such biodiversity conservation and carbon sequestration. Notably, targeted short courses will be undertaken by the Project Lead, MEAL Officer, and all the other project staff, hence strengthen their capacity to deliver adaptation outcomes and continually assess and manage both climatic and non-climatic risks that could potentially impede the project's success.

Table 9: Climate Adaptation Rationale for the Shea Landscape Project (guided by the STAP Decision Tree)

SECTION	QUESTION	RESPONSE	SECTION IN THE PRODOC
SECTION 1: Is the project suitable for adaptation funding?	Are there documented changes or expected changes in the climate of the project area?	Yes	Project Rationale
	Are these changes having a direct or indirect adverse effect on people in the area now or will they in the future?	Yes	• Project Rationale • Project Description (Theory of Change, Components)
SECTION 2: Who wants adaptation?	Are the impacts regarded as a problem by the local population?	Yes, (near) universally	Project Rationale
	Are people already adapting to these impacts?	Yes	Project Rationale (Lessons from past and ongoing initiatives)
SECTION 3: Does the project build on current adaptation efforts?	Do current adaptation efforts (both planned and autonomous) recognize	No	Project Rationale (Lessons from past and ongoing initiatives)

	and address non-climate contributors to vulnerability?		
	Does the project recognize non-climate contributors to vulnerability?	Yes	Project Rationale
	Will the proposed project affect existing adaptation efforts?	Yes	Project Rationale (Lessons from past and ongoing initiatives)
	Will the proposed project complement or build on current adaptation efforts, or will it weaken or replace them?	Complements or builds on existing efforts	Project Rationale (Lessons from past and ongoing initiatives)
SECTION 4: Does the project have implications for global environmental benefits (GEBs)?	CONCLUSION	Project has a strong adaptation rationale	
	Does the proposed project have implications for climate change mitigation or other GEBs?	Yes, Co-benefits	Project Description (GEBs)
	CONCLUSION	The proposed project is likely to contribute to climate-resilient development	

Key Elements of the System

Environmental baseline:

14. Unsustainable subsistence farming: Shea landscape in northern Uganda has continuously been converted to farmlands through the traditional fallow system^{[2]3} in which farmers select, protect, and manage the naturally regenerating Shea trees on farmlands and fallow lands during land clearance for cropping. Shea tree preservation is also based on locally valued criteria such as maturity, fruit sweetness, fruit yield, tree vigour, and reduced competition with annual crops, among others (Lovett and Phillips 2018). The traditional fallow system, which combines crop and livestock production, subjects the landscape to degradation and loss of biodiversity. While this system integrates crop and livestock production and supports short-term livelihoods, increasing population pressure, shortened fallow periods, and climate stress have intensified land degradation and biodiversity loss across the landscape.
15. Customary land tenure: The Constitution of the Republic of Uganda and the Land Act 2012 Cap 227 put the ownership of land in the hands of citizens. It also recognizes customary, leasehold, mailo, and freehold land tenure systems in the country. Most of the land in Northern Uganda is held under a customary tenure system, with customary rules and regulations determining how land is accessed and used. In effect, land belongs to the clan, but is distributed among clan families by a clan leader known as *Rwot kweri* (Chief of the hoe), assisted by a clan committee to oversee land use. A block of land earmarked for each family by *Rwot kweri* remains the property of the family for sole use by family members and cannot be sold. However, acquired outside the *Rwot kweri* authority is owned traditionally under *ngom kwaro*. Such land can only be sold but with the approval of family members. Women and children access land freely to collect Shea nuts and fruits that have fallen on the ground. According to the assessment of SMEs, Gender Transformation & Sustainable Livelihoods study (Annex O) that was conducted as part of the design of this project, the open access regime exposes the Shea trees to destruction under the *tragedy of the commons* paradigm. While this system provides social access, it also creates an open-access regime that exposes Shea trees to over-exploitation, consistent with the tragedy of the commons. The vulnerability assessment study undertaken as part of the project preparation revealed that access to and control over productive land determines household livelihoods across the Shea landscape. The majority of households (79.1%) own customary or land inherited land systems, indicating strong reliance on traditional ownership structures. A minority (11.4%) own titled land or have no access to productive land. For instance, about 9.5% of households in the landscape have no access to productive land, highlighting localized land scarcity and tenure insecurity

16. Land fragmentation and allocation: as human populations continue to grow in northern Uganda, the land is increasingly divided and shared among family members for settlement and farming, thus engendering the conversion of the Shea landscape to bushland and small-scale farmlands (Owino, 2021)^[314]. The assessment of SMEs, Gender Transformation & Sustainable Livelihoods study (Annex O) revealed that female-headed households allocate slightly more land to Shea tree conservation than male-headed households reflecting women's active role in the Shea value chain. In contrast, men allocate more land to livestock rearing and parkland agroforestry, aligning with their stronger control over productive resources. On average land across all households is under mixed farming systems integrating crops and livestock.

Socio-economic Baseline:

17. Poverty: Resident communities in the Shea landscape depend on subsistence agriculture for livelihood; climate change has reduced agricultural productivity and increased the resident communities' vulnerability to poverty. In turn, poverty has driven the households to cut down Shea trees for charcoal production. While poverty contributes to household reliance on charcoal production for cash income, Shea tree cutting is also influenced by perceptions of Shea charcoal's high calorific value and favourable market prices, as well as broader energy access constraints. Poverty therefore, acts as an enabling condition rather than a sole driver of Shea degradation.
18. Political and cultural interests: These threaten the Shea production processes and markets. Stakeholder consultations revealed that attempts at the mechanization of Shea product processing have largely benefited men and international firms and not women. Stakeholder consultations workshop report (Annex O), however, revealed that there is a relatively high level of spousal support for women's participation in the shea value chain, with cultural leaders playing a mediating role in resolving domestic disputes related to income allocation. This cultural support framework has helped sustain women's engagement in shea activities.
19. Rebel insurgency and insecurity: Nearly two decades of rebel activities and insecurity forced resident communities to live in internally displaced people's camps (IDPs). Shea landscapes around the camps were heavily degraded by excessive cutting of trees for building poles, firewood, and charcoal^{[4]5}. In addition, living in IDPs for a long time has also resulted in the loss of traditional knowledge and practices for the sustainable use and protection of Shea trees.
20. Rapid population growth rate that ranges from 3.2 to 4.1% in the project districts^{[5]6} have exerted pressure on the Shea trees and the landscape (NPC, 2021)^{[6]7}, compounded by high levels of household poverty, limited economic alternatives, and unsustainable Shea resource use, epitomized by Shea tree cutting to sell products for immediate cash incomes.
21. Gender disparity: Uganda's socio-cultural set-up is a blend of traditional norms, social expectations, and ongoing efforts to address gender-based violence and sexual exploitation. Ugandan society has traditionally been patriarchal^{[7]8}, with men holding most authority and women undertaking domestic and caregiving roles, though this varies across regions and is changing^{[8]9}. In the Shea landscape, women shoulder major household responsibilities, a trend that increased after the conflict period. They depend on subsistence farming, Shea processing, petty trade and village saving groups. Women collect firewood and water, farm, rear small livestock, sell vegetables and fresh

foods, and participate in village saving groups to sustain household livelihoods^{[9]10}. Women make up the largest share of Shea actors, especially at the collection and primary processing stages^{[10]11} and Shea trade often yields better returns than staples like groundnuts and maize. Because much collection occurs on communal land, women face competition over access.

22. Gender-based violence (GBV) remains prevalent in Uganda, affecting women, men, and children. Various forms of GBV include physical, sexual, and emotional abuse, domestic violence, child marriage, female genital mutilation (FGM), and homicide. GBV is driven by gender inequalities, harmful cultural practices, poverty, and limited access to justice and psychosocial services. While laws, policies, and programs have expanded, progress is slowed down by limited awareness, weak enforcement, and entrenched social norms.

23. Resource-Based Conflicts including competing uses for Shea e.g., Charcoal, agriculture: Stakeholder and resource-user mapping conducted during project preparation showed diverse and sometimes competing incentives among Shea-landscape actors. Primary users include women and youth shea collectors, small-scale processors, traders, charcoal producers, landowners, cultural leaders, and district authorities. Positive incentives for participation include value addition, better market access, and diversified livelihoods. Disincentives include perceived restrictions on charcoal income and uncertain tree tenure. National and district level consultations identified key actors, including those contributing to deforestation and land degradation. Table 10 maps the stakeholders, including resource users, and their incentives for or against the project activities.

Table 10: Resource users and their incentives for or against the project activities

Stakeholder category	Key actors	Roles	Incentives for or against the project activities	Project engagement
Producers	Shea nut collectors primarily women and youth	- Collect Shea fruits and nuts from wild trees in the rural areas	Capacitated for improved, safer collection, fair returns.	Consultations, capacity building on quality control
	Farmers	- Manage and conserve the Shea trees on the farmlands	Support for improved seeds compatible with Shea (e.g., legumes), and capacity for VSLA's	Capacity building for Farmer Managed Natural Regeneration (FMNR) and on-farm conservation
Processors	Women (artisanal)	- Pulp removal, sorting, drying, roasting and pressing to convert Shea nuts into Shea butter	Improved tools, equipment, and technologies	Promote technology uptake for post-harvest handling and processing, Capacity building in quality processing, financial literacy and governance
	Industrial Processors: MSMEs	- Process shea nuts into various products like Shea butter and oils	Improved equipment, tools, and technologies, market connections, support for standards and quality	Capacity building in bulking, quality processing, market access, and sustainable financing
Traders	Nut buyers	- Purchase and bulk shea nuts and supply to MSMEs	Tools for drying, bulking stores	Support for collective action in cooperatives

	Shea butter	-	Purchase, bulk and sell butter	Quality standards,	Capacity building in quality
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	dealers	and oils from collectors and processors	market support	assurance and market access
Brokers	Transporters	- Facilitate the movement of Shea products between different stages of the value chain	Predictable quality and standards	Capacity building on handling and quality control
Consumers	Local level: Individuals and households	- Use Shea butter for cooking, cosmetics, and traditional medicine	Alternative livelihoods, diversified use of shea products	Awareness creation on quality and product use
	International Consumers (Companies and individuals)	- Tertiary processing - Use Shea butter in cosmetics, pharmaceutical, and food products	Certified quality inputs for pharmaceutical and food products	Broadening the markets, standards and market access
Exporters	SMEs – such as Guru Nanak, Blessed Organic and Okere City	- Buy Shea nuts, process them into Shea butter, and export.	Consistent quality and standards, quantity, and market access	Support the Alliance for market access, standards, Quality control; capacity building for climate smart processing technologies and sustainable financing
Government Agencies	MWE, MAAIF, MEMD, MoFPED, NEMA, NFA, FSSD, CCD, Ministry of Trade, Industry and cooperatives (MTIC), MTWA,	- Policy regulation, and promoting sustainable shea management, project execution, promoting sustainable practices, and ensuring fair trade	Resource mobilization, conserving the shea landscape	Capacity building, Awareness creation, Knowledge management, resource mobilisation, cooperative development
Executing Agency	Africa Innovations Institute (Afril)	- Project development and management; Stakeholder engagements	Conserving the shea landscape and resource mobilisation	Project management and reporting, resource mobilisation and networking
Multi-Stakeholder Shea Alliances	Global Shea Alliance, Nilotica Shea Alliance	- Promote sustainable development of the shea industry	Quality, local markets for products	Networking, market development, capacity building for bulking governance and quality assurance
NGO and CBOs	ECOTRUST, AWF, Palladium, TRAFFIC and local CBOs	- Support shea producers and processors through training, access to markets, and community development initiatives	Conserving the shea landscape and resource mobilisation	Conservation agreements, support to alternative livelihood adoption, Advisory services, Advocacy.
Research institutions	NARO	- Conduct research on shea tree management, product development, and market analysis.	Propagation and conserving the shea landscape and resource mobilisation	Tree propagation, regeneration, inventories, Early warning, climate smart actions
Academia	Makerere University, Lira University and Gulu University	- Contributes to research and knowledge dissemination related to shea.	Knowledge generation, conserving the shea landscape, and resource mobilisation	Knowledge management, advocacy and capacity building

Financial Institutions	Impact investors	- Provide access to funding for shea businesses.	Financial markets	Support for sustainable financing
Certification Bodies	UNBS and other international bodies	- Facilitate certifications for shea products	Quality products, resource mobilisation	Support for quality control
Cultural Institutions	Rwot Kweri, Clan leaders	- Community mobilisation and sensitization, Involved in the traditional use and management of shea trees	Conservation of shea, capacity building in enforcement, and conflict resolution	Awareness and mind set change, capacity building, community mobilisation, by-law enforcement, conflict resolution
Local Governments	Agago, Kitgum, Otuke and Pader districts	- Shea landscape management, by-law formulation, policy implementation and resource allocation to communities	Capacity building, awareness	Capacity building, policy review, by-law development, land restoration, knowledge management
Resident communities	Households, individuals, community leaders, farmers	- Community mobilisation, Farming, shea tree protection	Alternative livelihoods to protect Shea trees	Support for alternative livelihoods, community conservation agreements, formation of cooperatives, catchment management, FMNR
Charcoal producers	Individuals	- Cut down the Shea trees	Alternative energy crops	Support for alternative livelihoods, energy crops, and sensitization
Resource users	Pastoralists	- Graze and water livestock - Wildfire management	Landscape conservation	Awareness and coordination
	Herbalists	- Harvest medicinal plants	Conservation of medicinal plants	Awareness creation and sustainable harvesting
	Cultivators	- Grow crops and nurture young Shea trees - Wildfire management	Conservation of Shea trees	Participation in FMNR and agroforestry practices, soil and water conservation, climate smart technology uptake
	Water collectors	- Collect water for domestic use	Catchment conservation	Awareness creation and water safety
	Hunters	- Search for and kill wild animals for bush meat	Wildfire management	Awareness creation and enforcement
	Pole harvesters	- Harvest poles for construction	Indigenous tree conservation	Participation in the Shea and indigenous tree conservation

Baseline on livelihoods, MSMEs and blended finance in the Shea landscape:

24. The project area economy is dominated by smallholder agriculture and seasonal trade. Shea collection and primary processing (cracking, drying, roasting, pressing) are largely performed by women and youth. Current MSMEs include community processors, bulking/trading agents, transporters, soap/cosmetics micro-producers, and craft makers using by-products. The major challenges are seasonality of nut income, quality losses from poor post-harvest handling, limited access to efficient equipment, and limited working capital. These factors keep household cash flow weak and incentivize tree cutting for charcoal during off-season months. To reverse this, the project responds by promoting Shea-compatible, climate-resilient livelihoods that raise incomes while protecting trees: (i) improved post-harvest handling (solar dryers, PICS) and quality-assured shea butter production; (ii) zero-waste innovations (briquettes from shells, biochar, composting); (iii) complementary CSA/agroforestry (drought-tolerant cereals and legumes, beekeeping/apiculture, intercropping and FMNR); and (iv) value-added products (soaps, balms, cosmetics) with market linkages. The MSME pathway will be supported by a blended finance approach combining a revolving

green micro-grant facility for at least 20 women/youth-led initiatives; strengthened VSLA/SACCO intermediation; partnership events with MFIs and anchor buyers for off-take and working-capital solutions; and exploration of nature-based financing (PES) to reward verified conservation and restoration outcomes.

Climate Baseline:

25. Northern Uganda shares the country's largely tropical climate. Most areas have two rainy seasons from March to May and September to December. The climate has changed, and rainfall has decreased over the years. For instance, between 1991-2020, mean annual precipitation was 1,197 mm, with monthly means from 39.6 mm in January to 152.7 mm in April. Average temperatures range from 25°C – 29°C, and since 1950, the mean has increased by 0.23 °C/decade. These changes reduce water availability and threaten households reliant on rain-fed crop and livestock agriculture for livelihoods. Unpredictable weather also affects farm planning and the phenology of Shea (flowering and fruiting), with direct impacts on women's incomes. Local communities report frequent droughts, floods, strong winds, lightning, and wildfires, which cause a severe decline in crop yields and damage assets. In Otuke district, the major hazards (in order) are prolonged dry spells, heavy storms, environmental degradation, bush fires, and floods/waterlogging. Other risks include internal conflicts, crop and livestock pests and diseases, invasive species, human epidemics, vermin, and limited access to timely weather information. None of the project districts has climate change adaptation strategies and plans. As a result, responses to climate risks such as floods and drought are often ad hoc and inadequate.

26. Climate change is reducing the suitable range for Shea ^[11]¹² and disrupting flowering, pollination, and fruiting cycles. Temperature and rainfall shifts alter the reproductive cycle, lowering fruit set and increasing interannual variability in yield patterns. Stakeholders note that flowering typically begins in late November (end of the wet season), with nut collection from April to July. Prolonged rains reduce fruit yield, quantity of nuts, and the ability to dry and store products, undermining supplies for local and export markets and threatening the industry's sustainability^[12]¹³.

Climate Projections:

27. The dominant climate-related hazards in the landscape include droughts, floods, strong winds, and lightning. Findings from the Climate Risk and Vulnerability Assessment (Annex O) conducted during the Project Preparation phase indicate that respondents identified varying levels of exposure to these hazards: 26.2% by flooding, 25.6 % by drought, 19.9% by strong winds, 9.9% lightning and notable mentions of heat intensity, prolonged wet and dry spells, unpredictable rainfall onset and hailstorms.

28. An analysis of climate data, during the CRVA, for the baseline period (1991–2020) shows a consistent warming trend across all four districts. Mean temperature increases were estimated at +0.3°C in Kitgum (0.1°C per decade), +0.5°C in Agago (0.18°C per decade), +0.49°C in Pader (0.16°C per decade), and +0.14°C in Otuke (0.045°C per decade). At the landscape level, the February-April (FMA) period, which is critical for crop planting, recorded temperature increases of +0.10–0.22°C, potentially disrupting germination and planting schedules. The June–August (JJA) period—corresponding to Shea fruit collection experienced increases of +0.34–0.46°C, which may enhance drying efficiency under favorable conditions. Similarly, the October–December (OND) period, coinciding with Shea flowering, warmed by +0.34–0.46°C, potentially improving productivity if moisture and heat levels remain within physiological thresholds.

29. Precipitation patterns also shifted notably during this period, with an average increase of 25.8 mm per decade across the landscape, accompanied by a 12.5% rise in drought frequency. This heightened rainfall variability, and the prevalence of extreme events have exacerbated community vulnerability and reduced agricultural productivity. Rainfall anomalies by season were –10.81 mm per decade (FMA), –8.67 mm (JJA), and +17.2 mm (OND). Stakeholder consultations revealed that excessive rainfall has delayed Simsim sowing due to waterlogging, shortened growing seasons, and reduced yields and incomes. Increased rainfall during JJA, the peak Shea nut collection period, has led to higher post-harvest losses caused by inadequate drying and storage conditions. Flooding and persistent dampness often result in storage structure collapse, nut submergence, and increased aflatoxin contamination. Likewise, heavier rains in November–January have disrupted Shea flowering, reducing yields. In terms of livestock production, approximately 64.9% of grazing areas are currently exposed to severe or extreme heat stress. Communities emphasized that these climatic shifts have disrupted traditional agricultural calendars, post-harvest practices, and storage systems, while undermining customary coping strategies such as the preservation of dried foods. These findings underscore the urgency for timely and context-specific adaptation measures.
30. Future climate projections for key variables, as illustrated in Figure 1, provide an essential basis for contextualising the proposed adaptation and mitigation strategies across the landscape. Climate projections indicate a continued warming trend across the landscape under all emission scenarios. By 2050, the area is expected to warm by approximately 1.0°C under a high-emissions pathway (SSP5-8.5), 0.9°C under a moderate mitigation pathway (SSP2-4.5), and 1.05°C under a stringent mitigation pathway (SSP1-2.6). During the mid-term period (2050–2079), projected warming intensifies to 1.7°C under SSP2-4.5 and 2.2°C under SSP5-8.5, relative to the historical baseline. This mid-century period represents a critical inflexion point, where temperature trajectories begin to diverge markedly between moderate and high-emission futures.
31. By the end of the century (2080–2100), temperature anomalies show distinct contrasts. Under SSP2-4.5, warming stabilises around +2.0°C, with a slight cooling tendency toward 2100. Conversely, SSP5-8.5 projects a sustained and accelerated rise, with anomalies frequently exceeding +4.0°C, reflecting severe long-term thermal stress across the landscape. Precipitation projections for 2050 under SSP2-4.5 indicate an average increase of 70–150 mm above the baseline, particularly concentrated in the southern and central districts such as Otuke and Agago. Spatial analysis suggests that 36% of the physical area may experience rainfall reductions, while 52.2% is expected to receive increased precipitation. These patterns point to higher rainfall variability, which could exacerbate both flooding and dry spells. Collectively, these findings underscore the urgent need for targeted climate adaptation and mitigation investments to reduce the vulnerability of local communities and enhance resilience to ongoing and projected climate stresses. Projected climate shifts are expected to have wide-ranging impacts across the Shea landscape. Anticipated effects include reduced crop yields due to alternating episodes of flooding and drought, wind damage to Shea trees, and increased lightning incidents, posing risks even to school children. Elevated and prolonged rainfall variability may reduce Shea flowering rates, while rising mean temperatures are likely to stress trees during flowering, decreasing nut formation. Irregular rainfall and extended drought periods also impede natural regeneration, while denser grass cover, a consequence of changing rainfall and fire regimes, increases wildfire frequency, often scorching young seedlings. Over time, suitable Shea habitats are projected to shift or contract, particularly by mid-century, threatening the sustainability of natural populations and associated livelihoods.

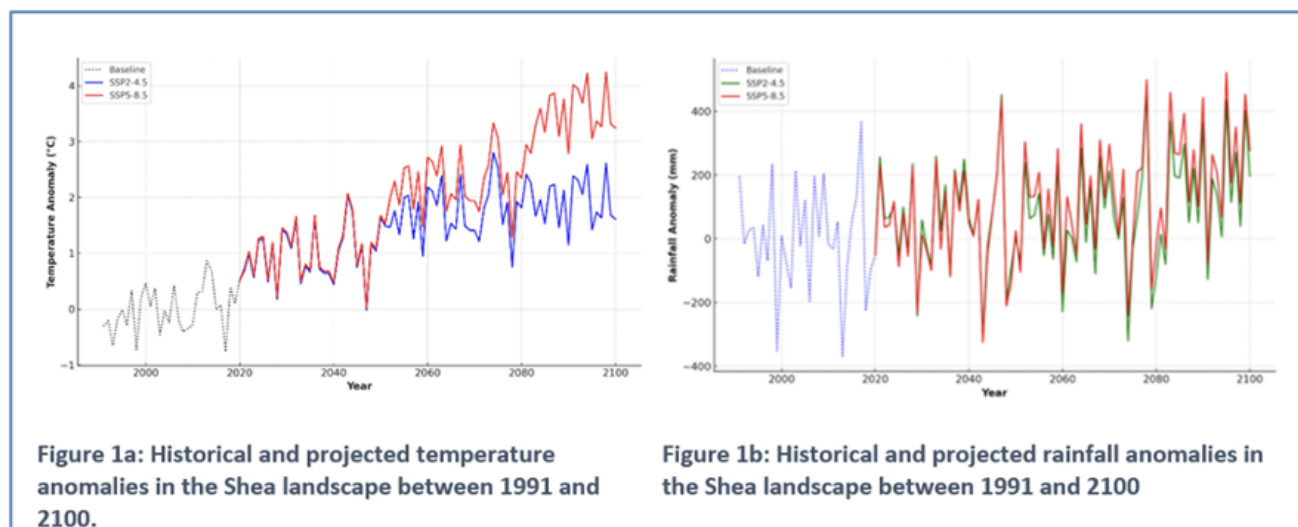


Figure 1: Historical and projected temperature anomalies in the Shea landscape between 1991 and 2100.

32. Deforestation: Uganda's forest cover declined from 4.9 million hectares (or 24% of land cover) in 1990 to 1.28 million hectares in 2019, a loss of 3.6 million hectares in 29 years. Forests outside the protected areas are most affected, with the loss estimated at more than 5% annually (UNDP and NEMA, 2017)^{[13]14}. Satellite-derived data (Table 11)^{[14]15} indicate that tree cover in 2020 ranged from about 6.0% of the land area in Otuke^{[15]16} to approximately 13.0% in Kitgum^{[16]17}, with Agago^{[17]18} and Pader^{[18]19} each having around 9–10% tree cover. Between 2001 and 2024, cumulative tree cover loss amounted to approximately 1,980 ha in Kitgum and 1,680 ha in Pader, while losses were lower in Agago (95 ha) and Otuke (19 ha), corresponding to relative losses of about 0.25–1.2% of baseline (year-2000) tree cover across the four districts.

Table 11: Forest Cover and Forest Cover Change in the Shea Landscape Intervention Districts (2001-2024)

District	Natural forest in 2020 (kha)	Natural forest in 2020 (% of land area)	Tree cover loss 2001–2024 (ha)* ^{[19]20}	Tree cover loss as % of 2000 cover	Avg. Annual tree cover loss (ha/yr)** ^{[20]21}
Agago	12.4	9.4%	95	0.25%	4
Kitgum	120	13.0%	1,980	0.93%	82.5
Otuke	8.8	6.0% (map-derived)	19 (map-derived)	0.27% (estimate)	0.8
Pader	59	9.0%	1,680	1.20%	70.0

Source: Global Forest Watch (GFW), satellite-based tree cover and loss data (Hansen/UMD/Google/USGS), district dashboards for Uganda

33. The main drivers of deforestation in northern Uganda include human population growth which triggers demand for farmland, land for settlements as well as tree harvesting for firewood and charcoal. In addition, long dry periods exacerbate seasonal fires destroying shea trees and associated indigenous trees at various regeneration guilds. Weak enforcement of environmental policies and by-laws as well as inadequate human and financial resources contribute to the loss of forest and tree cover. Nearly two decades of rebel insurgency, compounded by poverty, compelled resident communities to rely on exploitation of woodland resources leading to clearing large expanses of land. Stakeholder consultations revealed that the rebel insurgency eroded cultural conservation system that complemented the formal governance regulatory framework thereby contributing to forest and tree cover loss. Through forest restoration and improved land management interventions, the project will contribute to the improvement of the forest cover and conservation of the vulnerable Shea tree. Furthermore, satellite-derived

evidence shows that tree cover in these districts is already low (approximately 6–13% of land area) and that

cumulative tree cover loss between 2001 and 2024, although modest in relative terms (about 0.25–1.2% of baseline cover), is spatially concentrated and ecologically significant for Shea parklands (Table 7). Fire is the dominant driver of observed tree cover loss, accounting for roughly 70–80% across all four districts, reflecting the combined effects of prolonged dry seasons, unmanaged bushfires, and land-clearing practices.

34. Findings from the Shea Landscape Livelihood and MSME and the Climate Risk and Vulnerability Assessments developed as part of the design of this project (Annex O), provide detailed field-based evidence explaining these patterns. The livelihood assessment shows that over 95% of households depend primarily on agriculture, with Shea-related activities largely supplementary, and that during periods of poor harvests and climate stress, households increasingly resort to charcoal production and firewood sales as coping strategies, directly increasing pressure on Shea trees and associated woody vegetation. Energy poverty is pronounced, with the vast majority of households relying on biomass for cooking, reinforcing sustained demand for woodfuel. The CRVA further documents that erratic rainfall, prolonged droughts, floods, and rising temperatures reduce agricultural productivity, weaken Shea flowering and regeneration, and heighten tree mortality, thereby reinforcing maladaptive land-use responses such as agricultural expansion and fuelwood extraction.

Table 12: Drivers of deforestation in the Shea Landscape

DRIVERS OF DEFORESTATION	DESCRIPTION
a) Climate variability and extremes exacerbated by human population growth	Erratic rainfall, prolonged droughts, floods, and rising temperatures reduce agricultural productivity, Shea flowering and survival, and natural regeneration. These stresses trigger maladaptive coping responses, including land clearing and woodfuel extraction. Human population growth increases demand for farmland which leads to vegetation clearing involving tree cutting (including Shea trees) and removal of woodlands and forests to create room for crop cultivation. It also triggers demand for land for settlement which involves cutting trees for construction poles.
b) Recurrent bushfires and dry-season burning exacerbated by climate variability exhibited by long dry spells and drought	Prolonged dry periods combined with traditional land-clearing, grazing, and hunting practices increase the frequency and intensity of fires. Fires damage mature Shea trees and destroy seedlings and saplings; satellite data show fire accounts for about 70–80% of observed tree cover loss
c) Expansion of subsistence and commercial agriculture	Agriculture is the dominant livelihood (>95% of households). Declining soil fertility and climate stress reduce yields, prompting expansion into Shea parklands and fallow areas, suppressing regeneration of Shea and associated indigenous trees
d) Tree cutting for charcoal production and fuelwood extraction	Charcoal production and firewood collection are widely used coping strategies during income and climate shocks. Over 90% of households rely on biomass energy, and about 32% report charcoal sales during stress periods, increasing pressure on Shea trees. Firewood demand increases with growth in human population that ranges from 3.9% to 4.2% in northern Uganda including the Shea landscape; this is higher than the national average of 2.9%
e) Energy poverty	Limited access to affordable and reliable alternative energy sources reinforces dependence on firewood and charcoal, sustaining demand for woody biomass even where regulations exist
f) Market and price incentives	Short-term income opportunities from charcoal, timber, and land conversion outweigh incentives for long-term Shea management, particularly where access to profitable Shea markets and value addition is weak
g) Weak governance and law	Limited staffing, financial resources, and cross-district coordination constrain enforcement of by-laws and forest regulations, especially on communal and customary lands outside protected areas

enforcement gaps	
h) Post-conflict livelihood pressures	The legacy of prolonged insurgency weakened customary conservation institutions and increased household dependence on natural resource extraction for survival and income generation
i) Gender inequalities in land and resource access	Women dominate Shea nut collection and processing but often lack secure land and tree tenure and decision-making power, reducing incentives and authority to invest in tree protection and regeneration
j) External and mobile actors	Seasonal and migrant charcoal producers and traders operate across district boundaries, shifting deforestation pressure spatially, even when local interventions are in place

35. **Biodiversity loss and resource over-exploitation:** The Uganda Shea landscape faces significant biodiversity loss driven by the over-exploitation of forests, wetlands, rangelands, and key species such as Shea. Unsustainable harvesting of wood, charcoal production, agricultural expansion, seasonal fires, and pressure on rangelands are degrading and fragmenting habitats, reducing native species diversity and weakening ecological connectivity. The loss and degradation of Shea trees and associated woodland ecosystems also diminish critical ecosystem services, including soil protection, water regulation, pollination, carbon storage, and livelihood resources. These pressures undermine ecosystem integrity and reduce the adaptive capacity of both communities and ecosystems to withstand climate-related shocks.
36. Land degradation in the Uganda Shea landscape is widespread, resulting from the combined effects of human pressures and climate variability. Ecosystem fragmentation due to increasing population pressure, unsustainable farming practices, and unregulated seasonal fires weakens land productivity and ecological function. These non-climatic drivers interact with climate-related factors, such as frequent flooding, prolonged droughts, and heavy rains that cause soil erosion and waterlogging, to exacerbate the loss of biodiversity, ecosystem services, and livelihood security. Notably, during consultations, stakeholders stated that heavy rain causes soil erosion and flooding leads to water logging in the farmlands thereby impacting livelihoods. This degradation heightens vulnerability by undermining food security, increasing poverty, and reducing community adaptive capacity the effects of climate change. The project will address land degradation through restoration efforts, as well as improved management of the degraded lands, by promoting climate-smart agricultural practices and the use of climate-resilient technologies.
37. Climate-related stressors significantly intensify these degradation processes. The Climate Risk and Vulnerability Assessments developed as part of the design of this project (Annex O) document increasing exposure to erratic rainfall, prolonged droughts, floods, and intense rainfall events, which accelerate soil erosion, waterlogging, and crop failure. During stakeholder consultations, farmers consistently reported that heavy rains cause soil erosion, while flooding leads to waterlogging of farmlands, directly undermining livelihoods. Similar interactions between climate stress, erosion, and land productivity decline are widely reported in national assessments and empirical studies in Uganda's woodland and savanna landscapes.
38. Several external and persistent drivers of land degradation are likely to continue despite localised project interventions. These include regional market demand that incentivises continuous cultivation and biomass extraction, seasonal livestock movements that contribute to overgrazing and soil compaction, and weak cross-district coordination that allows unsustainable practices to shift spatially rather than cease. Structural poverty and energy dependence further constrain households' ability to invest in soil restoration or climate-resilient technologies. The project addresses these challenges through a landscape-level, climate-risk-informed approach that integrates ecosystem restoration, climate-smart agriculture, soil and water conservation, fire management,

alternative energy and livelihood options, and strengthened governance and coordination mechanisms, thereby tackling both proximate and underlying drivers of land degradation.

Table 13: Drivers of ecosystem degradation, biodiversity loss, and climate vulnerability

DRIVERS OF ECOSYSTEM DEGRADATION, BIODIVERSITY LOSS, AND CLIMATE VULNERABILITY	DESCRIPTION
Climate variability and extremes	Erratic rainfall, droughts, floods, and heavy rainfall events accelerate soil erosion, waterlogging, habitat degradation, and loss of ecosystem services, reducing land productivity, biodiversity, and community resilience.
Soil erosion and nutrient depletion	Heavy rains and poor ground cover cause erosion, while continuous cultivation without replenishment reduces soil fertility, weakens vegetation recovery, and undermines ecosystem health and agricultural productivity.
Poor and unsustainable farming practices	Limited adoption of soil and water conservation, mulching, crop rotation, agroforestry, and integrated soil fertility management contributes to declining soil health, reduced vegetation cover, and pressure on Shea-associated ecosystems <i>cape</i> of northern Uganda.
d) Agricultural expansion and land fragmentation	Population pressure and declining yields drive expansion into marginal lands and Shea parklands, wetlands, rangelands, and woodland habitats, fragmenting ecosystems and reducing biodiversity.
Recurrent dry-season fires	Fires linked to land preparation, grazing, and hunting degrade vegetation structure, reduce regeneration of Shea and associated species, destroy habitat, and increase erosion risk.
Overgrazing and livestock pressure	Seasonal livestock movements and unmanaged grazing compact soils, reduce ground cover and natural regeneration, and degrade rangeland and woodland habitats.
Energy poverty and biomass dependence	Heavy reliance on firewood and charcoal reinforces unsustainable harvesting of trees and vegetation, contributing to habitat loss, reduced carbon storage, and pressure on Shea-associated biodiversity.
Weak governance and land-use planning	Limited enforcement of by-laws, unclear land-use planning, and weak cross-district coordination hinder sustainable management of communal lands, Shea parklands, wetlands, forests, and rangelands.
Post-conflict livelihood pressures	Legacy impacts of prolonged insurgency increased dependence on land-based coping strategies, including unsustainable harvesting, cultivation expansion, and pressure on natural resources.
Gender inequalities in land access and decision-making	Women often lack secure land rights and control over land management decisions, limiting adoption of climate-smart, biodiversity-friendly, and sustainable natural resource management practices.
External and mobile actors	Migrant farmers and pastoralists and market-driven land users can shift ecosystem pressures spatially, undermining local conservation and sustainable management efforts.

Underlying Drivers and Root cause of vulnerability:

39. The underlying drivers of climate vulnerability are described below:

- i. Insufficient political will for climate-smart EbA resulting in limited prioritization of climate adaptation, including climate-smart EbA solutions within sectoral and local government decision-making: The Uganda Shea landscape suffers from weak integration of climate adaptation, including climate-smart ecosystem-based adaptation (EbA) solutions, within sectoral and local government decision-making, policies, and governance structures. This limited prioritization reflects demonstrable weak political will, insufficient institutional capacity, and inadequate resource allocation for adaptation initiatives. As a result, climate adaptation strategies are often

absent or poorly implemented in planning, budgeting, and investment decisions at national, district, and local levels. The lack of mainstreamed adaptation reduces the resilience of ecosystems, such as shea woodlands, and the communities that rely on them, leaving them exposed to increasing climate risks such as droughts, floods, and erratic rainfall. Without strategic political commitment, interventions intended to sustain livelihoods and mitigate climate impacts are less effective, perpetuating cycles of vulnerability and environmental degradation.

- ii. **Resource-Based Conflicts including competing uses for Shea e.g., Charcoal, agriculture:** The Shea landscape is increasingly under pressure from competing uses of natural resources. Shea trees, for example, are harvested not only for nut production but also for charcoal and agricultural expansion, leading to conflicts between different resource users. These resource-based conflicts often trigger social tensions and, in some cases, gender-based violence (GBV), particularly where women's access to shea and other natural resources is restricted. Additionally, overexploitation of natural resources to meet immediate livelihood needs undermines the long-term ecological health of the landscape, leading to biodiversity loss, degraded ecosystem services, and the erosion of natural buffers that help communities withstand climate shocks. Notably, while this project promotes climate adaptation through sustainable shea management, there is a potential risk of maladaptation if communities become overly reliant on shea-based interventions. To mitigate this, the project also supports alternative livelihood options, integrates peer learning and innovation, and leverages durable financing mechanisms to strengthen resilience and reduce dependency. By diversifying income sources, fostering knowledge exchange, and providing sustainable financial support, these measures prevent overreliance on a single resource (Shea), thereby eliminating maladaptive outcomes and ensuring that adaptation efforts remain both sustainable and effective.
- iii. **Limited inclusion of resource users in decision-making regarding equitable and sustainable utilization of resources in the Shea Landscape:** Decision-making processes in the Shea landscape often exclude local resource users, particularly women, youth and marginalized groups, from discussions on sustainable resource management. This limited inclusion undermines equitable benefit-sharing, reduces community ownership of adaptation and conservation initiatives, and restricts the incorporation of traditional ecological knowledge into adaptation interventions, planning, and natural resource management. As a result, adaptation and resource management strategies may fail to reflect on-the-ground realities, leading to unsustainable practices and missed opportunities to enhance resilience. Exclusion of these important stakeholders from governance and decision-making diminishes local adaptive capacity, increases pressure on degraded lands, and weakens the effectiveness of climate adaptation measures. This is because communities, including resource users and other stakeholders that are not actively engaged in decision-making, are less able to anticipate, respond to, or recover from climate impacts, further entrenching vulnerability.
- iv. **Prevalence of unsustainable natural resource use practices driven by short-term livelihood needs and weak incentives for climate-resilient management:** In the Uganda Shea landscape, short-term livelihood pressures drive practices that are ecologically unsustainable, such as overharvesting of shea trees, deforestation for charcoal or farmland, and uncontrolled land clearing. Weak incentives for adopting climate-resilient management, such as lack of access to sustainable technologies, markets, or financial support, further exacerbate unsustainable behaviors. These practices degrade ecosystem integrity, reduce biodiversity, and diminish critical ecosystem services, including soil fertility, water regulation, and microclimate stabilization. The cumulative effect of these pressures accelerates land degradation and biodiversity loss hence amplifying the vulnerability of both ecosystems and local communities to climate change. Without targeted interventions that combine sustainable resource management with livelihood support, the resilience of the landscape and dependent communities will continue to decline.

40. The underlying root causes of climate vulnerability are described below:

- i. **Poverty:** Poverty is a fundamental driver of environmental degradation and climate vulnerability in the Shea landscape. Limited income and livelihood options compel communities to rely heavily on natural resources for immediate survival, including overharvesting of shea trees, deforestation, and unsustainable agricultural practices. This short-term focus undermines ecosystem health, reduces biodiversity, and weakens natural buffers that mitigate climate shocks, leaving communities more exposed to droughts, floods, and soil degradation. Poverty also limits the capacity of households to invest in climate-resilient technologies or alternative livelihoods, perpetuating vulnerability.
- ii. **Historic Civil Conflicts:** Historical civil conflicts in northern Uganda have left lasting socio-economic and environmental impacts. Conflicts disrupted traditional land management systems, weakened governance structures, and caused displacement of communities, resulting in unmanaged exploitation of natural resources. Post-conflict recovery has been slow, and ecosystems remain degraded due to unregulated land use and overexploitation. These conditions amplify community vulnerability to climate change, as degraded lands are less able to buffer extreme weather events and support resilient livelihoods.
- iii. **Gender Disparity:** Gender inequalities in the Shea landscape exacerbate environmental degradation and climate vulnerability. Women, who are often primary collectors and processors of shea, frequently face limited access to land, financial resources, markets and inclusion in decision-making platforms. This restricts their ability to engage in sustainable resource management or invest in adaptation practices. Gender disparities also reduce the effectiveness of adaptation initiatives, as women's traditional ecological knowledge, skills, and innovation potential are underutilized, increasing community-wide vulnerability to climate-related shocks.
- iv. **Weak Institutional and Governance Systems:** Weak institutional and governance systems, shaped by historical underinvestment and post-conflict recovery constraints, limit the long-term capacity to integrate, coordinate, and enforce climate adaptation across sectors. Policies, regulations, and enforcement mechanisms are often inadequate or inconsistently applied, resulting in fragmented approaches to resource management. This institutional fragility allows unsustainable practices to persist, reducing ecosystem resilience, and leaving communities exposed to climate variability and extreme events.
- v. **Ambiguous Property Rights, Including Land and Tree Tenure:** Ambiguities in property rights, including unclear land and tree tenure, undermine sustainable resource management in the Shea landscape. When ownership and usage rights are uncertain, incentives for long-term investment in adaptation practices, such as EbA through tree planting or sustainable land management, are weak. This leads to overexploitation, conflict over resources, and reduced ecosystem health, which in turn heightens vulnerability to climate risks such as drought, soil erosion, and flooding.
- vi. **Rapid Population Growth:** Rapid population growth in the Shea landscape increases pressure on already limited natural resources, driving expansion of agriculture, deforestation, and overharvesting of shea trees. The rising demand for land and resources accelerates land degradation, reduces biodiversity, and diminishes ecosystem services that buffer climate variability. Combined with poverty and weak governance, population growth exacerbates the exposure and sensitivity of communities to climate shocks, increasing overall vulnerability.

Incremental cost reasoning

41. The Shea Landscape in northern Uganda is highly vulnerable to climate change due to the interaction of climatic and non-climatic stressors, which compromise both ecosystem integrity and community resilience. Climate impacts, such as prolonged droughts, heat stress, erratic rainfall, and increasing frequency of extreme weather events, reduce the ability of ecosystems to regenerate, including limiting the natural growth of Shea and associated indigenous tree species, reduce soil fertility, and exacerbate water scarcity. These climatic pressures directly threaten the livelihoods of communities that depend on Shea for income, nutrition, and local trade, and rain-fed

agriculture such as subsistence farming, livestock grazing, and small-scale agroforestry. Pastoral communities are more exposed and sensitive to effects of climate change as they rely on shared grazing lands increasingly affected by changing rainfall patterns and competing land use. Under business-as-usual (BAU), these climate pressures will persist, leading to continued degradation of the landscape, declining ecosystem services, and heightened vulnerability of communities.

42. Furthermore, non-climatic drivers, including unsustainable land use, agricultural expansion, charcoal production, firewood collection, timber extraction, and weak governance, further compound these vulnerabilities. Under BAU, these pressures continue unchecked, resulting in ongoing deforestation, habitat fragmentation, land degradation, and loss of biodiversity, while local governance structures remain insufficient to coordinate, enforce sustainable adaptation practices, or integrate climate risks into planning and decision making. Additionally, resource-use conflicts will continue to arise between different user groups, including pastoralists, farmers, and community groups, hence intensifying competition for land, water, and Shea resources. On this basis, without targeted interventions, community efforts alone are inadequate to prevent further degradation or restore ecosystem functions.
43. Vulnerability in the Shea Landscape is further magnified by gender disparities and social inequalities. Under BAU, women, youth and marginalized resource users such as pastoralists remain largely excluded from decision-making, land access, technical training, and accessing financial resources, which perpetuates inequities in participation and benefit-sharing. Women and youth, who constitute a large proportion of Shea-dependent households, have limited capacity to adopt climate-smart practices, participate in sustainable natural resource management, and benefit equitably from livelihood diversification initiatives. Targeted interventions that address gender disparities are therefore essential to ensure inclusive participation, equitable benefit sharing, and effective adoption of adaptation measures.
44. Lastly, existing interventions in the Shea landscape have primarily been conservation- or livelihood-focused, meaning they may deliver only *potential or incidental adaptation co-benefits*, rather than *purposeful adaptation* as defined by the STAP Adaptation Decision Tree, because they are not explicitly designed to identify, manage, and reduce climate risks under current and future climate scenarios. As a result, adaptive capacity remains low: governance systems lack climate risk-informed planning and inclusive decision-making mechanisms; livelihoods and MSMEs remain highly sensitive to climate shocks with limited access to climate-smart technologies and durable financing for adaptation; and degraded Shea ecosystems are unable to function as natural buffers against climate hazards.
45. The project's incremental value therefore, lies in the additional interventions and resources required to move beyond BAU and generate measurable climate adaptation outcomes. To address these gaps, the project will:
 - a. *Strengthen governance and coordination*: The project will establish and operationalize multi-stakeholder, gender-inclusive, and climate risk-informed platforms at national and local levels. These include the National Shea Champions Forum and a National-Local level governance mechanism that are both founded on a whole-of-society approach. These platforms will facilitate conflict resolution among diverse resource users, support harmonisation of policies, and integrate climate risk considerations into landscape management, planning and decision making. Further, coordination with partners such as the Global Shea Alliance/NiSA will enhance synergies and alignment with ongoing initiatives to foster effective governance of this fragile landscape.
 - b. *Promote ecosystem-based adaptation through Climate-Smart Conservation Agreements*, which will provide structured incentives for communities to engage in EbA through sustainable land use, restoration of degraded lands, and adoption of climate-smart technologies and practices. These climate-smart agreements will be designed to address competing land and resource use, enhance stewardship by accommodating incentives for various resource users. Restoration strategies, guided by comprehensive mapping of Shea populations, will enhance ecosystem resilience and provide a long-term buffer against climate shocks.

c. *Enhance inclusive climate-smart livelihoods and unlock finance for adaptation:* The project will support gender-responsive, climate-smart livelihood activities, including sustainable Shea harvesting, value addition that increases adaptive capacity while generating income. MSMEs will be incubated and supported with access to markets, and financing for adaptation intervention through innovative financial instruments described in the Component section, ensuring that adaptation measures are economically sustainable and scalable.

d. *Knowledge management and learning:* The project will develop and implement a robust knowledge management strategy, integrating gender, inclusion, and lessons learned. Learning and exchange platforms, including the Global Shea Alliance/NiSA, will be leveraged to promote South-South exchanges with countries in the Shea Belt, as well as local-level exposure events. This will facilitate replication of best practices, including traditional ecological knowledge, that will promote EbA approaches and strengthen adaptive capacity across communities and enterprises.

46. Incremental reasoning in mitigating maladaptation: The Shea Project addresses key adaptation gaps through targeted, climate risk-informed interventions. Strengthening climate-smart, gender-sensitive, and inclusive policy and governance mechanisms, including multi-stakeholder coordination platforms (Component 1), ensures that adaptation decisions are deliberate, context-sensitive, and responsive to projected climate scenarios. This reduces the likelihood of maladaptive outcomes by explicitly considering the incentives of resource users, potential conflicts, and gendered vulnerabilities, particularly among women who are primary Shea harvesters. Complementary actions, such as gender-responsive climate-smart land-use planning, climate-smart conservation agreements, and EbA livelihood activities (Component 2), incrementally enhance adaptive capacity. By providing communities and MSMEs with sustainable tools, resources, and incentives to manage climate risks effectively, these measures build on existing efforts while explicitly integrating climate-risk information. This ensures that interventions do not unintentionally increase vulnerability or create dependencies that are maladaptive under projected climate scenarios.

Lessons from past and ongoing initiatives and planned cooperations

47. This project will build on the experience and lessons from past initiatives and is designed to benefit from cooperation with ongoing initiatives and projects, including the sharing of expertise and lessons. Table 14 indicates some previous and ongoing GEF and non-GEF projects from which lessons can be drawn.

Table 14: Leveraging lessons from past and ongoing initiatives and planned cooperation

Baseline Project	Period of performance	Gaps and/or lessons learnt from the baseline project	How this project builds on/leverages baseline initiatives
A. GEF Projects/Initiatives			
1. US\$3,080,000 GEF-funded project on the conservation and sustainable use of the threatened savanna woodlands in the Kidepo Critical Landscape in northern Uganda (GEF ID: 4456). Implemented by UNDP, the project aims to conserve critical savanna ecosystems while promoting sustainable land management and community-based resource use.	2013 - 2019	Shea restoration impact remains limited, but engaging district local governments and local communities, especially women's groups, crucial for achieving project objectives. While some district-level ordinances have been prepared, more are needed for the Shea landscape	- Build on existing infrastructure and capacity for Shea tree conservation and management with district and sub-county offices. - Strengthen community-based groups to enhance Shea nut processing. - Scale up Shea tree restoration in

		districts, and growing awareness of the Shea value chain is fostering interest in its conservation.	collaboration with Ngetta ZARDI - Engage supported private sector actors to expand Shea commercialization.
2. US\$2,560,842 GEF-funded project on institutional capacity strengthening for implementation of the Nagoya Protocol on Access to Genetic Resources and Benefit Sharing in Uganda (GEF ID: 9481). Implemented by the United Nations Environment Programme (UNEP), the project aims to strengthen national institutional frameworks and awareness for effective implementation of the Nagoya Protocol on Access and Benefit Sharing of genetic resources and associated traditional knowledge in Uganda.	2020 - 2025	The focus is mainly at the national level and while some efforts trickle to the sub-national level, there is a greater need for awareness and utilizing the approaches of this project for the shea landscape, especially as shea is vulnerable and yet its effective protection depends on the benefits realized by the communities.	- The proposed Shea project builds on ABS' increased public awareness and understanding that can be extended to the value of Shea resources to secure benefits and alternative livelihood opportunities. The Shea project builds on ABS' knowledge management experiences and will utilize resident communities' indigenous knowledge desired for Shea landscape restoration and conservation.
3. US\$7,598,165 GEF-funded project on fostering water security and catchment resilience in Uganda's Cattle Corridor (GEF ID: 11696). Implemented by Conservation International, the project aims to promote sustainable and climateresilient land and water management practices across the cattle corridor, strengthening community resilience and integrated landscape planning.	2025-2031	Early results show that district-level coordination and community engagement are key to project sustainability, while genderresponsive approaches improve adoption of climateresilient practices. However, baseline data gaps and limited local capacity for maintaining infrastructure remain challenges.	- The Shea project can leverage integrated landscape planning approaches, genderresponsive stakeholder coordination mechanisms, and climateresilient infrastructure planning tools being developed under the Cattle Corridor project to strengthen its own climate adaptation and governance strategies.
4. US\$6,886,838 GEF-funded project on integrating climate resilience into agricultural and pastoral production in Uganda (GEF ID: 7997). Implemented by FAO, the project focuses on building climate resilience in agricultural and pastoral systems through farmer/field school approaches and mainstreaming climateresilient practices into sector policies and plans, particularly across the cattle corridor and dryland landscapes.	2019 - 2025	Participatory learning and extension services are critical for adoption of climate-smart practices, but sustaining uptake beyond project life is a challenge. Engagement of women and youth enhances outcomes but requires continued support.	- The Shea project can adopt community-based learning platforms and field-school approaches to strengthen climate-smart livelihoods and ensure sustained adoption in Shea-producing communities.
5. US\$2,342,930 GEF-funded project on Adaptation Accelerator Program: Building Climate Resilience through Enterprise Acceleration (GEF ID: 10435). Implemented by Conservation International, the project catalyzes investment in adaptationfocused small and medium enterprises (SMEs) in	2021 - 2026	Effective SME acceleration and mentorship enhances enterprise capacity and investment readiness, but requires clear datadriven selection criteria and tailored cohort engagement	- The Shea project can adopt innovative SME acceleration models and hybrid mentoring/cohort approaches to strengthen climateresilient

Liberia and Madagascar to diversify resilient livelihoods, implement climate-resilient land use, and mobilize financing for adaptation-oriented businesses		that addresses real community needs.	enterprise development within the Shea value chain, including tailored support for women and youth-led businesses.
6. GEF-funded Programme for Innovation in Climate Adaptation and Resilience Building Solutions (PARS) (GEF ID: 11566). Implemented by the United Nations Industrial Development Organization (UNIDO), the global programme aims to reduce climate vulnerability and enhance resilience by promoting innovation, technology transfer, and deployment of scalable adaptation and resilience solutions through private sector engagement.	2024 - ongoing	Preliminary planning highlights the importance of creating an enabling policy and regulatory environment, and of developing innovative financial instruments to stimulate private sector investment in adaptation solutions.	- The Shea project can leverage PARS insights on enabling policies, innovative financing, and private sector engagement to design mechanisms that support climate adaptation innovation and investment in the Shea landscape.
7. US\$3,550,024 GEF-funded project on fostering sustainability and resilience for food security in the Karamoja subregion (GEF ID: 9137). Implemented jointly by UNDP and FAO, the project supports sustainable land management and adaptive livelihood strategies to reduce vulnerability to climate impacts in this fragile ecosystem.	2017 - 2023	Multi-stakeholder planning platforms and ecosystem restoration improved resilience, but stronger monitoring frameworks and continued support for women and youth are needed to sustain gains.	- The Shea project can build on lessons from ecosystem restoration and multi-stakeholder landscape planning while strengthening M&E and ensuring active participation of women and youth in climate adaptation activities.
8. US \$2,000,000 GEF-funded project on innovative investment instruments for sustainable landscapes in Colombia (GEF ID: 11006). Implemented by IDH and Conservation International, the reVive Hub provides technical assistance and blended finance to make regenerative agriculture projects investment-ready, embedding gender and smallholder inclusion while aiming to restore 3,000 hectares of degraded land.	2023 ongoing	Lessons from these initiatives show that building long-term multi-stakeholder governance and investment strategies can attract public and private capital, enhance territorial governance, and improve social inclusion, but that specialized local technical assistance and matching finance mechanisms are often needed to mobilize investment readiness for landscape actors.	- The Shea Project will leverage IDH's experience with inclusive landscape finance and governance models, adapting innovative instruments and public-private engagement approaches to strengthen investment readiness, blended finance design, and sustainable value chain strategies within the Shea landscape.
9. US\$2,000,000 GEF-funded project on Building the Next Generation LDN Investment Pipeline through National Technical Assistance Hubs (GEF ID: 11006). Implemented by Conservation International and executed by IDH – The Sustainable Trade Initiative, the project builds capacity and unlocks blended finance investment in land degradation neutrality through national TA hubs, with a pilot in Colombia and global knowledge sharing.	2023 - ongoing	Establishing targeted technical assistance hubs improves readiness for investment in land and landscape projects, but the Shea Project requires such mechanisms to build local capacity, ensure gender responsive engagement, and link to blended finance instruments to attract private and public capital for climate-smart Shea livelihoods, restoration activities, and value chain enterprises.	- Shea Project can adapt the technical assistance hub model to strengthen local implementation capacity, support gender inclusive stakeholder engagement, and mobilize blended finance for restoration, sustainable livelihoods, and commercial Shea value chain interventions.

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B. Non-GEF Projects			
1. US\$200,000,000+ World Bank-funded Development Response to Displacement Impacts Project (DRDIP) (Uganda component, IDA Grant: US\$150 million + IDA Loan: US\$50 million). Implemented by the Office of the Prime Minister, the project improves access to basic social services, expands economic opportunities, and enhances environmental management for refugee-hosting and host communities in Uganda.	2017-2024	The multi-sectoral and multi-stakeholder approach of the DRDIP project has provided a good base for entry of the shea project to focus on the value chain of shea. There is less focus of DRDIP towards the development of the shea value chain and more has been on other social infrastructure including education and health.	Building synergies and leverage on the support for the development of social and economic Infrastructure, sustainable environment and natural resource management and economic empowerment and livelihood
2. US \$78,000,000 GCF-funded project on Integrated Landscape Management Approach for Climate-Resilient Water Security and Livelihoods in Uganda's Cattle Corridor⁴⁰. Implemented by the Ministry of Water and Environment with support from GCF and UNCCD, the project aims to enhance water security and climate resilience through integrated catchment management, solar-powered water infrastructure, valley dams, and gender-responsive governance mechanisms across Uganda's cattle corridor.		Early implementation planning emphasizes that integrated water and landscape management can significantly improve climate resilience, but challenges remain in inclusive stakeholder engagement, maintenance financing, and aligning infrastructure with long-term adaptive strategies.	The Shea Project will build on ILMAC's landscape-level integrated planning, climate-resilient infrastructure design, and community engagement strategies to strengthen governance, water access, and ecosystem restoration in the Shea landscape, particularly where drought, degraded catchments, and weak adaptive capacity constrain resilience.
3. FCDO-funded initiative under the £74.4 million Climate Smart Jobs (CSJ) programme on strengthening the Nilotica shea value chain through the Nilotica Shea Alliance (NiSA). Implemented by Palladium under the Climate Smart Jobs program with support from the Global Shea Alliance, the Centre for the Promotion of Imports from Developing Countries (CBI), ITC, and KOICA, the initiative unites producers, processors, and exporters, promoting certification, technical training, inclusive parkland stewardship, and embedding women in governance structures.	2025 - 2028	Early experience underscores that institutional platforms like NiSA can accelerate policy dialogue, standard setting, and market access, but require strengthened governance, finance strategies, and integration with climate adaptation and landscape health	The Shea Project will build on GSA/NiSA's platform by deepening market integration, expanding inclusive private sector engagement for adaptation-focused business models, and linking value chain

		objectives to maximize resilience and equitable benefits.	development with climate-smart and ecosystem-based interventions.
4. €1,000,000 Austrian Development Agency funded project on Building Drought Resilience through Land and Water Management in East Africa. Implemented by IUCN with regional partners, the project strengthened resilience by improving catchment integrity, diversifying livelihoods, enhancing water infrastructure, and building governance capacity for sustainable resource management in Uganda's Upper Aswa-Agago sub catchment. JC Holdings was one of the subgrantees supporting implementation at the local level.	2011 – 2014	The project demonstrated that economic inclusion of women collectors and local enterprise support can improve income and social cohesion, but that weak market integration, insecurity, and limited access to structured markets constrained long-term sustainability and broader landscape impacts.	The Shea Project will build on these lessons by integrating conflict-sensitive approaches with scalable value chain and market interventions, strengthening NiSA institutional capacity, and linking livelihood enhancement to climate adaptation outcomes across the broader Shea landscape.
5. US\$250,000,000 World Bank-funded Northern Uganda Social Action Fund IV (NUSAF IV). Implemented by the Office of the Prime Minister with IDA financing, NUSAF IV supports vulnerable households in Northern Uganda by strengthening livelihoods, value addition, market access, and climate resilience through targeted inputs, investment capital, and private sector linkages.	2020 - 2025	Private sector inclusion in landscape governance and resource management projects like IUCN's catchment management has highlighted opportunities for sustainable investment and stewardship but often lacked structured frameworks for scaling across landscapes or linking enterprises to climate adaptation and livelihood resilience goals.	The Shea Project will build on this experience by formalizing private sector roles (including JC Holdings) in adaptation investment, climate-smart enterprise engagement, and alignment with multi-stakeholder planning and sustainable financing mechanisms across the Shea landscape.
6. US\$250,000,000 World Bank-funded Northern Uganda Social Action Fund IV (NUSAF IV) project. Supported by an IDA Credit and implemented by the Office of the Prime Minister, the project aims to boost production, value addition, competitiveness, and resilience of vulnerable households by providing inputs, investment capital, value addition equipment, private sector engagement, and improved market access.	2023 - 2028	The NUSAF IV provides funds for commodity value chain development, and this provides an opportunity for leveraging. It also deals with household income improvements through a village development model approach, and lessons will be utilized for the shea groups.	Leverage financial resources; Provide lessons from implementation arrangements

7. GIZ – Promoting Rural Development in Uganda II (PRUDEV II). PRUDEV II supports inclusive and climate-resilient rural economic development in Northern Uganda through sustainable agricultural value chains, MSME development, business services, skills development, and improved market access.	2023–2026	Demonstrated the importance of market-oriented value-chain development, private-sector engagement, and strengthening MSMEs to improve rural livelihoods. Highlighted the need to improve product quality, business development services, and market linkages to increase competitiveness. Reinforced the importance of strengthening producer organizations and local institutions to sustain economic opportunities and resilience.	Build on PRUDEV II's experience in MSME strengthening, enterprise development, and market systems to support climate-resilient Shea enterprises. Coordinate with GIZ through the project's national–local coordination platform to promote knowledge sharing and avoid duplication. Strengthen producer organizations, business incubation, quality standards, and market linkages for Shea value-chain actors. Integrate climate adaptation, ecosystem restoration, and sustainable landscape management to complement PRUDEV II's rural economic development approach.
8. US\$37.69 million IFAD-funded Project for Financial Inclusion in Rural Areas (PROFIRA). The project increases access to and use of financial services by rural poor households, strengthens rural financial institutions, and promotes sustainable financial inclusion to support income-generating activities.	2021 – 2025	The biggest threat to the shea tree is the cutting of charcoal because of its high-quality charcoal. The increase of charcoal plantations to reduce pressure on shea is a great leverage. There is a need to collaborate to ensure that promoted trees can also produce high-quality charcoal.	Lessons on promoting renewable energy sources to reduce pressure on Shea and other indigenous trees used for charcoal, firewood, and construction poles. Lessons on financial literacy and developing

			SACCOs and community savings groups to empower rural communities and increase access to sustainable financing for MSMEs.
9. US\$70.98 million IFAD-funded Project for the Restoration of Livelihoods in the Northern Region (PRELNOR). Implemented with government partners, the project enhances sustainable production, productivity, market access, and climate resilience of smallholder farmers and rural households in Northern Uganda	2015 - 2022	The PRELNOR project deals with market linkages and improving the productivity of rural farmers so lessons will be utilized in the promotion of market linkages for Shea as well. As rural areas increase production, they require better markets and prices for their produce.	Provide lessons on community mobilization and empowerment for alternative livelihood opportunities
10. US\$313 million World Bank-funded Integrated Water Management and Development Project (IWMDP) in Uganda. Implemented by the Government of Uganda through the Ministry of Water and Environment and the National Water and Sewerage Corporation, the project aims to improve access to sustainable water supply and sanitation services, strengthen integrated water resources management, and enhance resilience of communities and ecosystems across targeted regions	2013 - 2018	The project provided awareness of catchment management and this is an area that is part of the shea landscape. Although the extent of awareness and local government empowerment was not for the whole shea landscape, there is a great opportunity to utilize community mobilization approaches for the shea project.	Provide lessons on community mobilization and empowerment for environmental management, landscape restoration and alternative livelihood opportunities
11. US\$25,000 UNCST-funded research project on Fractionation of Ugandan Shea Butter into Commercial Shea Olein and Shea Stearin (USBF). Conducted by the Natural Chemotherapeutics Research Institute, Makerere University, and partners under a Science Granting Councils Initiative (SGCI) grant from the Uganda National Council for Science and Technology, the study piloted fractionation technology to create high-value shea olein and stearin for industrial food, cosmetic, and nutraceutical applications	2021 - 2022	There is a gap in information flow to stakeholders that would utilize the fractionation information to improve the shea oil productivity. Information dissemination of research outputs may be utilized to enhance knowledge sharing.	Provide research information to inform project design and implementation
12. RUFORUM-supported postdoctoral research project on Adapting Vegetative Propagation Techniques to the Shea Tree (<i>Vitellaria paradoxa</i> ssp. <i>nilotica</i>) in Uganda. A two-year research initiative funded by the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), focusing on improving vegetative propagation methods to support restoration, sustainable production, and resilience of Shea landscapes.	2016 - 2017	This project documented some of the key approaches that may help enhance the value of the shea nuts to outpace charcoal and thus contribute to the conservation of the shea	Provide research information to inform project design and implementation Lessons will inform Shea product diversification, including compliance with safety and standards

		tree rather than cut it down for charcoal.	requirements for accessing international markets.
13. US\$3 million plus Regenerative Fund for Nature project on regenerative cotton in the Kidepo Landscape (Uganda). Operated by Conservation International's Regenerative Fund for Nature with partners including the African Wildlife Foundation and Dynamic AgroPastoralist Development Organization (DADO), the initiative promotes sustainable regenerative cotton production across Agago, Abim, Kitgum, Kotido, Karenga, and Kabong districts, enhancing ecosystem health, boosting farmer livelihoods, and restoring degraded lands around cotton fields.	2024 – 2027	Promotes sustainable cotton production integrated with Shea landscape restoration. They undertake organic certification for the community groups and this approach could be replicated for the shea value chain. The project uses Agronomists that monitor activities but also work as ToTs. This approach could also be used by the Shea project.	Provides lessons for implementation of landscape restoration. It had a technical committee comprised of experts from each district and two of the districts are this project focus areas and will provide lessons for land restoration approaches and certification. The shea project has specific activities towards enabling certification.

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[applewebdata://552984CC-68C0-4E83-AC61-6FB36CBE7457 - ftnref1](#)

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[4] Okullo, J. B. L., Ongom, B., Waiswa, D., Alum, W., & Obua, J. (2012, September). Utilization and conservation of shea butter trees (*Vitellaria paradoxa*) in and around Aloi Internally Displaced Persons' Camps in Lira district, northern Uganda. In Third RUFORUM Biennial Meeting Proceedings, pp. 1511-1524.

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[13] United Nations Development Programme (UNDP) and National Environment Management Authority (NEMA). (2017) Biodiversity Financing in Uganda: Policy and Institutional Review. Kampala: National Environment Management Authority

[14] There are no widely published official district-by-district forest cover statistics specifically for Kitgum, Otuke, or Pader outside of remote-sensing dashboards. The Global Forest Watch platform provides spatially explicit tree cover and loss data for each district based on remote sensing (Hansen/UMD/Google/USGS)

[15] globalforestwatch.org/map/country/UGA/7utm (no separate GFW dashboard exists for Otuke, spatial tree-cover estimates generated from the GFW map API and subregional summaries)

[16] <https://www.globalforestwatch.org/dashboards/country/UGA/27/?location=WyJb3VudHJ5IiwuVudBIiwuMjcXQ%3D%3D>

[17] <https://www.globalforestwatch.org/dashboards/country/UGA/49/1/?location=WyJb3VudHJ5IiwuVudBIiwuNDkxIiwuMjcXQ%3D>

[18] <https://www.globalforestwatch.org/dashboards/country/UGA/49/?map=cyJjYW5Cb3VuZC6dHJ1ZX0%3D>

[19] * 'Tree cover' definitions (≥5 m height, variable canopy cover thresholds).

[20] **Avg. annual loss computed as total loss divided by 24 years (2001–2024)

[21] <https://www.greenclimate.fund/document/integrated-landscape-management-approach-climate-resilient-water-security-and-livelihoods-0>

B. 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 guidance document. (Approximately 3-5 pages) see guidance here

Theory of Change

1. **Root Causes:** Vulnerability in Northern Uganda's Shea landscape is not driven by impacts of climate change and variability alone, but by the interaction between climate hazards and long-standing structural, social, socio-economic, and governance factors. Specifically, climate change and variability manifested through increasing drought, heat stress, and erratic rainfall, directly reduces ecosystem productivity, Shea regeneration, and livelihood reliability. These climate stresses are amplified by non-climatic root causes, such as (a) *Poverty and post-conflict recovery constraints*, which limit households' ability to invest in climate-resilient practices and push short-term survival strategies; (b) *Historic civil conflict*, which weakened institutions, disrupted customary governance systems, and eroded social trust, reducing collective capacity to manage shared resources under stress; (c) *Gender disparities*, which restrict women's access to land, trees, finance, technology, and decision-making, despite their central role in the Shea value chain, resulting in gender-differentiated exposure and sensitivity to climate shocks; (d) *Weak institutional and governance systems*, shaped by historical underinvestment, that lack the long-term capacity to integrate climate adaptation and climate risks across sectors; (e) *Ambiguous land and tree tenure*, which undermine incentives for the adoption of EbA approaches, such as restoration and long-term climate-resilient land management. This tenure uncertainty disproportionately affects women, who often have limited legal or customary rights to land and trees, restricting their ability to make decisions, access resources, or benefit from climate-smart interventions. As a result, gender disparities are deepened, and tensions over resource use and ownership may escalate, especially during periods of climate stress; (f) *Rapid population growth*, coupled with unsustainable natural resource use practices, intensifies pressure on the already fragile climate-stressed ecosystems, hence accelerating land degradation, deforestation and biodiversity loss, resulting in frequent resource use conflicts.
2. **Drivers** (how climate and non-climate factors reinforce each other to heighten climate vulnerability in the Shea Landscape): The aforementioned root causes consequently manifest through reinforcing drivers that accelerate environmental degradation and climate vulnerability. These drivers end up creating a negative feedback loop i.e climate shocks worsen poverty and resource pressure, which in turn degrade ecosystems and governance systems, further increasing exposure and sensitivity to future climate hazards. This is elaborated as follows:
 - Insufficient political will for climate-smart EbA, resulting in limited political prioritisation of adaptation and EbA means climate risks are insufficiently addressed in sectoral and local decision-making, reducing anticipatory action and increasing reliance on reactive coping strategies.
 - Resource-based conflicts (e.g., between Shea conservation, charcoal production, and agricultural expansion) intensify during droughts and economic stress, linking climate impacts directly to conflict risk.
 - Exclusion of resource users from decision-making weakens legitimacy, reduces compliance, and limits the uptake of climate-smart practices.
 - Unsustainable natural resource use practices, driven by short-term livelihood needs and weak incentives, accelerate deforestation, land degradation and biodiversity loss, further reducing ecosystem services that buffer climate risks.

BARRIERS THAT THE PROJECT WILL ADDRESS

3. The project interventions seek to address the barriers below which also explain why past interventions have delivered only incidental adaptation benefits, rather than purposeful adaptation as defined by the STAP Adaptation Decision Tree.

BARRIER 1: Incoherent and conflicting policies

Component 1 (policy harmonization, coordination mechanisms)

Climate change introduces new and intensifying risks, such as drought, heat stress, and ecosystem degradation, that require coordinated, forward-looking policy responses. However, non-climatic stressors, including sectoral silos, competing development priorities, and legacy policies promoting agricultural expansion or extractive land uses, interact with climate pressures to create incoherent policies. As climate change impacts increase pressure on land and natural resources, conflicting policies exacerbate maladaptation by incentivising short-term exploitation of Shea trees and associated ecosystems rather than climate-risk-informed management. This interaction weakens the policy

environment needed for ecosystem-based adaptation (EbA) and limits the ability of institutions and communities to respond coherently to escalating climate risks. gender-insensitive policies exclude women from land rights and decision-making. Addressed in

BARRIER 2: Weak and fragmented institutional frameworks limiting whole-of-society coordination

Component 1 (policy harmonization, coordination mechanisms)

Increasing climate variability requires coordinated action across sectors, levels, and stakeholders (including resource users) to manage shared risks in the Shea landscape. However, fragmented institutional mandates, limited human and financial resources, and post-conflict capacity constraints interact with climate stress to overwhelm already weak coordination mechanisms. As climate shocks intensify livelihood pressures and resource competition, institutional fragmentation reduces the ability to mobilize collective action, align responses, and resolve conflicts. This interaction constrains the implementation of integrated, landscape-scale adaptation and prevents a whole-of-society response to climate risks.

BARRIER 3: Limited access to viable, climate-risk-informed and sustainable livelihood opportunities that reduce vulnerability to climate shocks: *Components 2 & 3 (livelihoods, MSMEs, finance)*

Climate stressors, including rising temperatures, erratic rainfall, and prolonged droughts, directly undermine the reliability of rain-fed agriculture, Shea productivity, and critical ecosystem services. These climatic pressures interact with non-climatic constraints, such as poverty, limited technical skills, weak market linkages, insecure land and tree tenure, and lack of access to finance hence trapping households and MSMEs in highly climate-sensitive livelihoods. In the absence of climate-risk-informed alternatives, communities often resort to maladaptive coping strategies, such as charcoal production, agricultural encroachment, and overharvesting of Shea, which further degrade ecosystems and erode natural buffers against climate hazards. This self-reinforcing cycle amplifies vulnerability, deepens poverty hence increasing exposure and sensitivity to future climate hazards and undermining long-term adaptive capacity.

BARRIER 4: Weak integration of climate risk information into planning and investment decisions:

Components 1, 5 (risk-informed planning, learning)

Climate risks in the Shea landscape are dynamic and spatially variable yet planning and investment decisions are often based on historical climate patterns and short-term planning. This climate information gap interacts with institutional capacity constraints, limited technical expertise, and weak accountability systems to produce climate-blind decisions. As a result, public and private investments, including livelihood support, infrastructure, and conservation actions, fail to anticipate future climate conditions, increasing the likelihood of maladaptation. The absence of climate-risk-informed planning prevents adaptation from being proactive, strategic, and resilient over time.

BARRIER 5: Gender disparities which limit equitable access to natural resources, decision-making, and fair sharing of benefits: *Components 1,2,3,4,5,6 (All component-Gender mainstreaming and inclusion)*

Climate change disproportionately affects women due to their greater dependence on natural resources and responsibility for household food and energy. These climate impacts interact with entrenched gender norms, unequal power relations, and limited access to land, finance, and technology to systematically constrain women's adaptive capacity. Exclusion of women and youth from decision-making processes reduces the effectiveness of adaptation interventions by ignoring differentiated climate risks, knowledge, and priorities. This interaction not only reinforces social inequality but also weakens collective adaptation outcomes across the Shea landscape.

BARRIER 6: Limited learning, technical capacity, and applied knowledge on climate adaptation, climate-smart technologies, EbA approaches, and synergies between adaptation and conservation

Components 1, 5 (risk-informed planning, learning)

Responding effectively to climate change requires continuous learning and the application of climate science, local knowledge, and adaptive management approaches. However, climate complexity interacts with limited technical capacity, weak extension systems, and insufficient investment in learning to constrain understanding of adaptation pathways. In particular, limited knowledge of how EbA delivers both climate resilience and conservation benefits, and where trade-offs may occur, reduces confidence and effectiveness in implementation. This interaction limits the ability to design, scale, and sustain purposeful adaptation interventions under changing climate conditions.

BARRIER 7: Limited access to climate and market information for MSMEs and producer groups in the Shea Value Chain: *Components 2 & 3 (livelihoods, MSMEs, finance)*

Climate variability increases uncertainty around production, processing, and market supply. This uncertainty is compounded by non-climatic barriers such as weak information systems, limited digital access, and poor market transparency. Without timely climate advisories and market intelligence, MSMEs and producer groups are unable to adjust operations, manage climate risks, or capture value during favourable conditions. This interaction increases financial losses during climate shocks, discourages investment in nature-positive ventures, and reduces the resilience and competitiveness of the Shea value chain.

BARRIER 8: Inadequate climate finance for adaptation actions

Components 2 & 3 (livelihoods, MSMEs, finance)

Climate adaptation requires upfront and sustained investment, yet financial systems in the Shea landscape remain poorly aligned with adaptation needs. Climate risks interact with non-climatic constraints, including weak financial literacy, lack of collateral, insecure tenure, and limited experience of financial institutions with nature-positive enterprises, to restrict access to finance for adaptation. As climate impacts increase perceived risk, lenders become more risk-averse, further constraining adaptation finance. This interaction perpetuates underinvestment in EbA, climate-smart livelihoods, and resilient enterprises, reinforcing vulnerability to climate shocks.

BARRIER 9: Weak adaptation-focused MEAL systems, limiting the tracking of climate adaptation outcomes, learning, and adaptive management: *Component 6 (M&E)*

Climate change introduces uncertainty and necessitates timely adaptive management hence requiring robust adaptation-focused MEAL systems. However, climate complexity interacts with limited technical capacity, conventional output-focused monitoring, and weak learning cultures to prevent effective tracking of adaptation outcomes. Without clear indicators for resilience, adaptive capacity, and gender-differentiated impacts, projects are unable to detect maladaptation or adjust interventions as climate risks evolve. This interaction undermines adaptive management and weakens the overall effectiveness and credibility of adaptation efforts.

ENABLERS

4. The ToC also identifies key enablers which are vital for the success of the project intervention and attainment of the anticipated outcomes. The enablers include:
 - a) Existing policy and institutional frameworks supportive of climate action and natural resource management, including supporting sustainable Shea landscape conservation (represented in the diagram as **E1**).
 - b) Local-level awareness and Indigenous knowledge that supports equitable utilization of Shea trees and the landscape (- Shea is a cultural tree crop) - (represented in the diagram as **E2**).
 - c) Growing recognition of climate risks among state and non-state actors (including MSMEs) (represented in the diagram as **E3**).
 - d) Community and local-level engagement potential is high, as traditional governance structures and producer associations enable participatory decision-making, while the active participation of women and youth in Shea value chains allows for inclusive and gender-responsive adaptation (represented in the diagram as **E4**).
 - e) Willingness of country-based public and private actors to conserve the Shea landscape for sustainable and equitable utilization of Shea resources – (represented in the diagram as **E5**).
 - f) Existing research, climate information, and digital tools e.g., EbA approaches, market analysis to support MSMEs, climate-smart decision-making etc (represented in the diagram as **E6**).
 - g) Opportunities for institutional coordination and learning e.g., via GSA/NiSA (represented in the diagram as **E7**).

ASSUMPTIONS

5. The Theory of Change rests on the following assumptions:
 - a) **Political will and stability:** Government commitment to fostering policy coherence and supporting climate adaptation remains consistent (represented in the diagram as **A1**)
 - b) **There is sufficient political stability and security in the target districts** (represented in the diagram as **A2**)

- c) **Balanced Shea commercialization and livelihood Diversification** where commercialization of Shea will improve, enabling MSMEs to thrive despite the impacts of climate change and variability, while simultaneously there is heightened adoption of alternative of alternative livelihood options to prevent maladaptation (represented in the diagram as **A3**)
- d) **Gender mainstreaming is embraced by all stakeholders:** it is hoped that a gender-inclusive system of governance allows equitable stakeholder participation, motivates private sector investment, ensures security, and builds capacity to adopt climate change adaptation measures. In addition, it is hoped that local communities will override socio-cultural norms that negatively affect the Shea value chain (represented in the diagram as **A4**).
- e) **Stakeholder collaboration is functional:** Availability of supportive stakeholders, including diverse resource users, central and local governments, Civil Society Organizations/NGOs, private sector actors, researchers, academia and local communities (men, women, youth, vulnerable groups, cultural leaders, among others), to translate collaboration and partnerships into practically impactful conservation of the Shea landscape and management of the shea value chain to achieve a climate resilient ecosystem and climate responsive resident communities (represented in the diagram as **A5**)
- f) **Knowledge and lesson-sharing is prioritized:** MSMEs recognise the value of investing in nature-positive adaptation and are willing to integrate sustainable practices into their business models when provided with the right incentives and support (represented in the diagram as **A6**).

IMPACT DRIVERS

- 6. The main pathways to transformation are anchored in a set of integrated project interventions that directly address the underlying causes of vulnerability, remove barriers to adaptive action, and generate sustained resilience outcomes in the Shea landscape. These interventions focus on: (a) Strengthening institutional frameworks to establish inclusive, risk-informed governance mechanisms that enable equitable decision-making and coordinated adaptation actions; (b) Enhancing alternative climate-resilient livelihoods and ensuring access to sustainable financing and technical support for resident communities and MSME, thereby reducing reliance on climate-sensitive activities; (c) Advancing commercializing shea nuts and shea products along the value chain through climate-smart processing, market linkages, and private sector engagement that increase household incomes while safeguarding ecosystems; (d) Restoring and conserving vulnerable Shea and associated indigenous tree populations in the Shea landscape to buffer against climate hazards, stabilize ecosystem services, and reinforce community resilience; and (e) Strengthening gender-transformative, and climate-resilient systems for knowledge sharing, adaptive learning, and dissemination of best practices to ensure continuous improvement and scaling of effective solutions.
- 7. The impact pathway envisions the attainment of a long-term goal namely; Shea landscape sustainably managed through transformational adaptation and resilience-building measures for ecosystem health and improved land productivity to assure continuous flow of products and services for enhanced climate resilient livelihoods.

LEVERS OF TRANSFORMATION

- 8. Transformative change will be achieved by anchoring the project's interventions on four strategic levers of transformation that align adaptation priorities with inclusive governance, gender equality, and knowledge-driven innovation as described below:
 - a) **Policy coherence and mainstreaming adaptation:** Creating a harmonized policy environment that integrates climate adaptation and gender equality across sectors, strengthens conservation and sustainable management of the Shea landscape
 - b) **Gender Mainstreaming:** Addressing socio-cultural and household dynamics that limit adaptive capacity by promoting gender equality in production systems and across the shea value chain. Through capacity building, awareness campaigns and targeted dialogue, the project will shift entrenched power imbalances and unlock equitable opportunities for sustainable economic empowerment.
 - c) **Strengthened climate risk-informed governance for adaptation (that is anchored on the whole of society approach):** Building inclusive governance structures, institutions, and decision-making platforms that integrate

climate risks in decision-making and can interpret climate information, enforce adaptation-oriented by-laws, and coordinate multi-sectoral responses. This lever ensures that adaptation is embedded in both community practices and institutional mandates.

- d) **Knowledge exchange and collaboration:** Establishing a foundation for innovation and scaling through knowledge-sharing platforms, technology transfer, and south-south cooperation. Locally led processes, combined with the dissemination of best practices, will catalyze context-specific adaptation solutions and foster long-term resilience.

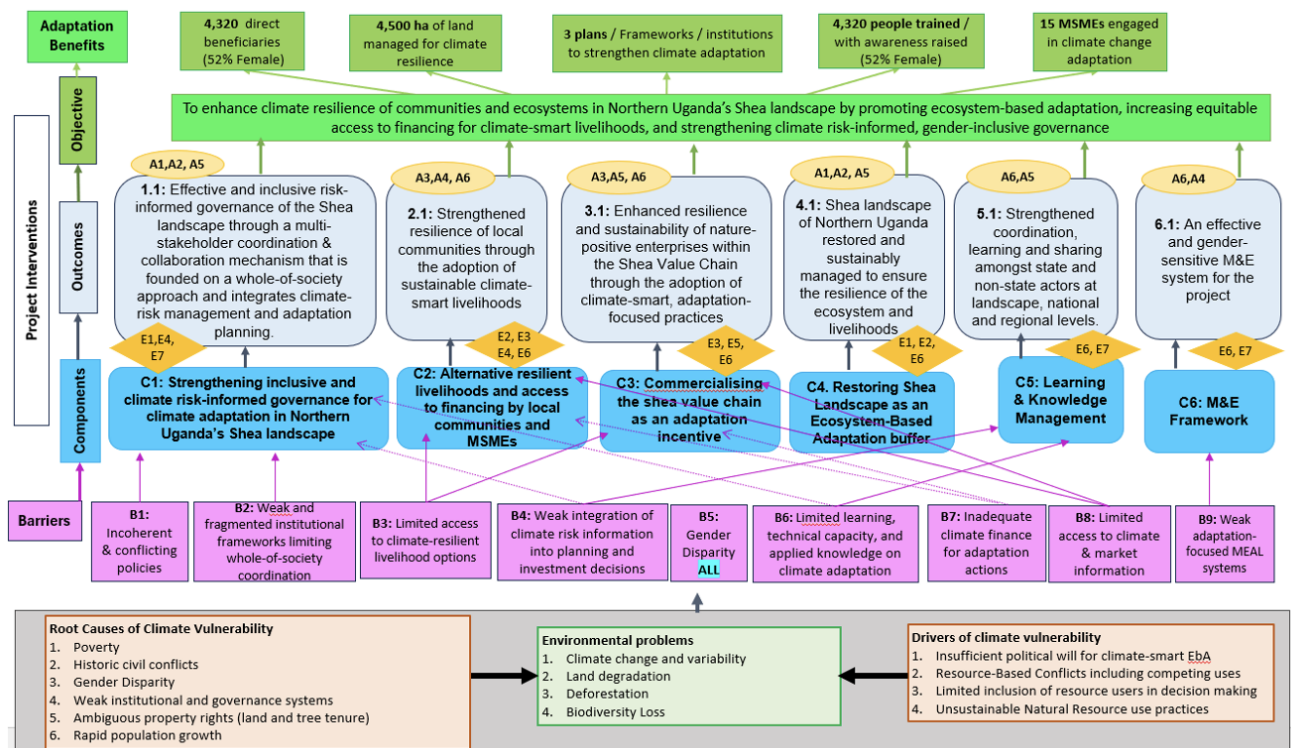


Figure 2: Project Theory of Change.

Project Components

9. **Project Duration: 62 months** (6 months implementation set-up; Actual project execution 48 months; 8 months Terminal Evaluation and closeout).

COMPONENT 1: Strengthening inclusive and climate risk-informed governance for climate adaptation in Northern Uganda's Shea landscape

10. Component 1 directly addresses the systemic governance, policy, and coordination barriers that undermine climate-resilient management of the Shea landscape. The Shea landscape currently lacks a sustainable governance structure that is grounded in a whole-of-society approach and that integrates climate-risk management and adaptation planning (addressed under Output 1.1.2 and 1.1.3). In the absence of such a system, there is no effective coordination mechanism linking state and non-state actors from national to community levels. This results in fragmented initiatives, limited joint planning, competition over natural resources, and reduced scalability of adaptation efforts. Further, outdated or insufficiently climate-proof policies, legislation, and planning frameworks

further constrain institutional capacity and the capacity of the local community to anticipate, manage, and adapt to climate risks (addressed under Output 1.1.1).

11. Non-climatic stressors, including restrictive gender norms, weak market systems, and ambiguous land and tree tenure, intersect with climate hazards to exacerbate vulnerability. These structural barriers influence those who access resources, who participate in decision-making, and who benefit from adaptation investments. Addressing these intersections is essential to ensure adaptation interventions do not inadvertently reinforce inequalities or exclude high-risk groups (addressed under Outputs 1.1.1, 1.1.2 and 1.1.3).
12. The Shea landscape also has a recent history of violent conflict. Evidence, including findings from the World Agroforestry Centre, shows that population pressures, Shea resource commoditisation, unclear property rights, and competition among users increase the risk of conflict in Shea growing areas. Conflicts are particularly associated with stricter individualisation of access rights, resource competition, and social differentiation. Without careful design, interventions such as land-use planning, restoration, and value-chain strengthening may unintentionally heighten tensions among farmers, harvesters, processors, customary authorities, pastoralists, charcoal-producing groups and government institutions mandated to enforce the law. Conflict-sensitive adaptation planning is therefore essential, including clear differentiation of roles among resource users and uses in all target areas as well as ensuring their involvement in decision-making at all levels, including in policy reforms (addressed under Outputs 1.1.2 and 1.1.3).
13. In a nutshell, Outputs 1.1.1, 1.1.2, and 1.1.3 deliver adaptation outcomes by creating a coherent governance system where climate risks are understood, integrated, and acted upon across all levels of decision-making. Output 1.1.1 ensures that policies, regulations, and planning frameworks are climate-risk-informed, gender-responsive, and harmonized across sectors, removing contradictory incentives that currently drive vulnerability. Output 1.1.2 translates these reforms into practice by enabling inclusive, local multi-stakeholder coordination that identifies risks, socializes policy changes, manages resource tensions, and ensures that women and vulnerable groups shape adaptation priorities. Output 1.1.3 provides the high-level political leadership needed to champion these reforms, align sector ministries, mitigate policy conflicts (e.g., agriculture vs. conservation), and secure national commitment and financing for long-term climate resilience.

OUTCOME 1.1: Effective and inclusive risk-informed governance of the Shea landscape through a multi-stakeholder coordination and collaboration mechanism that is founded on a whole-of-society approach and integrates climate-risk management and adaptation planning.

Target 1.1a: *At least two inclusive risk-informed multi-stakeholder coordination and collaboration mechanisms that are founded on a whole-of-society approach, established and operationalized to support effective climate-risk management and adaptation planning for the governance of the Shea landscape.*

Target 1.1b: *At least 3 policies, plans and frameworks that mainstream climate resilience*

14. This outcome seeks to promote effective and inclusive risk-informed governance of the Shea landscape through a multifaceted approach that is climate-risk-informed, conflict-sensitive, gender-responsive, tenure-aware, and anchored on a whole-of-society model as follows:
 - a. Mainstreaming adaptation in policies and policy coherence (Output 1.1.1): Policy reviews and harmonisation will integrate climate-risk projections, gender equality considerations, tenure realities, and conflict-prevention measures. This will ensure that policies, plans, and frameworks at either the national or subnational levels provide an enabling environment for equitable, long-term adaptation.
 - b. Establishing whole-of-society coordination governance mechanisms (Outputs 1.1.2 and 1.1.3): These mechanisms will bring together government institutions, customary authorities, women and youth (including pastoralists), community groups, and private sector actors (including MSMEs) to support joint analysis, planning, and decision-making related to governance of the landscape; anticipate and

manage resource-related conflicts, facilitate inclusive participation, and ensure that adaptation priorities and climate-risk considerations are embedded across various governance levels.

Output 1.1.1: *Cross-sectoral policies and legislative frameworks reviewed, harmonised and strengthened for coherence and the mainstreaming of gender and adaptation in response to projected climate scenarios over a defined period*

15. Policies and legislation governing the Shea Landscape are currently fragmented, outdated, and insufficiently climate-proof, resulting in uncoordinated planning, competing land and resource uses, and limited scalability of adaptation interventions. Structural barriers, including restrictive gender norms, weak market systems, and unclear land and tree tenure, intersect with climate hazards, increasing vulnerability and excluding high-risk groups from decision-making. Conflicting government policies, such as those promoting agricultural expansion or charcoal production, may conflict with or reduce the effectiveness of adaptation objectives in the Shea Landscape. This is because policies that incentivise clearing land for agriculture or unsustainable charcoal production can lead to deforestation, loss of tree cover, reduced water retention, soil degradation, and increased vulnerability to floods, droughts, or fire, thereby directly counteracting adaptation goals. Additionally, unclear property rights and post-conflict dynamics heighten the risk of resource-based conflicts, reducing institutional and the community's adaptive capacity.
16. An indicative target of three national or subnational cross-sectoral policies has been set as a pilot to advance policy coherence in the Shea Landscape. Given the overlap with Uganda's Cattle Corridor, close coordination with the GEF-funded Cattle Corridor project (GEF ID: 11696) is critical. Notably, the districts of Pader and Kitgum, targeted by both projects, will benefit from climate-proofed and institutionalized District Development Plans (supported through the Cattle Corridor Project). The coordination between the two projects will therefore ensure synergies, prevent duplication, and strengthen coherent, climate-resilient, and gender-responsive policies at district, subnational, and national levels. Lessons from this pilot will inform scaling up and replication across the broader Shea Belt and Cattle Corridor.
17. The project will also prioritize systematic review, alignment, and harmonization of at least three national and subnational policies, strategies, or regulatory instruments to strengthen climate-risk-informed, gender-responsive planning in the Shea Landscape. Indicative priorities include the National Agriculture Policy (2013) and the Energy Policy (2023), given their direct influence on land-use change, agricultural expansion, and charcoal production, which are some of the key drivers of Shea landscape degradation. A third instrument, such as the Forestry Policy (2001), National Environment Act (2019), or relevant district-level ordinances and District Development Plans (DDPs), will be considered to reinforce ecosystem restoration objectives, clarify land and tree tenure arrangements, and strengthen incentives for sustainable Shea management. The final selection of policies and planning instruments will be validated through structured multi-stakeholder consultations during project inception to ensure alignment with national development priorities, consistency with climate commitments, and complementarity with ongoing initiatives, including interventions in the overlapping Cattle Corridor.
18. Contribution to Adaptation Outcomes: Output 1.1.1 creates an enabling environment for climate finance and adaptation through coherent and gender responsive policies, mainstreaming adaptation actions and innovative financing in policies, while also supporting governance mechanisms that are inclusive, climate-risk informed, and are anchored on a whole-of-society approach where all actors contribute to decision-making. By harmonising cross-sectoral policies, clarifying land, tree and natural resource rights, fostering gender responsive actions, and embedding climate risk management into governance, it ensures that interventions are strategically aligned, scalable, and conflict-sensitive across the shea Landscape. Coordination with multi-stakeholder platforms (Output

1.1.2), high-level advocacy (Output 1.1.3), and enabling finance mechanisms (Output 3.1.3) ensures that adaptive solutions are inclusive, economically viable, and practically implementable.

Table 15: Activities that will deliver policy reforms (Output 1.1.1)

Challenge/Issue	Approach	Activities (Output 1.1.1)	Expected Contribution to Adaptation
Fragmented, outdated, and incoherent policies and legislative frameworks limiting coordinated planning, equitable resource access, and climate risk management.	Review and harmonize policies, legislation, ordinances, by-laws, strategies, and plans to integrate climate adaptation and gender considerations.	- Comprehensive review of sectoral policies, legislation, ordinances, by-laws, strategies, and plans. - Align statutory instruments with cultural norms (e.g., “one cow” sanctions). - Incorporate climate adaptation measures (flood control, water harvesting, early warning, wildfire management). - Include gender-responsive provisions for participation and benefit-sharing. - Harmonize cross-sectoral policies for coherence, conflict resolution, and climate resilience.	Strengthens institutional and community capacity to anticipate, manage, and adapt to climate risks through coherent, climate-proofed, and gender-responsive governance frameworks.
Limited access to finance for sustainable shea enterprises, reducing adaptive capacity.	Integrate enabling frameworks for innovative and blended finance into policies and legislation.	- Review and propose policy provisions facilitating access to innovative and blended finance for MSMEs (≥30% female-led). - Ensure policies incentivise climate-adaptation investments in shea enterprises.	Promotes climate-resilient investments, strengthens adaptive livelihoods, increases economic incentives for sustainable land management, and enhances community resilience to climate impacts.
Structural barriers (restrictive gender norms, weak market systems, unclear land and tree tenure) that exacerbate vulnerability and limit inclusion.	- Map stakeholders, resource users, and incentives; - Ensure inclusion of women, youth, and marginalized groups - Raise awareness and build capacity.	- Mapping of stakeholders and resource users. - Multi-stakeholder consultations to validate findings and refine policy recommendations. - Information, Education, and Communication (IEC) campaigns and media engagement on updated policies, Presidential directives, and community enforcement roles. - Training for cultural leaders, local/central security forces on policy implementation, enforcement, gender-inclusive protocols, and conflict resolution. - Capacity-building workshops for institutional adoption.	Ensures inclusive access to resources and decision-making, reduces vulnerability, enhances adaptive capacity, and promotes gender-inclusive governance in climate adaptation interventions.

Conflicting government policies (e.g., agricultural expansion, charcoal production) may undermine adaptation objectives.	- Align adaptation and livelihood priorities with government development objectives - Strengthen law enforcement and coordination.	- Identify conflicts between adaptation objectives and government policies. - Integrate harmonized approaches into policy recommendations. - Support coordinated law-enforcement interventions (joint patrols, rapid response, case conferencing) to curb charcoal production and bush burning. - Coordinate with the Cattle Corridor Project to align District Development Plans and avoid duplication related to the Policy work and other interventions in Pader and Kitgum	Reduces maladaptation risks by harmonizing adaptation and livelihood priorities, strengthening local enforcement, and ensuring interventions support long-term resilience.
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Output 1.1.2: Gender responsive, climate risk-informed multi-stakeholder national-local level coordination and collaboration mechanism established, institutionalized and functional, with at least 30% women representation

19. Output 1.1.2 establishes a gender-responsive, climate risk-informed multi-stakeholder national-local level coordination and collaboration mechanism, hence providing an inclusive platform for decision-making that engages all actors at various levels, including marginalized groups. By establishing and institutionalizing this platform, the project ensures that fragmented initiatives in the Shea landscape are coordinated, competition over natural resources monitored and minimized, and adaptation interventions are scalable and conflict sensitive. This mechanism complements [Output 1.1.1](#) by also being a platform for convening actors to provide input on policy reforms, thereby serving as a platform for consultation and awareness-raising on policies, and supporting the rollout and adoption of these policies, while ensuring that policy recommendations guide governance interventions. By institutionalising a whole-of-society platform with clear mandates, decision rules, and accountability mechanisms, the project strengthens coherence across interventions, reduces unproductive competition over natural resources, and improves the scalability and conflict sensitivity of adaptation actions.

20. The platform will facilitate mapping of resource users and stakeholders, ensuring representative inclusion in revised instruments (e.g., flood control/stormwater management, water harvesting, early warning/early action, wildfire management and preventions and that their incentives are captured and incorporated into the policy reforms under Output 1.1.1. This creates a clear understanding of potential conflict dynamics and enables proactive mitigation measures. Women, youth, and marginalized groups, who are disproportionately affected by past conflict and resource insecurity, will be deliberately included in decision-making processes (at least 30% women representation).

21. By embedding climate risk-informed decision-making into governance, Output 1.1.2 directly addresses key challenges, including potential agricultural encroachment and conflicting livelihood policies. Through coordinated engagement with government authorities, local councils, cultural leaders, and communities, the platform will ensure that adaptation objectives are aligned with broader development priorities, mitigating the risk of maladaptation. It will also safeguard vulnerable groups, particularly women, by preventing interventions that could exacerbate social inequalities or increase exposure to conflict. Ultimately, this mechanism institutionalizes inclusive, adaptive, and gender-responsive governance, facilitating coherent policy implementation, conflict-sensitive interventions, and long-term, sustainable climate adaptation across the Shea Landscape.

22. To address political and governance risks, such as potential agricultural expansion promoted by government policies, which could place the project/stakeholders at odds with national priorities, the governance body will facilitate

dialogue between government authorities, local leaders, and communities. Through coordination with high-level advocacy platforms under Output 1.1.3 (National Shea Champions Forum), the governance mechanism can align adaptation and livelihood objectives with government development agendas, negotiate compromises (which can be captured in the reformed policies where possible), and ensure interventions complement rather than conflict with government priorities. This coordinated approach reduces maladaptation risks, strengthens policy legitimacy, and ensures that climate adaptation solutions are inclusive, economically viable, and practically implementable across the Shea Landscape.

23. In terms of sustainability, the platform will also support Output 3.1.3 (inclusive and innovative blended finance instruments), exploring avenues to scale up these modalities across the landscape so that these resources can also continue to support the functioning of the bodies established under Output 1.1.1 and 1.1.2 bodies beyond the project life.

24. Activities under output 1.1.2 include:

- 1) **Establish a national and local multi-stakeholder coordination platform with a clear mandate and Terms of Reference (ToRs):** A short-term consultant will be recruited to guide and facilitate the establishment and operationalization of the coordination mechanism through the following actions:
 - a. Conduct comprehensive stakeholder mapping to identify all resource users and their roles in the landscape, including community groups, cultural institutions, women's associations, youth groups, private-sector actors, and relevant government entities.
 - b. Develop an indicative list of platform members based on the mapping, ensuring representation across livelihood groups, value-chain actors, vulnerable groups, and local authorities.
 - c. Prepare detailed ToRs for the platform outlining roles, responsibilities, decision-making processes, conflict-resolution procedures, integration of climate-risk management, and linkages with other governance bodies.
 - d. Ensure inclusivity and gender balance, securing at least 30% representation of women, alongside youth and marginalized groups, in both membership and leadership positions.
 - e. Develop and sign Memoranda of Understanding or joint action plans among stakeholders. MoUs/joint plans will formalize roles by MDAs, districts, cultural leaders, CSOs, universities, private processors, and cooperatives, addressing the need to bring actors together and harmonize customary and statutory practices.
 - f. Strengthen gender-responsive norms and accountability by outlining clear standards, structured monitoring requirements. This will include integrating gender-equity criteria into platform procedures, conducting annual gender audits to assess inclusiveness and decision-making impacts, identifying participation and influence gaps, and ensuring audit findings translate into corrective measures, capacity-building, and transparent reporting.
 - g. Set up structures to enhance conflict sensitivity and resource governance, including:
 - Mapping resource-use incentives and potential conflict triggers (e.g., charcoal production, agricultural expansion, shea harvesting).
 - Establishing conflict-resolution subcommittees with clear ToRs and inclusive representation (women and youth included).

- 2) **Strengthen participation, voice, and leadership of women, youth, and marginalized groups** to ensure that platform governance is genuinely gender-responsive and socially inclusive. The project will implement the following actions:
 - a. Facilitate dedicated orientation and leadership “clinics” for women and youth to strengthen confidence, technical understanding, and influence in platform deliberations.
 - b. Support active participation of women-led and youth-led organisations by addressing logistical barriers (e.g., transport stipends and, where applicable, child-care support).
 - c. Integrate safeguards against gender-based violence (GBV) and conflict-related risks to ensure platform processes do not inadvertently increase exposure to harm.

- 3) **Review resource-user mapping, adopt incentive structures, and conflict triggers generated under Output 1.1.2.**

- 4) **Integrate climate-risk-informed decision-making process and support coherent policy planning:** This will ensure the platform contributes meaningfully to adaptation outcomes across the landscape.
 - a. Coordinate closely with Output 1.1.1 by reviewing proposed policy reforms, providing feedback, supporting awareness-raising on updated policy instruments, and facilitating joint planning sessions that integrate climate risks, conflict dynamics, land and tree tenure issues, and resource-access constraints.
 - b. Document climate-risk scenarios, raise awareness about them on the platform and apply them to platform decisions, including guidance to prevent maladaptation (e.g., inappropriate siting of agricultural expansion).
 - c. Engage cultural leaders to harmonize customary norms with statutory frameworks in ways that strengthen women’s rights, reduce climate risks, and support long-term resilience.

- 5) **Enhance conflict sensitivity and resource governance**
 - a. Coordinate with security forces, cultural leaders, and district authorities to manage tensions related to land access, tree tenure, and enforcement actions.
 - b. Conduct annual conflict-risk assessments and update platform procedures and mitigation approaches accordingly.

- 6) **Strengthen coordination with policy advocacy and climate-finance mechanisms:** To ensure the platform drives long-term adaptation and sustainable financing:
 - a. Establish formal linkages with Output 1.1.3 (Shea Champions Forum) to elevate key issues to national leadership for policy influence.

- b. Collaborate with Output 3.1.3 to promote awareness of innovative financing instruments for women- and youth-led MSMEs and identify opportunities to scale financing across the landscape.
- c. Explore sustainable financing options for platform operations beyond the project, including district budget allocations, private-sector contributions, and blended finance arrangements.

7) Support regular coordination meetings, learning exchanges, and joint planning sessions.

Output 1.1.3: *A gender-responsive National Shea Champions Interactive Forum established and operationalized to promote high-level multi-stakeholder dialogue to influence climate-risk-informed shea landscape governance (with at least 30% Females, including women and youth).*

25. Output 1.1.3 establishes a gender-responsive National Shea Champions Interactive Forum as a high-level, strategic platform for national actors to champion climate-risk-informed, gender-responsive governance of the Shea Landscape. This body provides high political influence and leadership, national alignment, visibility, and advocacy that enable coherent implementation of Outputs 1.1.1 and 1.1.2. For instance, Output 1.1.1 will undertake policy reforms by mainstreaming adaptation, harmonising sectoral policies, and clarifying governance frameworks. Output 1.1.2 then serves as the multi-stakeholder consultation platform where these proposed amendments are reviewed, discussed, and socialised with diverse actors. Finally, Output 1.1.3 provides the national-level political traction required to endorse, legitimise, and institutionalise the reforms emerging from Outputs 1.1.1 and 1.1.2.
26. With representation from relevant ministries and agencies, parliamentary committees, cultural authorities, private-sector leaders, media, CSOs, academia, women's networks, and youth champions, with at least 30% women representation, including women and youth, the Forum ensures that adaptation and conservation priorities receive national legitimacy and cross-sector endorsement. It directly responds to stakeholder calls for a standing, multi-stakeholder platform, drawing practical lessons from the Vanilla platform model to build continuous dialogue and awareness that can address negative political influence and patronage, which escalates illegal tree cutting, charcoal trade, and timber extraction. The Forum will provide a structured avenue for reaching key national power centres (including the Presidential Policy Forum and the Office of the Prime Minister), thereby anchoring Shea landscape priorities within national policy and budgeting processes.
27. The Forum responds to stakeholder calls for a standing, multi-stakeholder platform (learning from the Vanilla platform model) with continuous dialogue and awareness to rally high-level backing for shea conservation and climate-resilient livelihoods. The main activities under this output build an advocacy-to-action loop: identify champions, convene, validate, formalize, equip, and schedule recurring dialogues.
28. Given that land fragmentation, competition over resources, and overlapping institutional mandates originate partly from national-level policies and sector incentives, the Forum will act as:
 - a national convergence space for ministries and agencies with conflicting agendas (agriculture, forestry, energy, environment, land, trade etc.)
 - a political problem-solving arena to reconcile policy inconsistencies,
 - a channel for high-level guidance to district and community actors, reducing contradictions across scales.

Table 16: Activities delivering the National Shea Champions Forum (Output 1.1.3) & their adaptation contribution

Activities (Output 1.1.3)	Description	Issue Addressed	Expected contribution to Adaptation
a) Identify and profile gender-inclusive Shea Champions	Map and select champions from cultural/religious institutions, respected public figures, women's groups, youth networks, academia, media, CSOs, and private sector actors. Ensure at least 30% women and strong representation of actors who can challenge harmful gender norms and advocate climate-risk-informed governance.	- Weak gender inclusion and restrictive norms - Lack of influential voices to shift political economy - Need for conflict-sensitive and tenure-informed leadership	Strengthens adaptive governance by promoting inclusive, high-level leadership to guide climate-resilient shea management, secure political support, and reduce gender-based vulnerability.
b) Hold stakeholder consultations to co-design and build consensus on the Forum	Facilitate structured co-design sessions to clarify the Forum's purpose, roles, rules of participation (at least 30% women), and decision-making procedures.	- Fragmented mandates & siloed planning - Conflicting institutional incentives - Need for inclusive, consensus-driven governance	Builds a coherent, inclusive governance platform that aligns stakeholders, integrates climate risks, and enables joint adaptation planning.
c) Pilot the Forum using a real governance issue (e.g., charcoal hotspot)	Conduct an initial "test meeting" to simulate real-world governance challenges. Validate processes such as facilitation flow, decision logging, conflict-handling protocols, and follow-up tracking. Use a problem such as agricultural encroachment or charcoal governance to refine the Forum's operating model.	- Conflicts between agricultural/charcoal policies & conservation - Competition over resources - Inadequate conflict risk assessment & mitigation	Enhances adaptive capacity by testing decision-making processes for conflict-sensitive and climate-informed interventions in priority hotspots.
d) Register the Forum at district government level and sign MoUs with MDAs	Formalize the Forum by registering it with District Local Governments and signing MoUs with ministries and districts. Submit ToRs, membership lists, and minutes from co-design and pilot sessions.	- Ambiguity in mandates & weak enforcement - Need for harmonization of customary and statutory systems - Risk of inconsistent application of governance reforms	Ensures long-term institutional support for adaptive governance, improving policy enforcement and reducing maladaptation risks.
e) Train champions on value	Deliver structured training on the shea value-chain dynamics, climate risks, adaptation options, laws/by-laws, Executive Order regulations, gender inclusive	Gender inequalities & unsafe	Builds capacity for climate-resilient livelihoods and gender-responsive

chains, gender leadership, climate adaptation, and governance	leadership, GBV safeguards, negotiation, and media advocacy. Equips champions to address negative cultural norms, support women's safety, and promote conflict-sensitive adaptation.	conditions for women harvesters • Insufficient knowledge on tenure, by-laws & climate risks • Need for gender-inclusive leadership • Women's high exposure to conflict	governance, empowering communities to adapt and manage shea sustainably.
f) Hold annual strategic planning meetings	Set 3–5 national priorities aligned with Outputs 1.1.1, 1.1.2, 4.1.4, and Components 2–4. Assign government counterparts, map risks, and align actions with district and national budget cycles. Institutionalizes coherence and supports long-term mainstreaming of climate-risk-informed policy reforms.	• Need for strong linkages across outputs • Policy contradictions (especially agriculture vs. shea) • Weak alignment between national and district planning systems	Enables coherent, climate-risk-informed policy prioritization that guides adaptive actions and resource allocation.
g) Hold regular meetings, dialogues, and field visits	Convene quarterly Forum meetings, monthly working-group check-ins, and bi-monthly field visits. Rotate venues across districts to increase visibility and accountability. Prioritize women's participation. Address governance problems in real time (e.g., charcoal hotspots, land-use conflicts).	• Fragmented planning & poor cross-scale communication • Conflicts and competition between resource users • High conflict exposure for women and vulnerable groups	Strengthens real-time adaptive decision-making, reduces resource conflicts, and improves climate-resilient governance at multiple levels.
h) Implement outreach strategies, policy briefs, and women-champion media campaigns	Develop annual communication plans using community radio, social media, public lectures, and press briefings. Produce policy briefs for each priority area. Provide women champions with media platforms to amplify their leadership and influence public attitudes on harmful norms, tenure issues, climate risks, and the value of shea conservation.	• Restrictive gender norms & limited women's voice • Weak public awareness of shea conservation • Negative cultural norms increasing vulnerability	Enhances community-level adaptation by increasing awareness, promoting gender equality, and building social support for climate-resilient practices.

i) Conduct targeted national advocacy with key political power centres	Map decision windows (parliamentary sittings, budget hearings, PPF meetings), prepare briefing packs, conduct high-level advocacy with PPF, OPM, ENR Committee, donors, and private sector. Track commitments and follow up at each Forum meeting. Anchors the shea landscape agenda within national political processes.	- Government incentives conflicting with adaptation (e.g., agricultural expansion) - Risk of project becoming politically isolated - Need to shift political economy and secure high-level buy-in	Ensures adaptation objectives are politically recognized, integrated into national policy, and supported with sustainable resources, aligning incentives with climate-resilient shea governance.
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COMPONENT 2: Alternative resilient livelihoods, and access to financing by local communities and MSMEs

29. Component 2 addresses the unsustainable exploitation of natural resources and entrenched poverty, compounded by limited livelihood options, as primary drivers of escalating vulnerability in the fragile Shea landscape and among the resident communities. In this landscape, Shea trees are a cornerstone of local livelihoods, providing nuts and the traditionally processed oil, which are important for food, health, and livelihoods. However, the Shea nut harvesting is seasonal, occurring only between April and June, leaving households without income for the remainder of the year. This seasonal gap creates strong incentives for unsustainable practices, including charcoal production, illegal timber harvesting, and unsanctioned agricultural expansion, which degrade the ecosystem and undermine long-term livelihood security.

30. Component 2 recognises the interconnected and systemic nature of vulnerabilities in the Shea landscape. Climatic hazards, such as recurrent droughts, erratic rainfall, and extreme weather events, which are projected to increase in frequency and intensity, interact with non-climatic stressors, amplifying risks for both the ecosystem and communities. Non-climatic pressures include restrictive gender norms that limit women's participation in decision-making, risks of gender-based violence (GBV), unclear or conflicting land and tree tenure policies, unfavorable market conditions, and external demand for charcoal from urban centers. These overlapping pressures intensify competition over natural resources, exacerbate inequities in access and benefit-sharing, and reduce the resilience of both communities and the ecosystem, thereby reinforcing a vicious cycle of poverty, environmental degradation, and climate vulnerability. This Component therefore adopts a holistic, systemic approach, integrating Ecosystem-Based Adaptation (EbA), climate-smart interventions, and gender-responsive, conflict-sensitive strategies to tackle the root causes of environmental degradation, resource-use conflicts, ecosystem and community vulnerability. By addressing ecological, social, and economic dimensions, including income insecurity, resource-use conflicts, restrictive gender norms, market pressures, demand-driven exploitation, and conflicting policies, interventions under this component will break the cycle of unsustainable resource use and entrenched poverty.

31. Lastly, selection of participating communities, households, and planting sites will be conducted carefully to avoid reinforcing social inequalities or triggering resource-use conflicts. The process will ensure equitable inclusion of MSMEs, marginalized groups, including women and youth, and consider local power dynamics, historical grievances, and access to land and resources. This approach will promote social cohesion, inclusive participation, and sustainable management of project interventions

OUTCOME 2.1: Outcome 2.1: Strengthened resilience of local communities through the adoption of sustainable climate-smart livelihoods

Target 2.1: At least 4,320 people, of which 52% Female (2,256) and 30% youth with sustainable climate-smart livelihoods

32. This outcome will be achieved through the interconnected Outputs 2.1.1–2.1.4, which together form an integrated, systemic approach to strengthen the resilience of local communities through the adoption of sustainable, climate-smart livelihoods. Specifically, Output 2.1.1 will develop inclusive, gender-responsive, climate-risk-informed land-use plans, identifying priority activities and locations for interventions, which will then be implemented through climate-smart conservation agreements (PES model). This promotes community stewardship for adaptation, clarifies resource access, and embeds ecosystem-based adaptation approaches to reduce unsustainable land and tree exploitation; Output 2.1.2 will support climate-smart, ecosystem-based livelihoods, generating resilient, year-round income alternatives that reduce dependence on unsustainable practices such as charcoal production, illegal timber harvesting, and unsanctioned agriculture, while enhancing adaptive capacity; Output 2.1.3 will empower community-based groups and MSMEs through peer learning, knowledge exchange, and adoption of climate-resilient practices, embedding gender-equitable leadership and conflict-sensitive approaches to ensure local actors can sustain and replicate adaptation strategies; Output 2.1.4 will incubate MSMEs, including at least 30% female-led enterprises, providing access to markets, sustainable financing, and business support for climate-smart ventures, thereby incentivizing adaptation and reinforcing long-term adaptive capacity.

Output 2.1.1: *Inclusive, gender-responsive, climate-risk-informed land-use plans for the Shea landscape developed and implemented through climate-smart conservation agreements, with at least 52% female participation (including women and youth).*

33. Under this Output, land-use plans will be developed to explicitly integrate Ecosystem-Based Adaptation (EbA) principles, ensuring that climate risks are systematically assessed and incorporated into all land-use decision-making processes. These plans will define priority adaptation actions, identify target sites for implementation, and specify the stakeholders responsible for execution. By embedding climate risk information, gender equity, and community participation, the land use plans will strengthen adaptive capacity, reduce unsustainable exploitation of natural resources, and address gaps in local planning, knowledge, and service delivery.

34. Implementation of the land-use plans will be carried out through climate-smart conservation agreements, a form of Payment for Ecosystem Services (PES), developed and negotiated in accordance with Free, Prior, and Informed Consent (FPIC) principles to ensure full community participation in planning and decision-making. These agreements will formalize the specific commitments between the local community (beneficiaries) and the project, to promote sustainable natural resource management that is anchored on EbA approaches. The conservation agreements will also clarify tenure and resource rights while providing tailored and context-specific tangible incentives for communities to adopt climate-smart practices. By integrating land-use planning with conservation agreements, this approach fosters community stewardship, ensuring that adaptation measures are locally owned, effectively implemented, and sustained over the long term.

35. Furthermore, the conservation agreements create a foundation for Outputs 2.1.2, 2.1.3, 2.1.4, and 3.1.3 linking land-use decisions (Output 2.1.1) to climate-smart, ecosystem-based livelihoods (Output 2.1.2), peer learning through community-based groups and MSMEs (Output 2.1.3), and access to markets (Output 2.1.4). and sustainable financing for climate-smart enterprises (Output 3.1.3). By embedding these outputs within the PES framework, the approach not only strengthens household and community adaptive capacity but also reinforces long-term resilience, incentivizes sustainable resource use, and ensures that the benefits of adaptation measures, including biodiversity

conservation, reduced vulnerability to climate shocks, and gender-equitable participation, are realized and maintained across the target sites in the Shea landscape.

36. Activities under output 2.1.1 will be undertaken in three (3) phases outlined below:

PHASE 1 (Activities): Designing the Land-use plans

- a) **Stakeholder Mapping:** Map stakeholder interests, potential incentives, and risks related to resource use.
- b) **Selecting the project parishes in a participatory manner.** This activity is about jointly identifying and prioritising the parishes that will implement 2.1.1, 2.1.3, and 2.1.4 through meetings with cultural leaders, women and youth groups, producer groups, in sync with stakeholders' desire to open up land access, overcome the limitations of customary tenure, and participate in planning.
- c) **Assess current land use and climate risks through participatory mapping and analysis.** Generate baseline data to support gender responsive and land-use and Shea landscape planning to facilitate adoption by resident communities by integrating local hazard knowledge of drought, flood, and seasonal wildfire.
- d) **Conduct gender and climate vulnerability analysis to inform planning.** Parish vulnerability profile with practical safeguards will be produced, taking into account unequal labour–benefit distribution, limited land/control for women, and GBV-linked economic disempowerment.
- e) **Validate and endorse the plans with community and local authority approval.** Convene parish validation meetings to confirm baseline data and prepare brief MoUs for district technical backstopping.
- f) **Build local capacity to implement and monitor the plans.** Constitute Parish Implementation Teams and train them on FMNR, basic SLM, fire management, and M&E. Build capacity for cooperative governance, business skills, and financial literacy to improve incomes and reduce pressure on Shea and associated indigenous trees.

PHASE 2 (Activities): Design and signing of the climate-smart conservation agreements- Vehicle for delivering Output 2.1.1 (Land-use plans), 2.1.2 (Livelihood activities), 2.1.3 (Community Groups and MSMEs Peer learning), 2.1.4 (Linkage to markets) and 3.1.3 (Innovative Financing)

1. Stakeholder Mapping and Engagement

- Identify all relevant stakeholders, including local communities, women and youth groups, customary authorities, local government, and private sector actors.
- Map stakeholder interests, potential incentives, and risks related to the conservation agreements.
- Link to Outputs 2.1.2, 2.1.3, 2.14 and 3.1.3: Provides the foundation for designing gender-responsive, climate-smart livelihood interventions, linkage to markets, innovative financing instruments and for engaging community groups/MSMEs in adaptation-focused practices.

2. Alignment of Conservation Agreement Implementation with Government Policies (Output 1.1.1) and Conflict-Sensitive Land-Use Management

- Harmonise land-use and conservation agreements with agricultural and rural development policies.
- Promote climate-smart agriculture compatible with Shea conservation.
- Support integration of Shea conservation into district development planning.
- Engage charcoal producers and agricultural expansion actors in alternative livelihood pathways.

3. Community Consultations and Co-Design Workshops

- Conduct participatory workshops at village, parish, and sub-county levels to discuss land-use plans and proposed conservation agreements.

- Integrate community priorities, climate risk considerations, and Ecosystem-Based Adaptation (EbA) measures.
- Ensure gender-responsive engagement with at least 52% female participation (including women and youth).
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Co-design ensures livelihood interventions (EbA) are aligned with local needs and empowers community groups/MSMEs to adopt climate-smart practices and innovative financing.

4. **Develop Climate-Smart Conservation Agreement Template (CI will provide a template, which will then be edited/contextualised to be climate smart)**

- Draft agreements detailing roles, responsibilities, tenure arrangements, resource-use rules, and adaptation commitments.
- Embed EbA measures, climate risk mitigation strategies, and sustainable livelihood incentives.
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Integrate sustainable livelihood interventions, adaptation actions, and innovative financing directly into the agreements, incentivising community adoption of climate-smart practices.

5. **Free, Prior, and Informed Consent (FPIC) Processes**

- Conduct FPIC procedures to ensure community members understand terms, benefits, and obligations.
- Record feedback and incorporate revisions for local ownership and legitimacy.
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Ensures community and MSME buy-in for climate-smart livelihoods, capacity-building interventions, innovative financing, strengthening uptake and sustainability.

6. **Negotiation and Validation**

- Facilitate negotiation sessions between communities, project teams, and local authorities to finalize agreement terms.
- Validate agreements through multi-stakeholder, community-led coordination committees established by the project.
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Strengthens local governance structures and community group/MSME involvement in climate-smart adaptation implementation and innovative financing.

7. **Formal Signing of the Climate-Smart Conservation Agreements**

- Organize signing ceremonies with community representatives, local government officials, and project teams.
- Publicly recognize commitments to enhance compliance, visibility, and accountability.
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Establish formal incentives for communities and MSMEs to participate in sustainable, climate-resilient livelihood activities and benefit from innovative financing.

8. **Communication and Awareness**

- Disseminate information on agreement obligations, adaptation actions, and benefits to all community members through local media, meetings, and information boards.
- Link to Outputs 2.1.2, 2.1.3, 2.1.4 and 3.1.3: Support peer learning, knowledge exchange, and widespread adoption of climate-smart practices and innovative financing instruments among community groups and MSMEs.

PHASE 3 (Activities): Implementation of the Climate-smart Conservation Agreements-vehicle for delivering Output 2.1.1 (Land-use plans), 2.1.2 (Livelihood activities, 2.1.3 (Community Groups and MSMEs Peer learning), 2.1.4 (Linkage to markets) and 3.1.3 (Innovative Financing)

1. **Operationalisation of Land-Use Plans (Output 2.1.1)**

- Enforce agreed land-use zones (restoration areas, no-go zones, sustainable use zones).
- Support communities to carry out restoration, assisted natural regeneration, and climate-smart land management activities.
- Monitor compliance with land-use rules using community-led monitoring teams.

2. Delivery of Climate-Resilient Livelihood Activities (Output 2.1.2)

- Provide technical assistance and inputs for alternative livelihoods linked to the agreements (beekeeping, climate-smart agriculture, Shea value chain, NTFPs, small enterprises, etc.).
- Build capacity for business development, post-harvest handling, value addition, and market access.
- Integrate climate risk management and EbA measures in all supported livelihoods.

3. Strengthening Community Groups and MSMEs Through Peer Learning and Linkage to markets (Output 2.1.3 and 2.1.4)

- Facilitate peer-learning exchanges among community groups, women and youth enterprises, producer organisations, and MSMEs.
- Conduct mentoring sessions and community-to-community learning visits on successful practices (e.g., restoration, business models, sustainable harvesting).
- Establish learning hubs or demonstration sites to showcase climate-smart technologies and practices.

4. Mobilisation of Innovative and Inclusive Financing (Output 3.1.3)

- Link community groups and MSMEs to financing instruments
- Train groups on financial literacy, investment readiness, and proposal development.
- Support development of bankable micro-projects that align with climate-smart conservation agreement commitments.

Output 2.1.2: *Inclusive, gender-sensitive, climate-smart and ecosystem-based adaptation (EbA) livelihood activities supported, benefiting at least 52% Females (including women and youth)*

37. Output 2.1.2 addresses the interconnected climatic and non-climatic drivers of vulnerability in the Shea landscape by supporting inclusive, gender-sensitive, climate-smart, and Ecosystem-based Adaptation (EbA) livelihood options. These interventions are designed to complement and build upon Output 2.1.1, which develops climate-risk-informed land-use plans and implements them through conservation agreements. By aligning livelihood activities with spatial planning, resource-use rules, and community stewardship structures established under Output 2.1.1, Output 2.1.2 ensures that economic incentives reinforce sustainable land and tree management, while reducing reliance on unsustainable practices such as charcoal production, agricultural encroachment, and timber harvesting. All livelihood interventions incorporate climate-risk screening to avoid maladaptation, ensuring that new enterprises do not exacerbate pressure on Shea trees, which are vulnerable to climate change.

38. Stakeholder consultations during the PPG Phase revealed bee-keeping, fish-farming, and growing of coffee, vegetables, macadamia cashew nuts, woodlots, agroforestry, and production of handicrafts as possible sources of alternative incomes for the resident communities that can be supported by the project to reduce pressure on Shea trees and associated indigenous trees being cut down for charcoal production. Similarly, a study undertaken for the preparation of the project revealed strong interest by the resident communities in diversifying alternative livelihood activities to mitigate unsustainable practices like Shea tree cutting for charcoal production. The preferred alternative livelihoods enterprises include livestock farming (56%), beekeeping (42%), and value addition to agricultural products (27%). By ensuring gender-inclusion, the project will promote equitable sharing of benefits from selected livelihood options and reduce risks from gender-based violence (GBV) that may be triggered by improved household incomes.

39. The land-use plans developed under Output 2.1.1 will guide the selection and siting of climate-smart livelihood actions under Output 2.1.2, while the climate-smart conservation agreements, also developed under Output 2.1.1 (described under Phase 2 and Phase 3), will serve as the primary vehicle for implementing and delivering these livelihood activities.

40. Further Output 2.1.2 will strengthen coherence with government policies by prioritising livelihood models that align with national strategies on climate-smart agriculture, sustainable land management, and rural resilience, while avoiding activities that conflict with emerging agricultural policies and Shea conservation. In addition, in order to

mitigate the risk of conflict in a post-conflict landscape where tenure insecurity and competition over resources are prevalent, livelihood support will be delivered through FPIC-based climate-smart conservation agreements (from Output 2.1.1) and equitable beneficiary selection processes. Furthermore, Output 2.1.2 will work closely with Output 2.1.3 and 2.1.4 to strengthen community groups, women and youth associations, and MSMEs for peer learning, inclusive governance, linkage to markets and conflict-sensitive resource management.

41. Interventions for ensuring the sustainability of Livelihood Activities:

- a. **Mandatory Participation in Community Groups:** All beneficiaries will be required to be part of a community group, with support provided to join or establish such groups. These groups will explicitly factor in gender norms and ensure the inclusion of marginalized groups, including youth and disadvantaged households. Community groups will play multiple roles to sustain livelihood interventions, including:
 - Platform for Beneficiaries: Facilitate information sharing, coordination, and collective decision-making.
 - **Oversight and Accountability:** Monitor adherence to climate-smart and ecosystem-based practices, ensuring responsible resource use.
 - **Monitoring and Reporting:** Track progress of livelihood interventions, document lessons learned, and feed back to project teams and financial institutions.
 - **Capacity-Building Support:** Promote peer-to-peer learning and knowledge exchange, supporting adoption of climate-smart, resilient practices (linked to Output 2.1.3).
 - **Coordination with Project Interventions:** Ensure alignment of livelihood activities with climate-smart conservation agreements and land-use plans (Output 2.1.1), training and peer learning (Output 2.1.3), and Linkage to markets (2.1.4), financial support mechanisms (Output 3.1.3).
 - **Formal Governance:** Terms of Reference (ToRs) will define community group roles, responsibilities, decision-making processes, and reporting structures, enabling continuity beyond the project period.
- b. **Scaling Up Proven Resilient Livelihoods:** The project, with guidance from the community groups, will prioritise supporting and scaling up ongoing livelihood interventions that have already demonstrated resilience to climate and non-climate shocks, have strong community support, and align with government policies. This ensures sustainability by leveraging tested approaches with established social acceptance, proven effectiveness, and policy compliance, rather than introducing untested activities that could pose maladaptation risks.
- c. **Climate-Smart Conservation Agreements (Output 2.1.1):** Community-level livelihood activities will be guided by the land-use plans and implemented through climate-smart conservation agreements, both developed under Output 2.1.1. The development and implementation of the land-use plans will be participatory and inclusive, incorporating climate risks, gender considerations, and community priorities. The design and negotiation of the climate-smart conservation agreements will follow Free, Prior, and Informed Consent (FPIC) principles, ensuring full community ownership and voluntary commitment for delivery. By linking these land-use plans and Climate Smart Conservation Agreements Output 2.1.1) with livelihood activities (Output 2.1.2), technical assistance (Output 2.1.3 and 2.1.4), and financial support (Output 3.1.3), adaptive capacity is strengthened at both household and landscape levels. Community groups will oversee the implementation of the climate-smart conservation agreements during and beyond the project, maintaining accountability, continuity, and the long-term adoption of climate-smart, ecosystem-based practices.
- d. **Innovative Financing (Output 2.1.4):** MSMEs and community groups will be linked to credible financial institutions, providing technical support, financial oversight, and access to credit. This ensures the financial viability of climate-smart livelihood activities/enterprises, incentivizes sustainable practices, and reinforces household and community resilience over the long term.

Table 17: Activities delivering climate-smart livelihoods (Output 2.1.2) & their adaptation contribution

Activities (Output 2.1.2)	Description	Issue Addressed	Expected Contribution to Adaptation
Set-up tasks			

a) Develop criteria for beneficiaries of livelihood activities	Establish clear eligibility criteria for selecting project beneficiaries for livelihood interventions, factoring in gender, youth, marginalized groups, and exposure to climate risks.	Risk of exclusion or inequitable participation, selection of non-vulnerable households	Ensures equitable access to adaptation benefits, targeting those most vulnerable to climate and non-climate shocks, strengthening community-level adaptive capacity.
b) Mapping and identification of beneficiaries of livelihood activities against the selection criteria	Identify and document all selected beneficiaries, including their location, livelihood needs, climate vulnerabilities, and social inclusion considerations.	Limited understanding of beneficiary needs and vulnerability profiles	Supports targeted, context-specific adaptation interventions, ensuring that livelihood support is responsive to climate risks and social dynamics.
c) Map existing community groups or establish new groups e.g., Farmer Groups / Cooperatives, Savings and Credit Groups / Village Savings and Loan Associations (VSLA), Youth Groups, Women's Groups, Self-Help Groups (SHG) etc Note: This comprises the direct beneficiaries	- Assess existing community groups and establish new groups where needed (a strong justification for establishing new ones will be required, as it is best to work with existing ones), ensuring all beneficiaries are included. - Work with community group members (the beneficiaries) to co-design Terms of Reference (ToRs) defining group roles, responsibilities, decision-making processes, reporting structures and explicit provisions for women, youth, marginalized groups in leadership positions	Lack of sustainability of livelihood interventions, Weak social organisation, lack of structured oversight, exclusion of marginalized groups, limited women's participation and marginalised groups in decision making	Embeds livelihood interventions in strong community structures, fostering collective oversight, peer-to-peer learning, and long-term maintenance of climate-smart and ecosystem-based practices, strengthening both household and landscape adaptive capacity.
The Project team works with Community Groups to action the below:			
a) Assess existing and potential livelihoods	Conduct climate-smart, adaptation-focused profiling of current and potential livelihood options to identify year-round, resilient, and ecosystem-friendly income activities that reduce pressure on the Shea landscape and enhance household adaptive capacity.	Seasonal income gaps, unsustainable resource use, and ecosystem degradation	Diversifies income, thereby reducing reliance on activities that degrade Shea trees, resulting in strengthened household and ecosystem adaptive capacity and lowering sensitivity and exposure to climate shocks (drought, erratic rainfall).
b) Participatory and inclusive livelihood needs assessment	Conduct gender-responsive and socially inclusive assessments to map household vulnerabilities, adaptive capacities, and climate-related livelihood constraints, with at least 50% female participation.	Unequal access to adaptation resources, gender-based vulnerabilities	Ensures adaptation interventions are tailored to climate risks, social structures, and gender dynamics, enhancing equitable adaptive capacity.
c) Participatory and inclusive selection of priority livelihoods	Facilitate community-led selection of climate-smart, gender-inclusive, and	Risk of maladaptive livelihoods, ecosystem degradation, Conflict with	Promotes sustainable, resilient livelihoods that reduce environmental pressure,

	ecosystem-friendly livelihood options, integrating EbA principles and linking with existing government programs (including alignment with policies)	existing government policies/initiatives	strengthen community adaptive capacities, and enhance ecosystem-based adaptation outcomes.
d) Climate-smart livelihood options selected under Output 2.1.2 will be guided by the land-use plans developed under Output 2.1.1 and implemented through the climate-smart conservation agreements developed under Output 2.1.1. Note: Description of activities related to the conservation agreements is provided under Output 2.1.2 (Phases 2 and 3)	Climate-smart conservation agreements formalise adaptation commitments, clarify resource access, and provide incentives for resilient livelihood adoption, thereby fostering community stewardship	Weak enforcement of sustainable nature-positive adaptation practices by the local community; fragmented livelihood planning–implementation link; risks of maladaptation; limited community incentives to adopt adaptation actions	Ensures livelihoods are climate-resilient, EbA-aligned, and governed through FPIC-backed climate-smart conservation agreements; strengthens community stewardship for adaptation and conservation; enhances ecological and social resilience; ensures long-term sustainability of adaptation outcomes.
e) Gender-sensitive financial literacy training	Train community groups on savings, budgeting, adaptive financing, and climate-smart enterprise investment to support resilient livelihood ventures.	Limited access to capital, economic vulnerability, and inequitable access to technical assistance on financial literacy	Builds equitable financial resilience to climate shocks, including for marginalised groups; enables equitable investment in nature-positive, climate-smart practices; and supports long-term adaptation at household and community levels.
f) Climate-smart agriculture training	Deliver practical training via farmer field schools, farm clinics, and demonstration plots on climate-resilient agricultural practices integrated at the landscape scale.	Vulnerability of crops and livelihoods to climate hazards, unsustainable agricultural practices	Enhances food security, strengthens adaptive capacities of farming systems, reduces environmental pressures, and promotes ecosystem-based adaptation.
g) Technical training on production, value addition, business skills, and climate adaptation	Provide training on high-quality, climate-resilient production, value addition, and enterprise development while embedding climate adaptation techniques.	Low productivity, limited adoption of climate-smart practices	Strengthens enterprise resilience to climate risks, encourages adoption of EbA measures, and supports sustainable livelihoods that reinforce landscape-level adaptation.
h) Seed funding to support livelihood activities through, e.g., a revolving green financing facility	Provide catalytic funding to nature-positive livelihood interventions (enterprises) to overcome entry barriers.	Inequitable and limited access to climate financing, risk of maladaptation	Enables equitable adoption of climate-smart livelihood ventures, incentivizes sustainable resource use, and builds long-term adaptive capacity for households and communities.
i) Monitoring and evaluation of climate-smart livelihoods	Track performance, provide technical support, and measure adaptation	Risk of maladaptation, insufficient adaptation learning	Ensures interventions remain equitable and adaptation-focused, strengthens adaptive management, and reinforces

	results, with feedback loops to refine interventions.	household and community capacity to respond to climate shocks.
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Output 2.1.3: *Gender-inclusive community-based groups and MSMEs capacitated to facilitate peer learning and adoption of climate-smart, adaptation-focused livelihoods, with at least 52% female participants (including women and youth)*

42. Through Output 2.1.3, the project will provide technical assistance, herein referred to as Adaptation Accelerator Technical Assistance, to the selected beneficiaries from MSMEs and community groups, hence supporting the delivery of the entire Components 2 and 3. The selection of MSMEs eligible for project support requires strict adherence to the principles of openness, transparency, and competitiveness to ensure integrity, prevent bias, and minimise the risk of prohibited practices that would contravene GEF fiduciary standards. Consequently, it would be inappropriate to pre-identify or name MSMEs in the ProDoc, as doing so could be construed as a prior commitment outside the required competitive process. All selection procedures, including eligibility criteria, public issuance of an Expression of Interest (EOI), and evaluation methodologies, will be fully documented to ensure accountability. In addition, a clear and accessible grievance mechanism will be established to allow applicants to submit concerns related to the selection process, thereby reinforcing transparency, fairness, and compliance with GEF requirements. A summary of the selection process is provided in the diagram below.

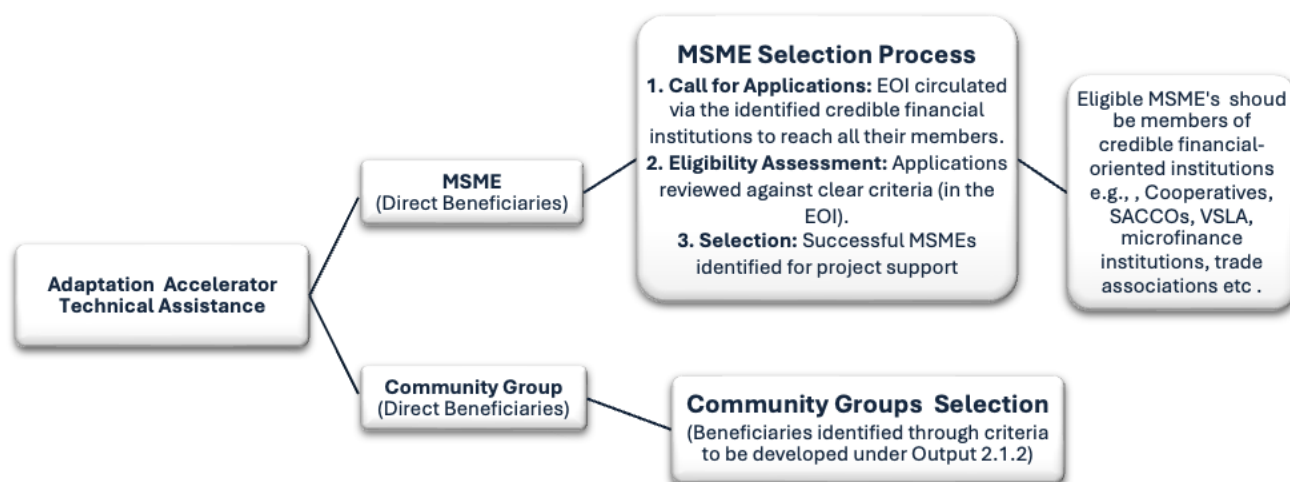


Figure 3: Process of selecting beneficiaries from MSMEs and Community Groups for technical assistance

Selection of beneficiaries: MSMEs

43. **All identified beneficiary MSMEs in this project will be the same (cut across the respective outputs) to ensure continuity and maximum impact.** In terms of eligibility, the MSME will be required to be a member of a credible financial-oriented group or institution, such as cooperatives, Savings and Credit Cooperative Organizations (SACCOs), Village Savings and Loan Associations (VSLA), microfinance institutions, or recognized trade associations. Working through these institutions ensures sustainability by embedding MSMEs within established governance and financial management structures, providing continuous oversight, access to technical support, and responsible management of financial resources beyond the project period. Additionally, organizing MSMEs through financial institutions creates a platform for peer learning, knowledge exchange, and collective problem-solving, including community groups, hence facilitating the replication of successful adaptation practices. This approach also enables access to innovative financing mechanisms, including revolving funds, insurance, and market linkages, thereby enhancing resilience to climate shocks and ensuring the long-term sustainability of both enterprises and community livelihoods.

44. The selection of MSMEs will follow a competitive and transparent process, including: (a) the development of clear eligibility criteria to identify MSMEs that demonstrate the potential for climate-smart, adaptation-focused, and financially viable activities, and (b) the issuance of an Expression of Interest (EOI) circulated through the aforementioned financial institutions or associations to reach all their members. A competitive process ensures that resources are allocated to MSMEs with the highest potential for impact, incentivises performance, and promotes accountability. Stakeholder consultation and a survey study conducted during the PPG process identified some of the MSMEs, and stakeholders agreed on an indicative selection criterion, in addition to the above while recognizing that some adjustments might be necessary during project implementation. The selection criteria include MSME location, value chain, composition and enterprise size as follows: (a) **Geographic criteria:** The enterprise has to be located within communities in the project locality and registered by the local authority, (b) **Sector:** The enterprise has to be involved at any level of the shea value chain (c) **Nationality:** Ugandan owned enterprise (d) **Size:** Must employ at least 10 people and above (e) **Gender and age:** Preference should be given to women and youth led enterprises and enterprises that actively engage women (f) **Composition:** Should have at least 30% women and youth, (g) **Financial status/income level:** Should be a post revenue enterprise earning from sale of shea products able to indicate weekly sales, and, (h) **Available equipment:** Should at least have local processing equipment. The MSME list and detailed justifications will be finalized during project implementation.

Selection of beneficiaries: Community Groups

45. Members of the Community Groups under Output 2.1.2, who are beneficiaries of livelihood activities, will also be eligible to participate in Outputs 2.1.3, 2.1.4 and Component 3. The process of their selection is provided under Output 2.1.2. This ensures that livelihood beneficiaries can access peer learning opportunities, technical support for climate-smart, adaptation-focused practices, and linkages to markets, thereby reinforcing the sustainability, resilience, and climate adaptation outcomes of both household and community-level interventions.

Table 18: Activities delivering peer learning on Adaptation (Output 2.1.3) & their adaptation contribution

Activities (Output 2.1.3)	Description	Issue Addressed	Expected Contribution to Adaptation
a) Mapping of existing financial institutions (SACCOs, Cooperative s, VSLAs, MFIs, trade associations)	Identify and assess all relevant financial-oriented groups and institutions operating in the project area, including SACCOs, cooperatives, VSLAs, microfinance institutions, and trade associations. Mapping includes their membership, governance, loan products, financial health, gender inclusion, willingness to engage with the project, especially on innovative financing	Risk of limited sustainability of innovative financing tools and weak coordination among MSMEs beyond the project lifespan; limited understanding of the financial ecosystem; risk of weak or non-credible partners; potential exclusion of women and marginalized groups	Ensures partnerships with credible institutions capable of supporting MSMEs and community groups, and extending financial instruments sustainably beyond the project. Strengthens financial access and reduces maladaptation risks.
b) Develop gender-inclusive selection criteria for beneficiaries (MSMEs)	- MSMES: Establish clear, gender-inclusive eligibility criteria to select MSMEs for participation, ensuring inclusion of marginalized groups and youth. - Community Groups: Criteria and selection done under Output 2.1.2	Unequal access; exclusion of women, youth; bias in selection	Ensures equitable participation and targets groups with the highest potential for adopting climate-resilient practices.
c) Competitive EOI process for MSME selection (MSME to benefit from identified)	The selection of MSMEs will follow a competitive and transparent process, including: (a) developing clear eligibility criteria to identify MSMEs with potential for climate-smart, adaptation-focused, and financially viable activities; and (b) issuing an Expression of Interest (EOI)	Risk of elite capture; weak governance; low performance; limited transparency	Ensures that MSMEs selected are capable, committed, and positioned to scale adaptation-focused livelihood models, strengthening overall

project interventions)	through financial institutions and associations to reach all members. A competitive process ensures resources are allocated to MSMEs with the strongest potential for impact, incentivises performance, and promotes accountability.		project impact and sustainability.
d) Stakeholder and resource-user mapping (including conflict-risk mapping)	Map resource users, land users, MSMEs, cultural groups, gender roles, and their incentives, especially around shea trees, charcoal production, and agriculture, to identify risks of conflict and maladaptation.	Conflict risk; unclear resource rights; gendered inequalities; maladaptation	Ensures trainings promote targeted adaptation interventions that avoid exacerbating conflict, ensure equitable access, and reduce maladaptive pressures on climate-vulnerable resources (e.g., shea).
e) Training of Trainers (ToT): Conduct a structured ToT program for selected community leaders, women and youth representatives, MSME champions, and extension agents.	ToTs (Trainers) will be equipped with skills on climate-smart, adaptation-focused livelihoods, financial literacy, business development, and facilitation of peer learning. They will cascade this knowledge to wider community groups and MSMEs	Limited local capacity to sustain climate-smart practices and provide continuous support to MSMEs and community groups.	Builds a locally embedded pool of trainers who can continuously support communities and MSMEs, ensuring long-term uptake of adaptation practices, strengthening resilience, and reducing reliance on external technical support beyond the project period.
f) Technical training on climate-smart, adaptation-focused livelihoods and nature-positive ventures	- Training Needs Assessment to determine topics of interest and areas requiring capacity building - Prepare Training Modules - Provide targeted, gender-responsive training on climate-smart livelihood options, diversification strategies, sustainable resource use, and alternatives to charcoal and unsustainable agriculture.	Limited climate knowledge; maladaptive livelihoods; dependency on climate-vulnerable resources	Promotes adoption of practices that reduce climate vulnerability, diversify income, and prevent maladaptive outcomes (e.g., overreliance on shea trees).
g) Financial literacy and enterprise development training	Train community groups and MSMEs in financial literacy, budgeting, savings, responsible borrowing, and business planning.	Weak financial management; low resilience to shocks	Enhances economic resilience and the ability to reinvest in climate-resilient livelihoods.
h) Integration with financial instruments (linking with Output 3.1.3)	Link community groups and MSMEs to revolving funds, credit, insurance, and market access mechanisms in partnership with financial institutions, ensuring sustained access to finance, stronger financial resilience, and long-term viability of climate-smart livelihood activities	Issue Contribution to Adaptation Limited access to sustainable and gender-responsive financing mechanisms for MSMEs and community groups, due to weak coordination, limited financial literacy, and lack of	Strengthening partnerships with financial institutions and mapping available financing options enhances access to revolving funds, credit, insurance, and market mechanisms. Linking community groups and MSMEs to these

		linkages with financial institutions (e.g., SACCOs, banks, MFIs). This results in low uptake and poor sustainability of innovative financing tools beyond the project's lifespan.	instruments increases their adaptive capacity, and ensures continuity of benefits beyond the project period.
i) Peer learning and knowledge exchange platforms	Establish platforms (exchange visits, mentorships, cluster meetings) for sharing experiences between MSMEs and community groups.	Weak knowledge diffusion; limited replication of best practices	Enables replication and scaling of climate-smart practices, strengthens social cohesion, and fosters innovation.
j) Monitoring, feedback, and adaptive management mechanisms	Set up participatory monitoring systems to track performance, gather feedback, and adjust support to avoid maladaptation and address social risks.	Low accountability; maladaptation risk; conflict potential	Ensures interventions evolve in response to risks, strengthens conflict sensitivity, and enhances long-term adaptation outcomes.

Output 2.1.4: *Micro, Small and Medium-Sized Enterprises (MSMEs) incubated to accelerate adaptation actions through facilitating access to markets and sustainable financing, of which 52% female-led MSMEs (including women and youth)*

46. This output bridges the adoption to scale by transforming promising MSMEs and community enterprises from outputs 2.1.2 and 2.1.3 into investable, climate-resilient businesses. The Adaptation Accelerator Program (AAP) model will serve as a structured incubation and mentorship platform that strengthens MSMEs' technical, financial, and governance capacities while linking them to sustainable financing and markets. Informed by the AAP model, participating enterprises will undergo a diagnostic and acceleration process covering product-market fit, margins, record-keeping, traceability and compliance with sustainable land management (SLM) and safeguards standards. Each enterprise will implement a time-bound business incubation plan with monthly business clinics, defined milestones, and progress reviews. The accelerator will deliver tailored coaching on bankable business planning, financial statements, cash-flow projections, and governance and quality assurance systems, ensuring readiness to meet lender and buyer requirements.

47. The project will also provide investment readiness support, using templated business plans, cash-flow tools, and training on term-sheet literacy and collateral-light financing pathways. SACCO and VSLA accounts will be used as the foundational financial infrastructure to demonstrate creditworthiness through savings records, payment discipline, and transaction statements. Where applicable, Conservation Agreements (CAs) and High Conservation Value (HCV) performance triggers will be documented as part of enterprise Environmental, Social and Governance (ESG) compliance, unlocking access to performance-based incentives under Component 3.

48. Activities include:

- a) **Linked to Output 2.1.3: Identify and assess existing community groups and MSMEs involved in the shea value chain.** Linked to activity under output 2.1.3

- b) **Establish or strengthen incubation and support system by setting up or partnering with local incubators or hubs to provide mentorship, training and business development services.** This activity will entail setting up or partnering with local hubs to deliver the AAP model. Each hub will provide hands-on coaching, mentorship, and diagnostics following a structured service menu centered on finance readiness (business planning, bookkeeping, and simple financial statements, cash-flow tools, term-sheet literacy, due diligence preparation), plus compliance, branding, and quality systems. Each MSME will be paired with a mentor or business coach, supported through monthly accelerator clinics, milestone tracking, and a simple performance dashboard visible to lenders/buyers.
- c) **Facilitate access to sustainable financing by linking enterprises to microfinance institutions, green financing schemes, grants, or revolving funds with special support to women and youth-led businesses.** This activity will operationalize the AAP's investment readiness pillar by conducting term-sheet reviews, lender due diligence preparation, and simulations of performance-based disbursements tied to quality and SLM milestones. Enterprises will be matched to financing products under Component 3, including risk-sharing facilities and blended-finance mechanisms. SACCO and VSLA statements, framework orders, and Conservation Agreements will be recognized as collateral-light credit evidence, improving MSME eligibility for formal finance. Tailored pathways will be designed for women and youth, addressing constraints such as lack of collateral, financial literacy, and loan negotiation skills.
- d) **Support market access and linkages by connecting MSMEs and groups to local, national and international markets through trade fairs, digital platforms, cooperatives and value chain actors.** Activities will include trade fairs, business-to-business (B2B) events, pre-season buyer days, and digital onboarding for product promotion and traceability. Joint quality audits will be organized before harvest seasons to ensure conformity with buyer acceptance specifications and to backstop working-capital requests. Enterprises will also be linked to verified buyers through framework orders or forward contracts that stabilize cash flows. Where applicable, High Conservation Value (HCV) branding and labelling will be piloted to signal ecological stewardship, differentiate Nilotica Shea products, and secure premium prices and long-term buyer commitments.
- e) **Promote inclusive and climate resilient business models-encourage eco-friendly production, gender responsive practices, and social inclusion in business operations.** This activity will develop and apply model by-laws and codes of conduct covering benefit-sharing, environmental integrity (no illegal felling, no bush-burning), and social safeguards (no child labour, GBV safeguards, equitable pay). Simple climate-risk plans, and MRV tools for tracking SLM and energy efficiency will be mainstreamed into enterprise operations. Periodic compliance and self-audit reviews will ensure that growth is ecologically sound and socially inclusive, reinforcing the integrity of the Shea landscape while embedding adaptation benefits in private-sector operations.
- f) **Support community-level cooperative groups to establish business linkages with functional Shea nut processors to enhance markets and meet required quality standards.** This activity will involve establishing buyer-seller forums and holding pre-season meetings, establishment of framework orders, and carrying out periodic joint quality audits linked to QA scorecard. It will further include development of contract templates and grievance channels, providing guidance on packaging and labelling to meet buyer requirements as well as undertaking traceability work to build trust. Where applicable, there will be a link to commercialization strategy as well as support HCV-aligned branding to foster stewardship and secure premium price. A fixed pre-season calendar, predictable logistics arrangements, and transparent price schedules will help to reduce

risks for buyers and sellers. Capacity building of the Nilotica Shea Alliance will be undertaken by an organization with experience in Shea marketing and networking such as the Global Shea Alliance (GSA). This activity will benefit from linkage with outputs 1.1.2 and 1.1.3 for sustainability.

COMPONENT 3: Commercializing the shea value chain as an adaptation incentive

49. Component 3 seeks to strengthen resilience across the Shea value chain by ensuring that climate adaptation is integrated into how enterprises operate, grow, and sustain themselves. It begins with Output 3.1.1, which establishes an inclusive, gender-responsive, and climate risk-informed commercialization strategy and business model. This provides the overall framework that guides Shea enterprises to align their production, processing, and market engagement practices with the realities of a changing climate, ensuring that adaptation needs and vulnerabilities are considered from the outset. Building from this strategic foundation, Output 3.1.2 advances the adoption of improved climate-smart technologies for Shea processing, enabling community groups and MSMEs, especially those led by women and youth, to increase productivity while reducing exposure to climate-related risks. Output 3.1.3 complements this by introducing innovative blended-finance instruments that enable MSMEs and local community members to invest in climate-smart technologies and value addition. By providing durable and flexible financing, these instruments strengthen adaptive capacity and reduce sensitivity, ensuring resources are available for critical investments even when other income sources are uncertain. This reduces financial vulnerability, supports long-term planning, and helps Shea enterprises maintain resilient and sustainable operations under both climatic and economic pressures. Finally, Output 3.1.4 contributes to both environmental and economic adaptive capacity by deploying climate-smart waste-management technologies that support zero-waste processing and generate additional livelihood opportunities.

50. While the creation of new markets for Shea products may attract more processors and traders, potentially increasing demand, raising nut prices, creating scarcity, and inflating processing costs, the project will mitigate these maladaptation risks by promoting livelihood diversification rather than over-dependence on Shea alone. By supporting a balanced portfolio of climate-smart enterprises, communities will not rely exclusively on Shea resources, thereby avoiding unsustainable harvesting, market distortions, and resource depletion. This approach ensures stable incomes for women, youth, and other vulnerable groups while maintaining the ecological integrity of Shea landscapes

OUTCOME 3.1: Enhanced resilience and sustainability of nature-positive enterprises within the Shea Value Chain through the adoption of climate-smart, adaptation-focused practices

Target 3.1: *At least 15 nature-positive enterprises strengthened to implement climate-smart, adaptation-focused practices that enhance resilience.*

51. Nature-positive MSMEs (selected under Output 2.1.3) will be strengthened to adopt climate-smart, adaptation-focused practices that enhance resilience, through scaling up the adoption of climate-smart technologies for commercial Shea processing (Output 3.1.2) and zero-waste management (Output 3.1.4). In addition, inclusive and innovative blended-finance instruments will be developed (Output 3.1.3), providing more predictable, flexible, and durable financing options which will potentially increase the adaptive capacity of enterprises by enabling them to upgrade practices, diversify products, and manage climate-related shocks even when other income sources are uncertain. Notably, all of these interventions will be integrated into the climate risk-informed, gender-responsive commercialization strategy and business model for the Shea landscape (Output 3.1.1), which will consider key climate scenarios as well as social, economic, and environmental drivers of vulnerability and guide adaptation interventions over the long term. The results of interventions under Component 3 will be shared through the multi-stakeholder platforms established under Component 1 (1.1.2 and 1.1.3) and inform policy reforms (Output 1.1.1). Lessons learned will also be incorporated into the technical assistance modules under Component 2 (Output 2.1.3)

and disseminated under Component 5, ensuring that practical experiences from enterprise-level adaptation are systematically captured and scaled.

Output 3.1.1: *An inclusive and climate risk-informed gender-responsive commercialization strategy and business model for Shea Landscape developed and implemented*

52. The Commercialization Strategy provides the overall framework that guides Shea enterprises to align their production, processing, and market-engagement practices ([Output 2.1.4](#)) with the realities of a changing climate, ensuring that adaptation needs and vulnerabilities are considered from the outset. By explicitly integrating climate-risk analysis and gender responsiveness, the strategy will enhance adaptive capacity, reduce exposure and sensitivity to climate hazards, and address both climatic and non-climatic drivers of vulnerability, such as unequal access to resources, limited market power, and social norms that disproportionately affect women and youth. This approach not only supports more informed and forward-looking decision-making but also ensures that resilience measures are equitable and inclusive, reflecting the differentiated roles, knowledge, and constraints across the value chain. Importantly, the innovative blended-finance instruments ([Output 3.1.3](#)) will be incorporated into the strategy, also serving as the vehicle for its actualisation and ensuring the long-term sustainability of adaptation-focused interventions. Furthermore, the commercialisation strategy will be socialized on the National Shea Champion Forum ([Output 1.1.3](#)) to foster high-level buy-in, including from investors and other key stakeholders who would also support its implementation. Lastly, lessons from these practical interventions will be systematically captured and integrated into the technical assistance modules ([Output 2.1.3](#)), hence promoting continuous learning, informing capacity-building efforts, and reinforcing policy and practice reforms.

53. Key activity: Development, implementation, and dissemination of the climate risk-informed gender-responsive commercialization strategy and business model. This will be actioned through the activities below:

1. Stakeholder Mapping and Engagement

- Identify and engage key stakeholders across the Shea value chain, including women- and youth-led MSMEs, community groups, investors, government agencies, and development partners.
- Conduct consultations to gather input on needs, constraints, opportunities, and adaptation priorities.

2. Climate Risk and Vulnerability Assessment

- Assess exposure, sensitivity, and adaptive capacity of Shea enterprises and communities to climate hazards.
- Identify non-climatic drivers of vulnerability, such as limited market access, unequal resource control, and socio-cultural barriers.

3. Market and Value Chain Analysis

- Analyze local, regional, and international markets for Shea products.
- Identify opportunities for value addition, diversification, and resilience-enhancing investments.
- Link the strategy to MSME incubation initiatives ([Output 2.1.4](#)) to accelerate adaptation actions by facilitating access to markets.

4. Integration of Gender-Responsive Measures

- Assess the roles, needs, and constraints of women and youth in the Shea value chain.
- Embed strategies to ensure equitable participation, benefit-sharing, and targeted support for female- and youth-led enterprises.

5. Design of the Commercialization Strategy and Business Model

- Develop an inclusive, gender-responsive, climate risk-informed strategy that aligns production, processing, and market engagement with climate realities and adaptation needs.

- Integrate innovative financing instruments (Output 3.1.3) to provide durable, flexible funding for adaptation investments.
- Incorporate climate-smart technologies and practices (Outputs 3.1.2 & 3.1.4) to enhance enterprise resilience and resource efficiency.

6. Socialization and High-Level Buy-In

- Share and promote the strategy through the National Shea Champion Forum (Output 1.1.3) to secure endorsement from investors, government, and other key stakeholders.
- Integrate lessons in the peer learning module (Output 2.1.3)
- Establish mechanisms to capture lessons, adapt interventions over time, and link findings to technical assistance modules and policy reforms (Component 5)

Output 3.1.2: *Deployment, adoption and scaling up of improved climate-smart technologies for commercial Shea processing by community groups and MSMEs (with at least 52% being female-led and youth-led)*

54. The Shea value chain in Northern Uganda is constrained by inconsistent quality, limited processing capacity, and fragmented market linkages. Climate hazards such as prolonged rains and recurrent droughts further compromise postharvest handling, drying, and storage, resulting in high levels of nut spoilage, reduced oil extraction efficiency, and poor-quality products that limit competitiveness in domestic and export markets. Consultations across the landscape revealed that collectors, processors, and traders often work in silos, with limited technical know-how and minimal access to modern, climate-smart, energy-efficient processing technologies.

55. The resilience of livelihoods, gender dynamics, and MSMEs (Annex O) survey conducted as part of project preparation of this project revealed that the majority (86%) of the MSMEs do not sell through collectives such as cooperatives, associations, or farmer groups, but directly to consumers (60%), and to local intermediaries or brokers (20%). In view of this finding, the study recommended that MSMEs should adopt collective marketing as a strategy to increase visibility and access to domestic, regional and international markets. The operation in silos undermines economies of scale, reduces profitability, and discourages investment in Shea enterprises. Furthermore, the survey revealed that 63% of enterprises did not apply climate-smart practices. This output will promote, deploy, and upscale climate-smart postharvest and processing technologies to reduce losses, improve product quality, and strengthen resilience along the Shea value chain. Stronger cooperative arrangements will also facilitate market linkages with functional processors and enterprises, enabling the resident communities, particularly women and youth, to transition from low-value nut collection to higher-value processing and trading. This output directly advances the commercialization driver by fixing quality, reliability, and risk.

56. Sustainability will be ensured through the following: 1) Embedding climate-smart technology within gender-inclusive cooperative structures, hence ensuring organized groups with clear governance, quality standards, and accountability, which strengthens social cohesion and collective ownership; 2) Adoption of capacity building and quality assurance systems which will equip cooperatives with the technical, business, and organizational skills to maintain technologies, meet buyer specifications, and operate independently over time; 3) Building linkages with financing instruments and MSME incubation (Outputs 3.1.3 and 2.1.4) which will provide durable, flexible funding to support investments in climate-smart technologies, value addition, and market access, hence reducing reliance on external subsidies; 4) Integration of technology deployment with the climate risk-informed, gender-responsive commercialization strategy (Output 3.1.1) which will ensure alignment with long-term adaptation priorities, market opportunities, and policy frameworks, creating a coherent pathway for continued enterprise resilience and 5) Monitoring, feedback, and learning mechanisms will enable improvements, allowing cooperatives to respond to emerging climate, market, and social challenges.

57. Activities include the following (*Note: MSMEs selected under Output 2.1.3*):

1. **Mobilize and Organize Stakeholders into Gender-Inclusive Cooperatives:** Map interest groups, establish cooperatives with women/youth quotas, define bulking and quality rules, and provide governance coaching to ensure organized groups can meet buyer specifications.
2. **Technology Needs Assessment and Selection:** Identify gaps and select appropriate climate-smart technologies, including solar dryers, PICS bags, and mechanized Shea processing machinery, customized for cooperative needs.
3. **Procurement and Installation of Shea Processing Machinery:** Install energy-efficient presses, graters, and filters for at least 12 cooperatives, with training on operation, cleaning, and preventive maintenance.
4. **Post-Harvest Handling and Storage Enhancement:** Deploy solar dryers and PICS bags, train operators, and issue maintenance protocols to reduce losses and contamination, implemented ahead of harvest with follow-ups during rains.
5. **Capacity Building and Quality Assurance Systems**
 - Train cooperatives on drying, grading, hygiene, traceability, quality gates, preventive maintenance, CAPA, and business skills tied to quality and market requirements.
 - Designate QA focal persons and equip minimal QA kits.
6. **Demonstration, Pilot Deployment, and Scaling Up:** Establish demonstration sites, pilot adoption with at least 52% female- or youth-led MSMEs and facilitate wider uptake through technical support and peer-learning networks.
7. **Integration with Commercialization Strategy and Financing Instruments:** Align technology deployment with the climate risk-informed, gender-responsive commercialization strategy (Output 3.1.1) and link adoption to blended-finance instruments (Output 3.1.3) and MSME incubation (Output 2.1.4) to ensure sustainability and resilience.
8. **Monitoring, Feedback, and Continuous Improvement:** Track adoption, performance, and impacts; gather feedback to refine technologies, deployment, training, and cooperative governance.

Output 3.1.3: *Inclusive and innovative blended finance instruments developed and adopted by MSMEs to catalyze investment in commercial Shea enterprises, promote value addition, and deliver tangible climate adaptation benefits (30% Female-led MSMEs, including women and youth)*

58. Shea and Shea products have great business potential both in domestic and international markets. However, the industry is limited by sustainable finances to enable meaningful investments in shea enterprises. A study resilience of livelihoods, gender dynamics and MSMEs in the Shea Landscape of Northern Uganda (Annex O), undertaken for the preparation of this project, revealed that limited access to financial services is a major constraint across the value chain, affecting particularly women who dominate the Shea sector in the landscape. For example, only 23% of women own a personal savings account compared to 36% of men, and 37% own joint accounts. Investments in research and development, acquisition of appropriate equipment, certification and branding of the Shea products, among others, require substantial capital, which the resident communities, who are usually involved in the Shea business, cannot afford. In addition, it is observed that market availability and access are dependent on long-term supply and quality of the shea nuts and shea products generated along the value chain. During consultations, the stakeholders identified Cooperative frameworks to be the most practical approach for mobilizing commercial quantities of Shea nuts through aggregation and ensuring quality control.

59. Shea is a heritage crop for the people of Northern Uganda and is increasingly attracting stakeholders' interest to develop it as a flagship crop. In connection to this, the stakeholders expressed the willingness to establish a shea-

based cooperative arrangement along the value chain to strengthen resource mobilization, improve productivity that is climate resilient, and market the shea products. Establishment of cooperative arrangements will be anchored on the existing grassroots groups and aligned with climate-resilient off-farm enterprises in the shea landscape. Resource-poor rural women and youth (majorly involved in Shea nut collection and rudimentary processing) will be mobilized into the primary cooperatives structure while avoiding elite capture. The cooperative system will be a multi-layer arrangement, involving primary cooperatives at the grassroots that will coalesce to form a secondary cooperative society with project support.

60. The financing bundle will combine co-financing by beneficiaries (MSMEs/CBOs), private financing from commercial banks, development financing through proposal/grant writing, reinvestment by SMEs (retained earnings), impact investment financing (with catalytic seed funding structured as a first-loss tranche to attract investors. In this regard, VSLAs and SACCOs will be treated as infrastructure for transaction histories, savings, and statements (e.g., an SME can use its SACCO bank statement to show creditworthiness and to warehouse reinvested funds), not as financing mechanisms themselves.
61. A circular value chain perspective will be adopted, shares of value will be created along the chain, including by-products under 3.1.4, and contribute to the landscape through an auditable ring-fenced Landscape Restoration Basket Fund (managed under existing climate-smart conservation agreements). This will ensure that commercialization directly finances FMNR, fire management, and regeneration under Component 4.
62. De-risking tools (e.g., guarantees) and clear governance, inclusion, and transparency rules will apply across the selected financial instruments. These activities will help to unlock the finance driver by pairing instruments with cooperative structures, ensuring inclusion and supply reliability, and technology use at scale. Stakeholder consultations highlighted the need for affordable credit for women, capital to pay collectors upfront, high packaging costs, and collapsed SACCO trust issues. The main activities build the finance and governance capacity for enterprise growth, and they include:
 - a) **Identify and profile the existing rural-based groups involved in Shea nut collection and processing.** Linked to activity under output 2.1.3
 - b) **Prepare existing groups and MSMEs for investor readiness through training on cooperative aspects (formation, governance, financial literacy, fund mobilization, conflict resolution, etc.).** Linked to activity under output 2.1.3
 - c) **Support the development of institutional frameworks to strengthen the shea landscape cooperative arrangements, including membership eligibility, governance structures, fund disbursement and accountability systems, and integrate gender equity and social inclusion principles into the cooperative guidelines.** This activity will involve co-drafting of by-laws taking into account quotas and gender-balanced leadership capacity. It will also establish internal controls and set capital protection rules for revolving funds. By-laws will reference Conservation Agreement obligations (no illegal felling, fire management, regeneration), embed reporting of agreement indicators as conditions for accessing cooperative finance. The activity will also institute a restoration levy (e.g., a per-kg micro-levy or percentage of gross margin or by-product revenue that

is payable into the Basket Fund. This activity mitigates elite capture and fiduciary risks and meets stakeholder calls for formal cooperative registration to supply bulk orders.

d) **Support mobilization of cooperative funds through, e.g. Village Savings and Loan Associations and SACCOs.**

This activity will involve seeding revolving funds through an impact investment pathway at the cooperative level, using it as a first-loss cushion that leverages private banks' backed lines while establishing cooperative revolving and working-capital facilities that are linked to VSLA pipelines and repayment schedules that are aligned to the Shea season. SMEs may use SACCO statements, contracts and AAP readiness as evidence of cashflows and creditworthiness. This will help to keep reinvestment funds in SACCO and VSLA accounts. Disbursements will be performance-based. Buyer stewardship premiums and HCV-linked contracts will be channeled to the Basket Fund. This activity will provide cash to buy Shea nuts upfront (a key bottleneck), ease postharvest handling and storage costs, and restore trust where SACCOs failed by embedding stronger safeguards.

e) **Establish and operate a Landscape Restoration Basket Fund (circular value-chain payback).**

Set up a ring-fenced, auditable fund at the district level, constituted with community representation (≥50% women) and embedded in existing public financial management, to ensure commercialization continually “pays back” to the landscape by financing FMNR, assisted regeneration, fire management, and nurseries. The fund will pool multiple sources such as PES receipts such as building on what is being implemented by ECOTRUST in the districts of Kitgum, Agago and Pader; a restoration levy spelt out in the cooperative by-laws (per-kg or a percentage of gross margin/by-product revenues under 3.1.4); buyer stewardship premiums and HCV-aligned contract uplifts; earmarked shares of grants/impact capital; and voluntary community contributions. Disbursements will be performance-based and scheduled against parish plans (2.1.1), with releases tied to verified indicators (tree survival, canopy recovery, and fire-free seasons) and paused or re-priced if non-compliance occurs until corrective actions are verified. Governance will align benefit-sharing with Conservation Agreements, require quarterly public reporting of inflows/outflows, mandate independent spot audits, and link grievances to Component 6

Output 3.1.4: Innovative climate-smart waste management techniques/technologies to enhance zero waste management from the Shea value chain, deployed and adopted by members of the local community

63. Shea butter processing generates several by-products, including Shea nut pulp, shells, and cake, that are often discarded as waste. These by-products can be converted into organic fertilizers or raw materials for other value-added products, such as wine, jam, and medicinal products (e.g., anti-malarial and deworming remedies). Institutions like Ngetta ZARDI already produce such products, demonstrating practical opportunities for replication and scaling. Promoting climate-smart, community-friendly zero-waste technologies for processing and converting by-products supports a circular, “zero-waste” approach, addressing farm-level wastage, reducing environmental pollution, and improving efficiency. These climate-smart zero-waste technologies include solar dryers, briquetting machines, composting systems, and simple processing equipment that are resilient to variable weather conditions, energy-efficient, and safe for women and youth. Further, PPG stakeholder consultations emphasised the importance of value addition from waste, with processors such as Okere City actively experimenting with innovative solutions. The project will therefore prioritise technologies that are climate-smart, accessible, low-cost, and maintainable at the community level. By converting waste into productive outputs, these climate-smart technologies enhance adaptation by reducing vulnerability to climate-related losses, strengthening resource efficiency, and diversifying income streams. This approach not only safeguards commercialization gains by ensuring quality and competitiveness, but also strengthens sustainability, as enterprises become more resilient to climate shocks, minimize environmental externalities, and generate new jobs and income opportunities as production volumes grow.

1. **Assessment of By-Products and Waste Streams:** Identify Shea processing by-products (pulp, shells, cake) and analyze potential value-addition pathways (compost, briquettes, livestock feed, soap, cosmetics inputs). Link these findings to the climate risk-informed, gender-responsive commercialization strategy (Output 3.1.1) to inform market and value-chain planning.
2. **Identification of Climate-Smart Waste Management Technologies:** Select appropriate community-friendly, climate-smart technologies suitable for processing and converting by-products, such as solar dryers, briquetting machines, presses, and molds. The Project will ensure technologies are energy-efficient, resilient to climate variability, low-maintenance, and accessible for women- and youth-led groups.
3. **Deployment of Zero-Waste climate smart technologies**
 - Provide selected presses, molds, and briquetting machines to cooperative groups and women's groups.
 - Train users on operation, maintenance, quality testing, and branding of waste-derived products.
4. **Demonstration, Pilot Deployment, and Scaling Up**
 - Establish demonstration sites and pilot adoption of zero-waste technologies and practices.
 - Facilitate broader adoption through technical support, mentorship, and peer-learning networks (Link to training activities under Output 2.1.2)
5. **Monitoring, Feedback, and Continuous Improvement:** Track adoption, operational performance, and gather feedback to refine technology deployment, training, and market approaches.

COMPONENT 4: Restoring Shea Landscape as an Ecosystem-Based Adaptation buffer

64. Component 4 is anchored in an ecosystem-based adaptation (EbA) approach, recognizing that the target landscape comprises fragile ecosystems, including Shea tree populations, which are continually degraded by both climatic factors, such as erratic rainfall, prolonged droughts, and extreme temperatures, and non-climatic pressures, including unsustainable land use, overharvesting, and encroachment. These pressures exacerbate the vulnerability of both ecosystems and local communities that depend on them for livelihoods and essential ecosystem services. Under this Component, the spatial extent and health of Shea tree populations will be mapped ([Output 4.1.1](#)) using participatory field surveys, remote sensing, and GIS tools. This mapping will guide targeted EbA interventions, including identifying priority areas for restoration, establishing buffer zones around degraded patches, and reconnecting fragmented habitats to enhance ecological connectivity. A Shea tree regeneration and restoration strategy ([Output 4.1.2](#)) will also be developed and implemented, focused on promoting adaptation measures such as planting drought-tolerant Shea seedlings, protecting natural regeneration, and introducing mixed-species agroforestry systems that improve soil fertility, water retention, and microclimatic regulation. These interventions will potentially reduce ecosystem vulnerability, stabilize local microclimates, and enhance ecosystem services, while at the community level they strengthen adaptive capacity by securing income through Shea nut harvests, supporting alternative food sources hence reducing sensitivity to climate shocks.
65. Both strategies will be shared and disseminated through the two platforms established under Component 1 ([Outputs 1.1.2 and 1.1.3](#)), while findings will also be integrated into the Policy Reform ([Output 1.1.1](#)) and the Shea Commercialization Strategy ([Output 3.1.1](#)). This integrated approach will secure broad stakeholder engagement, including high-level ownership, and enable coordinated implementation. Government agencies, local councils, and Shea cooperatives will be encouraged to incorporate the restoration strategy into land-use planning, Shea enterprise operations, and local climate adaptation initiatives. Communities will be supported to integrate Shea tree regeneration into farms and communal lands, generating multiple benefits such as enhanced soil fertility, improved water regulation, and diversified livelihoods.

OUTCOME 4.1: Shea landscape of Northern Uganda restored and sustainably managed to ensure the resilience of the ecosystem and livelihoods

Target 4.1: *At least 4,500Ha restored and sustainably managed for climate resilience*

66. The Shea landscape of Northern Uganda will be restored and sustainably managed through an ecosystem-based adaptation (EbA) approach that addresses both climatic and non-climatic pressures on fragile ecosystems. The spatial extent and health of Shea tree populations will be mapped to guide targeted interventions, while a Shea tree regeneration and restoration strategy will promote climate-resilient actions, including planting drought-tolerant seedlings. These measures will enhance ecosystem resilience and strengthen community adaptive capacity by securing Shea-based livelihoods, diversifying income, and reducing vulnerability to climate shocks.

Output 4.1.1: *Spatial extent of Shea tree populations established, mapped and documented to guide ecosystem-based adaptation interventions*

67. Mapping and documenting Shea tree populations provides critical information to guide targeted ecosystem-based adaptation (EbA) interventions, ensuring restoration and management efforts are climate-resilient and prioritize areas of highest vulnerability. By understanding the distribution, density, and health of Shea trees, the project can strengthen ecosystem services, reduce community and ecosystem exposure to climate risks, and enhance adaptive capacity through informed restoration, protection, and livelihood-focused interventions.

68. Key Activities:

- a. Conduct participatory field surveys and inventories of Shea trees across the landscape.
- b. Use remote sensing and GIS tools to map tree populations and identify degraded or fragmented areas.
- c. Assess tree health, age structure, and regeneration potential to prioritize restoration interventions.
- d. Document and analyze findings to inform the Shea tree regeneration and restoration strategy.
- e. Share and disseminate spatial data and findings through the two platforms established under Component 1 (Outputs 1.1.2 and 1.1.3) to secure stakeholder engagement, high-level ownership, and integration into policy (Output 1.1.1), land-use planning (Output 2.1.1), and Shea commercialisation strategy (Output 3.1.1) for coordinated adaptation actions; and Component 5

Output 4.1.2: *Shea tree regeneration and restoration strategy developed and implemented to guide ecosystem-based adaptation (EbA) interventions for enhancing the resilience of ecosystems and local communities.*

69. The regeneration and restoration strategy will provide a comprehensive, climate-risk-informed framework for managing Shea trees in a way that enhances ecosystem health, connectivity, and services while strengthening community adaptive capacity. By explicitly factoring in climate risks such as drought, erratic rainfall, and extreme temperatures, the strategy will prioritize areas for planting, natural regeneration, and mixed-species agroforestry to reduce ecosystem vulnerability, support diversified livelihoods, and improve resilience to climate shocks. It will guide restoration actions that integrate ecological, social, and livelihood objectives, ensuring sustainable and resilient landscapes.

70. The Project will take advantage of the already existing sources of quality planting materials, including greenhouse and nursery facilities at Ngetta Zonal Agricultural Research and Development Institute (ZARDI) and National Forestry Authority and private enterprises, as well as the resident communities that are applying indigenous knowledge to conserve Shea wildlings in the landscape. The Project will build on the previous restoration efforts in the project participating districts, and work closely with the relevant local governments, NFA and Ngetta ZARDI. The project will scale up efforts by Ngetta ZARDI that initiated on-farm grafting of Shea and distributed 4,000 seedlings of Shea to resident communities in Agago and Otuke districts. Government and non-governmental initiatives will be augmented and lessons learnt from resident community mobilization, engagement of resident community groups and experiences of Shea landscape restoration actions in the districts.

71. Activities include:

- a. Develop the Shea tree regeneration and restoration strategy, incorporating climate risk analysis, local ecological knowledge, and best practices in restoration and agroforestry.
- b. Identify priority areas (most vulnerable) for planting, natural regeneration, and habitat connectivity.
- c. Implement community-driven and participatory planting of drought-tolerant Shea seedlings, while protecting naturally regenerating trees, and establishing mixed-species agroforestry systems.
- d. Build community capacity in restoration techniques, seedling management, and maintenance of restored areas.
- e. Monitor growth, survival, and ecological impact of restored areas to inform adaptive management.
- f. Share and disseminate the strategy and implementation progress through the two platforms under Component 1 (Outputs 1.1.2 and 1.1.3) and integrate findings into policy reforms (Output 1.1.1) and the Shea Commercialization Strategy (Output 3.1.1) to secure stakeholder engagement, high-level ownership, and Component 5.

COMPONENT 5: Strengthening knowledge sharing, learning, and synthesis of best practices

72. This focuses on strengthening coordination and collaboration at local, national, and regional levels through learning and knowledge sharing. Under this component, all the outcome interventions will be delivered by AfrII (through the Project team) with technical guidance from MWE.

OUTCOME 5.1: Strengthened coordination, learning and sharing amongst state and non-state actors at landscape, national and regional levels

***Target 5.1:** The GEF-8 LDCF Uganda Project coordinating, learning and sharing with at least 5 initiatives at Landscape, National and Regional levels*

73. This outcome will focus on strengthening local, national, and regional coordination and collaboration, improving the climate adaptation practices in the landscape. This will be through learning and knowledge sharing. Specifically, the Project will support knowledge management, sharing of lessons learned, and best practices through south-south exchanges with countries that have similar dry land landscapes and participation in landscape exchanges. The Project will pursue joint learning and sharing activities with other ongoing projects in the landscape. This intervention will include the development of agreed practical communication and collaboration protocols, including coordination mechanisms, capacity building, and peer-exchange plan, the joint pursuit of funding opportunities, and the introduction of simple, low-cost communication channels (e.g., WhatsApp group).

Output 5.1.1: Shea Project knowledge management and communications strategy developed and implemented.

74. A gender-sensitive knowledge Management and Communications Strategy will be developed and implemented by the project team led by the Knowledge Management and Communications Officer with support from AfrII, MWE and CI. The Strategy will ensure that project-relevant information is captured, curated, and made publicly available in a systematic manner with wide-reaching access, including local, national, regional, and international bodies. Given the Project's emphasis on issues related to gender, equality and inclusion, the Strategy will highlight how traditional ecological knowledge will be integrated into the project and how knowledge will be made widely accessible to traditionally marginalized groups. Moreover, the Strategy will identify how the Project will coordinate knowledge sharing with diverse stakeholders, including government, NGOs and community-based organizations

Output 5.1.2: Knowledge Management products integrating gender, equality and inclusion aspects generated, and disseminated at local, national and regional levels (also integrating lessons learnt and best-case practices on traditional knowledge).

75. A variety of knowledge management and communication products will be created and shared to inform stakeholders. These products will be tailored to promote understanding and adoption of effective practices, and they will emphasize gender equality, inclusivity, and traditional ecological knowledge.

Output 5.1.3: *Gender sensitive learning and exposure events and visits facilitated by the project at the landscape and national levels, including South-South Exchange with Shea-producing countries, with at least 50% women representatives*

76. This output will foster knowledge exchange and best practices among stakeholders; provide opportunities for stakeholders to observe and learn from successful initiatives firsthand, gain insights into innovative approaches, and build networks that can enhance collaboration and project effectiveness. The project will sponsor the following activities: a. Landscape Level: Learning/Exposure trips (one trip held every two years) with representatives from the Government of Uganda, the local community, and the private sector. b. South-South learning and knowledge exchange with countries that share a similar dry landscape. This exchange may involve either undertaking a mission to the partner country or hosting a reciprocal learning mission in Uganda, with participating countries covering their own costs.

COMPONENT 6: Monitoring and Evaluation Framework

77. A functional gender-sensitive M&E Framework will be established through this component. The M&E tools are key for fostering adaptive management and guiding project implementation. M&E tools will be used to capture and track progress of the project's results, adherence to the results framework, application of safeguards plans, progress in co-financing, and impactful stakeholder collaboration. The M&E framework will also entail the preparation of quarterly and annual technical and financial reports.

OUTCOME 6.1: An effective and gender-sensitive M&E system for the project.

Target 6.1: *At least 5 Annual Project Implementation Reports (PIRs) approved by CI-GEF and submitted to the GEF.*

78. This outcome will provide an objective evaluation of the proposed project's effectiveness, efficiency, relevance, and impact, and foster evidence-based planning and decision-making. In addition, it will support adaptive management through the timely identification of potential risks and challenges encountered during project implementation.

Output 6.1.1: *Periodic M&E reports submitted to CI-GEF Agency*

79. As part of M&E, the project is required to conduct periodic monitoring which would include the preparation of technical and financial reports. The generated reports will be submitted to CI-GEF and shared with other relevant stakeholders (Quarterly, PIR, MTR, and Terminal Evaluation report). Details are provided in **Annex I**.

Output 6.1.2: *Independent evaluations conducted in accordance with the GEF and CI-GEF Evaluation Policies.*

80. Conservation International General Counsel Office in close coordination with the CI-GEF Agency, will recruit an independent Mid-term Reviewer (MTR) and Terminal Evaluator (TE) to assess project performance. This output will be achieved through the following activities:

- CI's General Counsel Office, as an independent unit, will prepare the Terms of Reference and procure independent evaluators in coordination with the CI-GEF Agency.

- The MTR and Terminal evaluation will be undertaken with support from CI-GEF, PMU, the Executing agency, and all key stakeholders. The PMU, executing agency and all key stakeholders will support the independent evaluation service provider by providing candid feedback about the project, participating in the virtual inception and validation workshop of the MTR and TE workshop and providing input in the MTR Report and TE report.
- CI-GEF submits the MTR and TE report to the GEF Secretariat.

Global Environmental Benefits

Adaptation-GEB linkages:

81. Many of the Shea Project's adaptation interventions also deliver mitigation co-benefits. Ecosystem restoration (Component 4, Outcome 4.1, Outputs 4.1.1 to 4.1.2), sustainable Shea parkland management, and agroforestry enhance carbon sequestration, improve soil health, and reduce deforestation pressures. Similarly, climate-smart Shea processing technologies (Component 3, Outputs 3.1.2 to 3.1.4) reduce energy consumption and emissions. By combining adaptation and mitigation objectives, the project delivers multiple environmental benefits while strengthening the resilience of ecosystems, local communities, and nature-positive enterprises. Elaborate details are provided below:

- Risk-informed governance as an enabler of GEBs:** Under Component 1, the establishment of inclusive, climate risk-informed governance mechanisms (Outcome 1.1) ensures that adaptation planning explicitly integrates ecosystem protection into development decision-making. By mainstreaming adaptation into policies, plans, and frameworks (Indicator 1.1b), the project reduces policy-driven drivers of ecosystem degradation such as unregulated land conversion, unsustainable charcoal production, and weak enforcement of land-use regulations. These governance outcomes enable coordinated management of the Shea landscape, safeguarding biodiversity-rich savannah woodlands and associated ecosystem services. As a result, adaptation-focused governance strengthens institutional conditions necessary for long-term conservation, reduced deforestation pressure, and sustained carbon stocks.
- Climate-smart livelihoods reducing pressure on ecosystems:** Component 2 delivers adaptation through the adoption of sustainable climate-smart and ecosystem-based livelihoods (Outcome 2.1). By supporting the direct beneficiaries, predominantly women and youth, through adoption of climate-smart livelihoods, the project reduces reliance on climate-sensitive and environmentally destructive coping strategies. Outputs such as climate-risk-informed land-use plans and climate-smart conservation agreements (Outputs 2.1.1 and 2.1.2) align livelihood incentives with stewardship of Shea trees and associated ecosystems. These climate-smart conservation agreements function as adaptation-oriented PES mechanisms, rewarding communities for sustainable land management, restoration, and protection. This directly contributes to GEBs by slowing land degradation, maintaining habitat connectivity, and enhancing ecosystem services, while indirectly supporting mitigation through avoided deforestation and improved soil carbon retention.
- Adaptation-driven Shea value chain transformation with mitigation co-benefits:** Through Component 3, the commercialization of the Shea value chain is intentionally framed as an adaptation incentive. Climate-smart technologies, improved processing efficiency, and zero-waste approaches (Outputs 3.1.2 and 3.1.4) reduce vulnerability to climate variability while delivering mitigation-relevant benefits. Energy-efficient and solar-powered processing technologies reduce reliance on biomass fuels, lowering emissions and pressure on surrounding forests. Waste-to-compost and bioenergy solutions improve soil health and reduce methane emissions, contributing to climate mitigation while strengthening adaptive capacity. Strengthened, nature-positive enterprises therefore become vehicles for sustaining ecosystem integrity, reducing emissions intensity, and reinforcing biodiversity outcomes.
- Ecosystem-based adaptation delivering core GEBs:** Component 4 directly links adaptation to GEBs through ecosystem-based adaptation (EbA). Restoring and sustainably managing at least 4,500 hectares of the Shea landscape (Outcome 4.1) enhances the ecosystem's capacity to buffer climate shocks such as droughts and heat stress. Shea tree restoration will improve biodiversity conservation, support pollinators and associated

species, stabilize soils, and enhance water regulation. These outcomes contribute directly to GEF biodiversity and land degradation, while also supporting mitigation through enhanced carbon sequestration in restored tree cover and soils.

- e) **Knowledge, learning, and MEAL reinforcing long-term GEBs:** Components 5 and 6 ensure that adaptation outcomes continue to generate GEBs beyond the project lifetime. Knowledge-sharing platforms and South-South exchanges disseminate best practices on climate-smart production, EbA, and governance, enabling replication at scale. The project's gender-sensitive MEAL framework will track adaptation outcomes alongside ecosystem and mitigation co-benefits, ensuring trade-offs are identified and

Adaptation-GEB Trade-offs:

82. Some adaptation outcomes, however, may present short-term trade-offs with GEBs. For example, (a) Prioritizing immediate livelihood needs or community harvesting may temporarily limit large-scale restoration or biodiversity enhancement; (b) Planting non-native fast-growing trees for climate-resilient livelihoods might help communities adapt but could reduce native biodiversity; (c) Focusing solely on shea-based adaptation could improve income and adaptive capacity but lead to overreliance on a single species, in this case, Shea tree (*Vitellaria paradoxa* C.F. Gaertn. subsp. *Nilotica*), potentially resulting in maladaptation, including threatening ecosystem diversity. The Shea Project will address these trade-offs through:

- Participatory planning that incorporates stakeholder mapping (resource users) and climate risks to understand incentives, avoid social and resource conflicts, and reduce risks of maladaptation.
- Establish a robust MEAL System for the project: Adaptive management and continuous monitoring (Component 6, Outcome 6.1, Outputs 6.1.1 and 6.1.2), including climate-risk-informed governance structures.
- Operationalise the community-led multi-stakeholder committees (tailored to context), which will ensure inclusive decision-making engaging women, youth, diverse resource users and vulnerable groups, including pastoral communities, to ensure that climate adaptation actions do not disproportionately burden specific stakeholders, and there is equitable benefit sharing.
- Climate-Smart Conservation Agreements, which will link adaptation incentives to financial returns, commercial and ecosystem outcomes (Components 2, 3 and 4), ensuring that livelihood improvements, biodiversity conservation, and restoration goals are mutually reinforcing.
- Periodically review and update the climate risk screening tool, which will inform adaptive management
- Capacity Building and Knowledge Sharing: All project staff and executing partners will undergo a virtual online course on climate adaptation. This training will enable them to monitor and report on adaptation outcomes, identify any trade-offs with GEBs, and apply adaptive management practices effectively. This effort will be complemented by peer learning activities under Output 2.1.3, as well as learning and knowledge-sharing mechanisms under Component 5 and monitoring and evaluation activities under Component 6, ensuring continuous improvement and integration of lessons across the project.

83. In addition to the above, agricultural encroachment and charcoal production remain major drivers of Shea landscape degradation, yet they are also embedded in national recovery and rural livelihood strategies following decades of conflict. Efforts to conserve Shea tree (*Vitellaria paradoxa* C.F. Gaertn. subsp. *Nilotica*) may therefore, in the short term, appear to conflict with government policies and programs promoting agricultural expansion and energy access, as well as with the economic interests of farmers and charcoal actors. To manage this trade-off, the project will strengthen policy coherence and coordination through climate-risk-informed policy reforms and national-local governance mechanisms (Component 1, Outputs 1.1.1, 1.1.2 and 1.1.3), explicitly engaging agriculture, energy, and environment authorities to align adaptation, livelihood, and conservation objectives. At the landscape level, Component 2 interventions will prioritise climate-smart agricultural practices, sustainable land use practices, peer learning on EbA, and alternative energy and livelihood options that reduce pressure on Shea trees while supporting income diversification, thereby transforming potential policy and livelihood conflicts into adaptation-compatible pathways that also safeguard GEBs.

84. In a post-conflict context, interventions that increase the value of Shea resources may inadvertently intensify competition over access and control, with disproportionate impacts on women. Women are the principal harvesters and processors of Shea, yet they often have limited tenure security and decision-making power. As documented by previous studies, including the Saferworld (2005) Report on “*Conflict and Peace Analysis for the Northern Uganda Shea Nut Project in Otuoke county of Lira district*”¹²², any escalation in resource-related conflict is likely to place a greater burden on women, who were also the primary victims of past violent conflict. Without deliberate safeguards, adaptation and livelihood interventions risk undermining women’s safety, exacerbating gender inequalities, and weakening both adaptation outcomes and GEBs. To manage this trade-off, the project will implement conflict-sensitive, gender-responsive measures across Components 1 and 2. These include (i) differentiated mapping of resource users, tenure arrangements, and stakeholder incentives to identify potential sources of conflict (ii) inclusive governance and decision-making mechanisms that ensure meaningful participation and leadership of women in landscape-level planning, (iii) integration of conflict risk screening, safeguards, and monitoring within adaptation and livelihood activities, (iv) Implementation, monitoring and reporting on Safeguard plans, Gender Mainstreaming Plan (GMP), Stakeholder Engagement Plan (SEP) and Accountability and Grievance Mechanism (AGM). These measures will enable early identification and management of gendered conflict risks, ensuring that climate adaptation interventions enhance women’s resilience and safety while avoiding maladaptation and safeguarding long-term global environmental benefits.

Stakeholders

85. Stakeholder consultations were conducted throughout the PPG phase of the project, engaging a total of 345 participants, of whom 56% were females. The outcomes of these consultations are documented in the following reports, which have been uploaded to the GEF Portal:

- a. Field Mission Report
- b. Stakeholder Consultation Workshop Report
- c. Stakeholder Validation Workshop Report
- d. Climate Vulnerability, Future Scenarios Analysis, and Impact within Uganda’s Shea Landscape
- e. Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda

86. The stakeholder engagements provided the opportunity and platform for awareness creation about the project, participatory designing of the project activities, site identification, and integration of lessons learned from other projects/interventions. The stakeholders were mapped and categorized into Government institutions, local governments, civil society organizations and non-government organisations (CSO/NGOs), private sector, academia and local communities. The project’s Stakeholder Engagement Plan is provided in **Annex G**.

87. **Table 19** below lists the relevant stakeholders at all levels, who will contribute to the implementation of the project, their respective contributions and roles in the implementation of the project, and how they will benefit from the project to ensure that global environmental benefits (co-benefits) are achieved.

Table 19: Identified stakeholders, their proposed roles and how they benefit from the project

Stakeholders	Primary Role(s) Relevant to the Project	Benefit from Project
Government		

Government of Uganda and MDAs are key stakeholders	- Overall project execution,	- Strengthened capacity for
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for coordination and collaboration for the achievement of Building a Climate-Resilient and Sustainable Shea Landscape of Northern Uganda • Ministry of Water and Environment (MWE) • Ministry of Finance, Planning and Economic Development (MoFPED) • Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) • Ministry of Energy and Mineral Development (MEMD) • Ministry of Tourism, Wildlife and Antiquities (MTWA) • National Agricultural Research Organisation (NARO) • National Environment Management Authority (NEMA) • District Local Governments (Agago, Pader, Kitgum, Otuke)	fiduciary oversight and coordination (MWE) - Policy alignment with climate, forestry, energy, agriculture and development frameworks - Technical backstopping on climate-smart agriculture, agroforestry, Shea restoration and fire management - Promotion of clean and alternative energy solutions to reduce biomass pressure (MEMD) - Integration of Shea landscape conservation into tourism, cultural heritage and biodiversity agendas (MTWA) - Environmental compliance, safeguards oversight and enforcement of by-laws (NEMA) - Integration of project actions into district development plans and budgets - Monitoring, evaluation and reporting	integrated, climate-risk-informed governance of the Shea landscape - Improved coordination across sectors and districts, reducing policy fragmentation - Enhanced ability to meet national commitments under NDCs, NAP, CBD and SDGs - Long-term protection of ecosystem services supporting livelihoods and climate resilience
Civil Society and Implementing Partners		
National and Local CSOs / Implementing Partners Africa Innovations Institute (AfrII) • AWF • GSA • Solidaridad • ECOTRUST • TRAFFIC Shea sector and community-based organisations (as applicable)	- Community mobilisation and facilitation of participatory land-use planning and conservation agreements - Technical support on ecosystem-based adaptation, Shea regeneration, and value-chain development - Implementation of gender-responsive and climate-resilient livelihood interventions - Capacity building, peer learning, and knowledge documentation - Monitoring of social, environmental, and gender outcomes - Co-financing and piloting of innovative approaches	- Strengthened partnerships and delivery capacity within the Shea landscape - Evidence and lessons for scaling EbA, restoration and inclusive value-chain models - Sustained conservation and adaptation outcomes through community ownership and local institutions

Local Communities, Community-Based Organisations and Cultural Institutions

- Community-based organisations - Women's and youth groups - Shea producer groups and MSMEs - Clan leaders, traditional authorities	- Co-design and implementation of land-use plans and conservation agreements - Restoration and protection of Shea trees and associated ecosystems - Adoption of climate-smart agriculture, agroforestry and sustainable livelihoods - Community-level monitoring and feedback - Promotion of community norms supporting Shea protection and sustainable land use - Mediation of land-use conflicts and support to community conservation agreements - Integration of indigenous knowledge and customary practices into restoration and governance	- Direct livelihood and income benefits from Shea value addition and alternative livelihoods - Increased resilience to climate shocks and land degradation - Strengthened skills, tenure security and organisational capacity - Long-term ownership of restored landscapes ensuring durable environmental benefits - Revitalisation of traditional conservation values and social cohesion - Improved legitimacy and community compliance with conservation and restoration measures - Sustained stewardship of Shea parklands beyond project life
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Private Sector Actors

- Private Sector and MSMEs - JC Holdings Limited - Kijani Agroforestry - Shea processors, energy and agri-business enterprises	- Investment in climate-smart Shea processing and value addition - Provision of clean energy, processing and restoration technologies - Co-financing and participation in blended-finance mechanisms - Market access and value-chain linkages	- Sustainable sourcing and resilient supply chains - New green market opportunities and reduced climate risk - Enhanced corporate sustainability and reputation
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Multilateral/ Bilateral Institutions

Multilateral and Bilateral Partners •GEF •World Bank •EU • UNDP, UNEP, FAO, UNCCD	- Technical guidance and policy coherence with global frameworks - Knowledge exchange and coordination with regional and global initiatives - Support for monitoring, learning, and scaling of successful approaches	- Stronger alignment between national and global climate, biodiversity and land agendas - Scalable lessons on EbA, restoration, and inclusive value chains - Lasting global environmental and adaptation benefits
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Policy Coherence

88. Policy coherence will be achieved through the strategic interconnection of policy reforms, inclusive governance, and innovative financing mechanisms:

- a. **Alignment of Cross-Sectoral Policies Across Governance Levels:** The project adopts a systems-based, whole-of-society approach to policy coherence, recognising the interconnected climatic and non-climatic drivers of vulnerability, such as climate risks, land degradation, livelihood pressures, weak governance, and social inequalities. By reviewing, harmonising, and strengthening cross-sectoral policies and legislative frameworks ([Output 1.1.1](#)), the project ensures alignment between national and sub-national objectives while mainstreaming gender and climate adaptation considerations. The establishment of the National Shea Champions Interactive Forum ([Output 1.1.3](#)) operationalizes high-level, multi-stakeholder dialogue, bringing together government agencies, private sector actors, civil society, and local resource users to collectively influence climate-risk-informed Shea landscape governance. This alignment ensures that adaptation objectives are consistent, mutually reinforcing, and embedded across all levels of policy and planning.
- b. **Inclusive whole-of-society governance mechanism:** Strengthening institutional coordination is central to achieving coherent adaptation. The project establishes a gender-responsive, climate risk-informed multi-stakeholder coordination mechanism ([Output 1.1.2](#)) that connects government ministries, local authorities, development agencies, MSMEs, and community organizations. This platform will facilitate whole-of-society engagement, enabling collaborative adaptation planning, implementation, and monitoring. By incorporating diverse stakeholders, including women, youth, and customary authorities, the mechanism ensures that decision-making is inclusive, evidence-based, and responsive to both climatic and non-climatic drivers of vulnerability. This integration of actors across sectors therefore reinforces policy consistency and strengthens governance coherence.
- c. **Integration of innovative financing with policy and institutional frameworks:** To ensure that financial resources support coherent adaptation strategies, the project integrates innovative blended finance instruments ([Output 3.1.3](#)) to catalyze investment in MSMEs, including at least 30% female-led enterprises. These instruments will be integrated in the cross-sectoral policy reforms ([Output 1.1.1](#)), as well as promoted and socialized through the multi-stakeholder coordination platforms ([Outputs 1.1.2 and 1.1.3](#)). By embedding climate finance within governance and policy frameworks, investments in the Shea value chain become part of a cohesive, systemic approach to adaptation. This ensures that financial flows, business models, and adaptation interventions are mutually reinforcing, accessible, and inclusive, thereby fostering sustainable, large-scale climate resilience.

Innovation

89. The project introduces several innovative approaches designed to be transformative and scalable as discussed below:

90. Innovation in using Conservation Agreements for climate adaptation

- a. **Transforming Conservation Agreements into Climate-Smart Mechanisms:** The project introduces an innovative approach by transforming traditional Conservation Agreements, commonly used as a Payment for Ecosystem Services (PES) mechanism, into Climate-Smart Conservation Agreements. While conventional Conservation Agreements typically focus on biodiversity or conservation outcomes, this project will explicitly embed climate-smart practices in the conservation agreement to achieve adaptation outcomes.
- b. **These agreements serve as a flexible, integrated delivery mechanism for multiple project outputs, simultaneously addressing land management, sustainable livelihoods, capacity building, market access, and financing.** By creating synergies across ecological, economic, and social objectives, the project achieves

outcomes rarely seen in traditional PES programs, while fostering local community stewardship and sustainability. The outputs that will be delivered through the climate-smart conservation agreements include:

- Output 2.1.1: Implementation of land-use plans at the community level.
- Output 2.1.2: Support for sustainable and climate-smart livelihood activities.
- Output 2.1.3: Facilitation of peer learning among community groups and MSMEs.
- Output 2.1.4: Strengthening linkages to markets for Shea and other landscape products.
- Output 3.1.3: Access to innovative financing mechanisms for adaptation-focused enterprises.

c. **Fostering ownership and sustainability: By integrating Free, Prior, and Informed Consent (FPIC)** and participatory decision-making, the Climate-Smart Conservation Agreements promote local community stewardship and ownership of adaptation actions. This ensures that communities and MSMEs are actively engaged in planning, implementing, and monitoring climate-smart practices, thereby strengthening their long-term commitment to sustaining ecosystem services, livelihoods, and adaptation outcomes.

d. **Incentivising climate-smart behaviours:** Financial and technical incentives linked to measurable adaptation outcomes align economic benefits with resilience-building actions. Incentives included in the Climate-smart Conservation Agreements will encourage widespread adoption of climate-smart practices among communities and enterprises, creating a performance-based mechanism for sustainable adaptation that goes beyond conventional conservation incentives.

e. **Scalability and Learning Potential:** The use of Climate-smart Conservation Agreements for adaptation purposes represents a pilot and proof-of-concept approach. If successful, it provides a replicable model for other landscapes where PES mechanisms can be adapted to simultaneously deliver biodiversity conservation, sustainable livelihoods, and climate adaptation benefits. This approach addresses a critical gap in climate finance and ecosystem management strategies, demonstrating a pathway for scaling climate-smart interventions while maintaining ecological and socio-economic resilience.

91. Climate-smart technologies for Shea nut processing and zero-waste management: The project seeks to deliver climate-smart technologies for shea nut processing and zero-waste management that valorises every by-product (e.g., shells to clean fuels, press-cake to soaps/animal feed), turning wastes into revenue streams and improving MSME profitability; a modular micro-hub equipment package (improved shea nut solar drying, cracking/roasting/pressing, food-safe quality assurance) adapted to female-led groups, suited to household and group operations, and cost-effectively replicated. By introducing climate-smart Shea processing and waste management technologies, the project directly strengthens the adaptive capacity of Shea-producing communities and MSMEs, with particular emphasis on female-led groups. For instance, improved solar drying reduces reliance on rainfall, mitigating post-harvest losses during droughts and erratic precipitation, whereas modular processing equipment is designed for household and group use, ensuring accessibility for women, youth, and marginalized groups, thereby fostering systemic transformation through inclusive benefits. Further, zero-waste management converts by-products into alternative income streams, hence increasing adaptive capacity and reducing sensitivity to market and resource shocks, while energy-efficient processing (e.g., shells to clean fuels) lowers dependence on climate-sensitive natural resources and impedes unsustainable practices such as charcoal burning.

92. Innovative Financing Models for Nature-positive Enterprises: Financing innovations include blended finance for equipment and working capital, restoration payments, matching grants, and revolving group funds, with Conservation Agreements serving as a finance interface to unlock performance-based incentives.

^[1] <https://www.saferworld-global.org/resources/publications/243-conflict-and-peace-analysis-report-for-the-northern-uganda-shea-nut-project-in-otuke-county-of-lira-district>

Institutional Arrangement and Coordination with Ongoing Initiatives and Project.

Please describe the Institutional Arrangements for the execution of this project, including financial management and procurement. If possible, please summarize the flow of funds (diagram), accountabilities for project management and financial reporting (organogram), including audit, and staffing plans. (max. 500 words, approximately 1 page)

Institutional Arrangement and Coordination with Ongoing Initiatives and Projects

IMPLEMENTING AGENCY (IA)

1. Conservation International (CI-GEF) is the GEF Implementing Agency of this project. The overall role of the CI-GEF Implementing Agency includes technical and financial project oversight and supervision, assuring compliance of the project with GEF policies and procedures, as well as monitoring and evaluation of the project activities. Additionally, CI-GEF will make recommendations to optimise project performance and will arbitrate and ensure the resolution of any execution conflicts. Specifically, CI-GEF will undertake the following tasks:
 - Facilitate interactions with the GEF
 - Provide technical and financial oversight to the Executing Agency (MWE) and EA Support partner (AfrII).
 - Oversee and monitor execution of the project, including reviewing quarterly technical and financial project reports, undertaking annual project site visits, and monitoring the implementation of and compliance with safeguards.
 - Ensure that project management practices (technical, financial, and administration) comply with GEF requirements.
 - Monitor the project's execution and achievement of the project outputs, ensuring proper use of GEF funds.
 - Review and approve procurement plans, budgets, and work plans.
 - Quality assurance, including ensuring that audits are undertaken by external auditors.
 - Oversee preparation of the annual Project Implementation Report (PIR) for submission to GEFSEC.
 - Commission Mid-term and Terminal project evaluations.

EXECUTING AGENCY (EA)

2. The Ministry of Water and Environment (MWE) is the Executing Agency for this project. The MWE will guide and lead the day-to-day execution, administration, and monitoring of the project, facilitate knowledge sharing and meetings, information flow, and coordinate executing partners and stakeholders, including relevant Government Ministries, Departments and Agencies (MDAs). This role will be supported by the Africa Innovations Institute (AfrII), the Executing Agency Support Partner, alongside key state and non-state actors, alongside key state and non-state actors
3. With support from AfrII, the MWE will be accountable to CI-GEF for the timely execution of the agreed project results, timely reporting, and effective use of GEF resources for the intended purposes and in line with CI-GEF and GEF policy requirements. The specific role of MWE is outlined below:
 - Guide overall project execution and delivery of outputs and outcomes.
 - Ensure that project outcomes are achieved.
 - Ensure effective coordination of and between potential executing partners.
 - Ensure Uganda is represented in important climate change events
 - Monitoring and evaluation of project interventions.
 - Ensure that environmental and social safeguards are adhered to and that the Environmental and Social Management Framework is implemented.
 - Chair the Project Steering Committee (PSC).
 - Ensure effective and efficient use of GEF resources.

- Guide the preparation and dissemination of knowledge management products.
- Ensure stakeholder engagement, learning, and knowledge sharing, and support executing partners.
- Amplify stakeholder engagement, learning, and knowledge sharing, and support AfrII to convene meetings/workshops.
- Maintenance of records of all project-related documentation.

National Project Focal Point (NPFP):

4. The MWE will appoint a **government official as the National Project Focal Point (NPFP)**, who will provide overall strategic guidance in project governance, decision-making, and implementation. The NPFP's primary responsibility will be to ensure that there is country ownership of the project and its results through involvement of the state actors and key stakeholders in decision-making and execution of project activities. Additionally, the NPFP will ensure that the project produces the results specified in the Project Document to the required standard of quality and within the specified time and budget. In a nutshell, the NPFP will ensure the overall responsibilities of MWE as the Executing Agency are realized by providing day-to-day guidance to the EA Support Partner (AfrII). It should be noted that the position of the NPFP will not be funded by the GEF funds but will rather be an "in-kind" co-financing from the MWE. The specific responsibilities of the NPFP include:
 - a. Ensuring alignment of the project activities with government policies and priorities.
 - b. Liaise and coordinate with CI and AfrII as needed.
 - c. Represent the Government of Uganda in climate change events.
 - d. Coordination and securing support for project activities within MWE and with other government institutions.
 - e. Ensuring the technical, logistical, administrative, and financial effectiveness of executing partners.
 - f. Chairing the project Technical Coordination Committee (TCC).
 - g. Reviewing the annual work plans and budgets, PIRs, and procurement plans before submission to CI and the PSC.
 - h. Participate in procurement meetings, including where applicable, reviewing, and approving the procurement plans prepared by the project staff.
 - i. Review and approve the preparation and dissemination of knowledge management products prepared by the project staff.

EXECUTING AGENCY SUPPORT PARTNER (EA SP):

5. The Africa Innovations Institute (AfrII) will be the Executing Agency's Support Partner for the project. Under the supervision of the CI-GEF Implementing Agency and MWE (led by the National Project Focal Point), AfrII's role will be to provide **Technical Support, Coordination, Communications Knowledge Management, Monitoring and Evaluation (M&E), and Reporting**.
6. With technical and financial oversight from CI-GEF and guidance from the MWE (mainly through the NPFP), AfrII will manage the GEF grant and undertake the day-to-day project execution functions, including the related financial, operational and technical roles, support to the executing partners, hiring of the Project Management Unit and support staff, monitoring the implementation of the project, facilitate knowledge sharing and meetings, and information flow. Notably, AfrII will be responsible for managing selected project-related activities directly, managing sub-grants and contracts, project staff, and the use of project funds.
7. The EA Support partner (AfrII), through the Project Management Unit-PMU, will report technically and financially to CI-GEF by preparing and submitting the annual budget and work plan; quarterly financial and technical progress reports, and the annual Project Implementation Report (PIR). AfrII will submit the annual and quarterly technical and financial reports to CI-GEF for review, after receiving clearance from the National Project Focal Point at the MWE and Technical Coordination Committee (TCC). The summarized specific tasks of the AfrII include:
 - a. Management of the GEF grant. CI-GEF will directly grant the Executing Agency Support Partner (AfrII) who will be responsible for managing sub-grants, contracts etc. based on the level of effort and tasks that have been agreed upon during the PPG Phase.

- b. Recruit and host the Project staff at its facilities and at the landscape (see below for details).
 - c. Responsible for the overall project coordination and ensuring that the key entities such as sub-grantees and service providers deliver efficiently and effectively.
 - d. Support the PMU in undertaking finance and operational tasks such as procurement, grants management, and financial audits.
 - e. Build the capacity of the Government staff, project staff, and partners on financial management and financial and technical reporting in order to ensure compliance with the GEF Minimum Fiduciary Standards.
 - f. Conduct Financial Due Diligence (FDD) of partners receiving grants. The FDD should be in line with the GEF Minimum Fiduciary Standards on partner institutions.
 - g. Support the PMU to track and report on the materialisation of all co-financing.
 - h. Guide the PMU to prepare procurement plans and obtain approval from MWE before submitting them to the GEF Agency (CI-GEF) for final review and approval.
 - i. Guide the PMU to prepare all Terms of Reference and procurement packages and obtain approval from MWE before submitting them to the GEF Agency (CI-GEF) for final review and approval.
 - j. Support the PMU to convene the Project Steering Committee and be the Vice Chair
 - k. Ensure timely financial and technical progress reporting to CI-GEF by the PMU.
 - l. Ensure financial auditing of the project is undertaken.
8. Afril will also be responsible for the following direct technical execution tasks:
- a. Provide technical inputs across all Components.
 - b. Provide overall project support and technical assistance to MWE to coordinate all the project partners and manage their output deliverables.
 - c. Manage and report on grantee and consultant activities to MWE:
 - d. Undertake Monitoring and Evaluation (M&E) of the project and obtain approval from MWE, TCC and PSC before submitting the M&E reports to the GEF Agency (CI-GEF) for final review and approval. This task entails:
 - Prepare technical and financial periodic reports (e.g., annual work plans and budgets, technical and financial progress reports, and the annual Project Implementation Report (PIR) and obtain approval from MWE before submitting them to CI-GEF.
 - Safeguards monitoring and reporting to the GEF Agency (CI-GEF).
 - Organization and coordination of the Project Steering Committee (PSC).
 - e. Support the project staff to prepare and disseminate knowledge management products.
 - f. With support from the project executing entities, amplify stakeholder engagement, learning, and knowledge sharing, and liaise with the NPFP to ensure Uganda is represented in important events linked to climate change, specifically adaptation of vulnerable populations.
 - g. Maintain records of all project-related documentation

Project Management Unit (PMU):

9. A Project Management Unit (PMU) will be recruited by Afril with guidance from CI and the MWE. The PMU will be hosted at Afril's offices, with frequent missions to the landscape. The PMU will consist of two staff members, namely:
 - a) Technical Lead/Adaptation Specialist (Full-Time)
 - b) Finance, Contracts and Grants Officer (Full-Time)
10. With guidance from MWE, Afril, and the Technical Coordination Committee (TCC), the PMU will be responsible for day-to-day coordination and execution of project activities that will ensure overall effective and efficient project management and delivery. The Project staff will support Afril as needed to deliver the tasks of the Executing Agency Support Partner.
11. The PMU will coordinate directly as needed with the CI-GEF Agency and will report to MWE. Additionally, the PMU will work closely with executing partners, external sub-grantees, and service providers. Overall, the PMU will supervise, monitor progress, and coordinate and support the executing partners and service providers as needed to ensure efficient and effective delivery of the project's target results.

12. As needed, consultants will be hired to provide technical assistance for specific tasks requiring expertise that cannot be undertaken by the Project staff and the executing partners identified at the PPG Phase. **International service providers will only be recruited where national capacities are insufficient.**

Project Technical Support Team

13. All the project technical support staff will be contracted by Afril. These technical support staff will support the PMU and will be housed at Afril's offices as well as at the MWE Northern Uganda Regional offices in Lira to coordinate project activities in the target sites at Agago, Kitgum, Otuke and Pader Districts. In addition to the PMU, the project team will include a **technical support team** comprising:

1. Technical Partnerships Officer (Part-Time)
2. Gender and Community Development Officer (Full-Time)
3. Safeguards Specialist (Full-Time)
4. Agribusiness Specialist (Full-time)
5. Communications and Knowledge Management Officer (Part-Time)
6. Monitoring, Evaluation, Accountability and Learning Officer (Part-time)

14. The tasks outlined below will be undertaken by the PMU, with assistance from the project technical support staff:
- a. Secretariat for the Project Steering Committee (PSC) – Vice Chair and Rapporteur
 - b. Secretariat for the Project Technical Coordination Committee (TCC) – Vice Chair and Rapporteur
 - a. Procurement of all services, goods, and equipment
 - b. Handling and safeguarding of the equipment.
 - c. Financial management, disbursements, reporting and record-keeping.
 - d. Project technical guidance, monitoring and reporting.
 - e. Preparation and submission of all technical and financial reports.
 - f. Monitoring and reporting the materialization of co-financing to CI-GEF.
 - g. Actively coordinate the flow of inputs, procurement, outputs, and work streams to ensure the project runs smoothly and delivers the specified outputs and overall objectives.
 - h. Organizing and facilitating workshops and travel.
 - i. Identification of potential risks to project activities and implementation of mitigation measures to overcome them.
 - j. Knowledge Management.
 - k. Setting up, monitoring, and reporting implementation progress of environmental and social safeguards.
 - l. Ensuring the smooth running of the project through continuous monitoring, coordination, and communication among partners, consultants, stakeholders, etc.
 - m. Assisting in organizing and reporting on the Project Steering Committee (PSC) meetings.
 - n. Maintenance of records of all project-related documentation
 - o. Liaise with stakeholders to prepare and disseminate knowledge management products.
 - p. Share project progress with the Uganda GEF Operational Focal Point (OFP) e.g., via email, a copy of the bi-annual published reports and policy briefs detailing lessons learned, best case practices, challenges, and opportunities.

Shea | Project Staffing

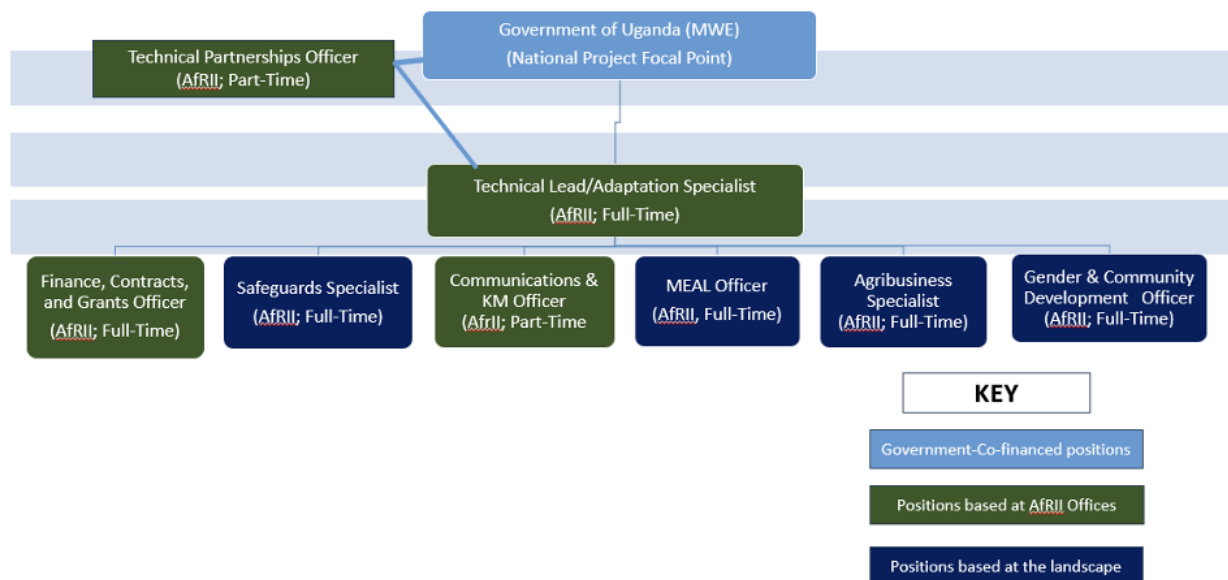


Figure 4: Project Staffing Structure and Duty Stations

THE PROJECT TECHNICAL COORDINATION COMMITTEE (TCC)

Role of the TCC: Day-to-day guidance and coordination of the PMU, Technical Support Team and executing partners

Frequency of meetings: Quarterly/As needed.

- The **Technical Coordination Committee (TCC)** will comprise the key stakeholders involved in the project execution, drawing membership from MWE (NPFP), AfRII, the Ministry of Finance, the Ministry of Agriculture and other state and non-state actors, including representatives from the local communities from the target sites. **The organizations that will be represented in the TCC will be finalised during the Implementation Phase.** CI will participate in the TCC on a need basis. Notably, at least 30% of the members of the TCC will be women.
- The Technical Coordination Committee will provide day-to-day overall guidance and coordination to the Project staff for the implementation of activities at the national and sub-national levels. The PMU will obtain clearance from the TCC regarding the quarterly technical and financial reports before submitting them to CI-GEF for review and approval.
- The Technical Coordination Committee will be chaired by the MWE (NPFP), the Secretary will be the Project Technical Lead, and the Rapporteur will be a representative from the project team.
- The TCC will convene in person and, under special circumstances, virtually. The TCC meetings will be held on a rotational basis at both the national and district levels to ensure that key representatives at various levels can attend in person.

PROJECT STEERING COMMITTEE FOR THE GEF FUNDED LDCF SHEA AND CATTLE CORRIDOR PROJECTS

Role of the PSC: Strategic overall guidance to the project

Frequency of meetings: Annually/As needed.

19. A Project Steering Committee (PSC) will be established to provide overall project oversight and strategic guidance. The PSC will ensure continued cohesion between the project and the mandate of MWE. It will also provide additional linkages and interactions with high-level and District policy components within the Government of Uganda. The PSC will provide input and approve the annual work plans and budgets, review and approve any key project outputs, facilitate successful project execution, and intervene when conflicts within the project and/or between project partners arise.
20. To ensure cost-effectiveness and coordination, it is proposed that the PSC meetings for the Shea and Cattle Corridor projects will be held jointly, with sessions organized back-to-back (likely over two days), given that MWE will chair both. The budgets for the two meetings should therefore complement each other.
21. The PSC will be chaired by the Permanent Secretary, MWE, deputized by MoFPED. The Project Technical Lead will be the Rapporteur. The PMU will support MWE in convening, organising and reporting the PSC meetings. The PSC will comprise state and non-state institutions, including representatives from the local communities from the target sites. **The organisations that will be represented in the PSC will be finalised during the inception period.** Afril will be the vice chair, and a representative from the Project team will be a Rapporteur. The PMU will assist MWE in convening, organising and reporting the PSC meetings.
22. At the start of the project implementation phase, the PMU under the Cattle Corridor and Shea Projects will work with MWE to prepare and finalize the list of PSC institutions; follow up with the respective institutions to appoint their representative to the PSC (and ensure at least 30% women representatives); work with the PSC members to prepare a ToRs of the PSC and TCC and agree on the frequency of the PSC meetings.

Composition of the Joint PSC (LDCF Shea and Cattle Corridor)

- The Ministry of Water and Environment (chair of the PSC), represented by the Permanent Secretary or designee
- Africa Innovation Institute (Afril)
- Ministry of Energy and Mineral Development (MEMD)
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Ministry of Finance, Planning and Economic Development (MFPED), represented by the GEF Operational Focal Point for Uganda
- Uganda UNFCCC Focal Point
- Ministry of Works and Transport (MoWT)
- Ministry of Local Government
- Ministry of Gender, Labour and Social Development (MGLSD)
- National Environment Management Authority (NEMA)
- A representative from each of the target districts.
- A representative from civil society
- A representative from the private sector
- Representatives of the community cooperatives or SMEs or Community Groups etc

23. The first meeting of the PSC will aim at providing induction to the members on Project design, and discuss the committee's ToRs.

MULTI-STAKEHOLDER COMMUNITY-LED COORDINATION COMMITTEES AT THE LANDSCAPE LEVEL

Role of the Multi-stakeholder Community-Led Coordination Committees: Platform for community dialogue and involvement in decision-making pertaining to project interventions within their respective landscapes. The platform will promote inclusivity by ensuring that all minority and marginalised groups are meaningfully consulted, actively engaged, and equitably benefit from project activities.

Frequency of meetings: Biannually/As needed, based on the needs of the community and the project implementation schedule

24. The project will establish and operationalize at least four multi-stakeholder, community-led coordination committees across the four target districts; however, the project remains flexible and will establish additional groups if needed to respect cultural norms or respond to specific needs, based on guidance from the project's Gender and Safeguards experts.
25. The committees will be established at the Landscape level in alignment with local customs and cultural norms, to provide a platform through which communities will be engaged on project implementation, decision-making, planning, feedback, and grievance redress. The overall purpose of these groups will be to promote inclusion and participation in project governance and create ownership for the sustainability of project impact.
26. These Community Coordination Committees will serve as platforms for local community engagement, enabling members to provide feedback, raise concerns, and actively participate in decision-making. They will also function as part of the project's Accountability and Grievance Mechanisms (AGM), offering a structured and trusted channel for community members to express grievances, track resolution processes, and promote mutual accountability between stakeholders and the project team.
27. Notably, these structures contribute to the project's compliance with environmental and social safeguards frameworks, including gender equity and culturally appropriate grievance redress. In addition, feedback and recommendations from the committees will be formally documented and considered during project implementation reviews, informing adaptive management and ensuring the project remains responsive to community needs and priorities.
28. A dedicated budget has been allocated to support the establishment and operation of these committees, including logistical needs such as meals and refreshments.
29. **Committee Composition:** Each committee will be composed primarily of local community members, CBOs, with participation from the Project Management Unit (PMU), District representatives, and other relevant stakeholders invited on a need's basis.

GEF OPERATION FOCAL POINT (OFP) (JOINT BRIEFINGS BY THE LDCF SHEA AND CATTLE CORRIDOR):

30. The GEF Operational Focal Point (OFP) is the government official who is the principal point of contact for GEF-funded activities in their respective country, in this case, Uganda. The OFP also serves as the country's main contact point for the GEF Secretariat, GEF Agencies and stakeholders. Per the GEF guidelines, OFPs need to be informed, involved and consulted throughout the lifecycle of a GEF project including receiving updates on the details of project implementation, results and impacts.
31. The Uganda LDCF Cattle Corridor and Shea Projects Leads will collaborate to prepare joint updates and briefings for the OFP, given that both projects are implemented under CI as the Implementing Agency (IA), MWE as the Executing Agency (EA), and Afril as the EA Support Partner. This arrangement is designed to enhance coordination, promote consistency in reporting, and ensure alignment between the two projects. The two projects will coordinate and involve the Uganda OFP as follows:
 - Invite the OFP to participate in the Joint Shea-Cattle Corridor Project Steering Committee Meetings.
 - Inform and consult the OFP about the planning, execution, and findings of their respective Mid-Terminal Evaluation and Terminal Evaluation of the Projects.
 - Project Monitoring and Evaluation reports to be shared with the Uganda OFP, e.g., PIR, Project Mid-Term Evaluation Report, and Project Terminal Evaluation Report.
 - Selected knowledge management products will be shared with the Uganda OFP

EXECUTING PARTNERS

32. All sub-grantees will undergo financial due diligence before the grant agreement is signed, and funds are channelled to them.
33. At any point during the project cycle, CI may request additional information related to the financial due diligence of partners, which could result in a review and potential revision of the role of any given executing partner. Identification of the entity in the ProDoc does not constitute a commitment to award. Final confirmation of engagement is contingent upon the satisfactory outcome of the financial due diligence, which may continue into the implementation phase as necessary. **Table 20** summarizes the project's planned executing partners (sub-grantees), their roles, and the rationale for their inclusion in the project.

Project Execution Organizational Chart

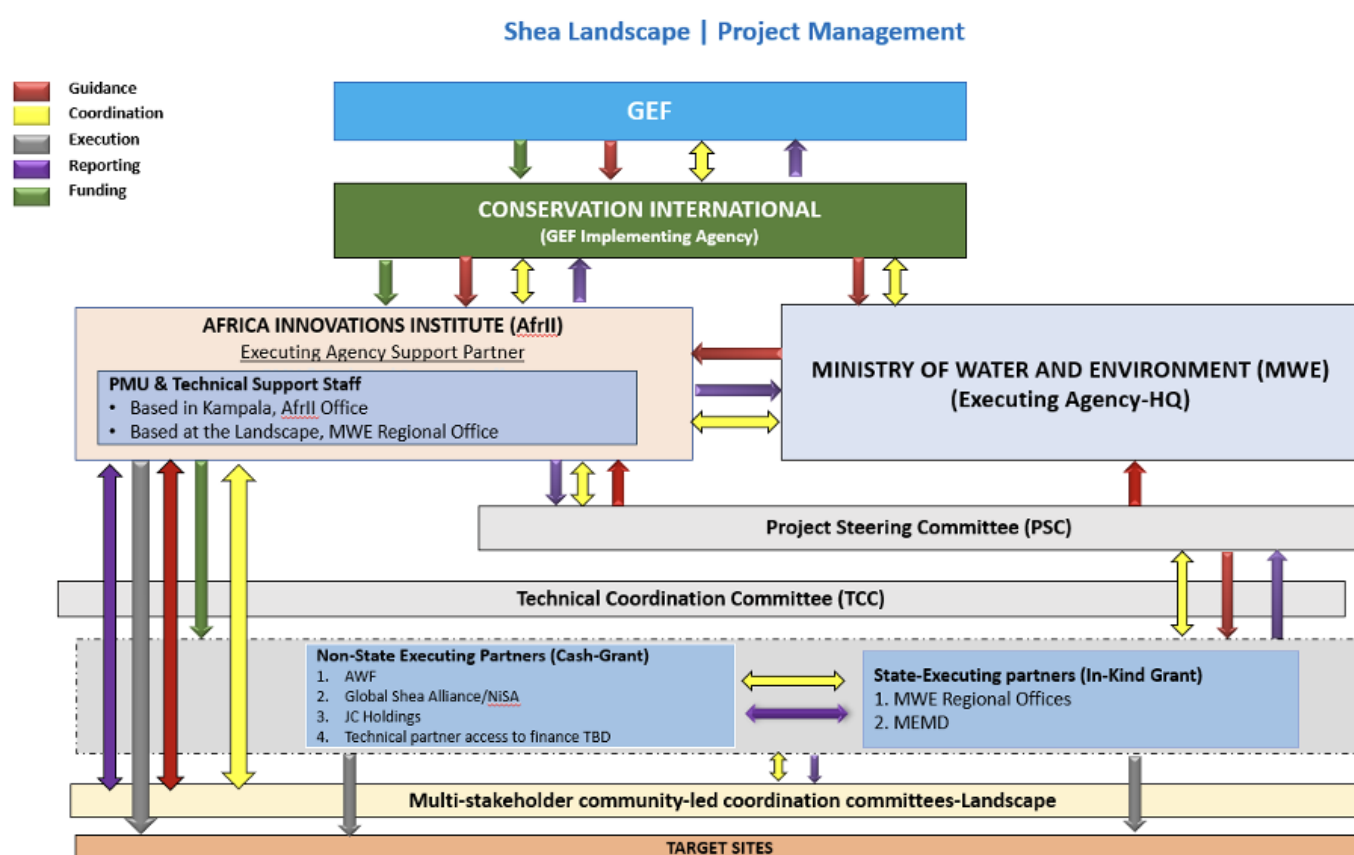


Figure 5: Project Execution Organizational Chart

Table 20: Project Execution Partners, their roles, and rationale for their selection

Grantee/ Subgrantee/ Sub-contract	Specific Role	Rationale
Ministry of Water and Environment (MWE) (In-kind grant)	As the Executing Agency , MWE will provide overall leadership and guidance in the project's day-to-day running, technical input across all Components. MWE, represented by the NPFP, will guide Africa Innovations Institute (Afril) in undertaking its EA Support functions.	The Ministry of Water and Environment is Uganda's lead institution mandated to oversee environment, climate change, water, forestry, and natural resources management with statutory authority over policy coordination and implementation. It serves as the UNFCCC and CBD focal ministry

	In addition to its EA role, MWE will receive an in-kind grant from AfrII to implement activities under Outcome 1.1 (Output 1.1.1, 1.1.2, and 1.1.3), Outcome 2.1 (Output 2.1.2) as well as Outcome 4.1 (Output 4.1.2) As EA, MWE will also provide policy oversight, inter-ministerial coordination, procurement approvals, and integration of project approaches into national policies, sector strategies, and district development planning frameworks, coordination of project reporting, dissemination of lessons learned, and support to independent evaluations and audits.	through the Climate Change Department (CCD) and works closely with District Local Governments through the Forestry Sector Support Department and the National Environment Authority, which together provide the mandate and institutional pathways to sustain results beyond the project lifetime
Africa Innovations Institute (AfrII) (Grantee-Cash)	AfrII is the Executing Agency Support Partner (EASP) of the project, supporting MWE to manage the project grant and undertaking the day-to-day project execution, including financial, operational and technical functions. In addition to its EASP role, AfrII will lead the implementation of Outcome 2.1 (Output 2.1.2), Outcome 3.1 (Output 3.1.1), Outcome 5.1 and Outcome 6.1 and support all outputs under outcomes 1.1, 2.1 and 4.1.	AfrII has a strong track record in managing complex, multi-partner climate adaptation and landscape projects in Uganda, including GEF-funded initiatives like the Cattle Corridor Project. In addition, AfrII has played the executing agency support partner role for CBIT Uganda phase I and II projects. Its fiduciary strength, operational presence in Northern Uganda, and experience working with government, communities, and private sector actors make it well suited to support MWE in delivering integrated Shea landscape interventions
African Wildlife Foundation (AWF) (Sub-grantee)	As an Executing Partner, AWF will lead ecosystem-based adaptation, restoration, and incentive-based stewardship interventions. AWF will lead the implementation of Outcome 2.1 (Outputs 2.1.1 and 2.1.2).	AWF has extensive experience in Northern Uganda, including in and around key Shea-producing landscapes, where it has established community conservancies, strengthened local governance structures, supported natural resource management, and enhanced community resilience through conservation-compatible livelihood initiatives. Their long-standing partnerships with local governments, community groups, and the Uganda Wildlife Authority position them as a trusted actor with deep contextual understanding
JC HOLDINGS (Sub-contract)	JC Holdings Ltd will serve as the technical implementation partner responsible for operationalising the Shea restoration strategy through implementing Shea regeneration activities under Outcome 4.1 (Outputs 4.1.1 and 4.1.2)	JC-HL is a well-established private forestry company with proven experience in large-scale seedling production (over 6.5 million seedlings supplied), community mobilization, and sustainable plantation management in northern Uganda. Its inclusion leverages existing technical capacity, infrastructure, and local networks to scale restoration, promote sustainable forestry enterprises, and ensure climate-resilient livelihoods within the Shea landscape.
MWE/Technical Partner TBD – Innovative Financing (Sub-grantee)	A technical partner responsible for market development, commercialization strategy, and investment mobilization for the Shea value chain will be identified at the implementation phase. The partner will lead the implementation of Outcome 3.1 (Outputs 3.1.1, 3.1.2 and 3.1.3),	N/A

Global Alliance (GSA) / Nilotica Shea Alliance (NiSA) (Sub-grantee)	The GSA and their national affiliate NiSA, will serve as the technical partner responsible for Shea enterprise incubation, cooperative strengthening, and market linkage development under Outcome 2.1 (Output 2.1.4), Outcome 3.1 (Output 3.1.3) and lead spatial analysis of shea trees under Outcome 4.1 (Output 4.1.1)	GSA is the global multi-stakeholder platform for the Shea industry with 849 members from 36 countries, and NiSA is its emerging Ugandan affiliate serving as the national coordination body. NiSA is the national affiliate of the GSA in Uganda and serves as a country-level coordination and implementation platform for shea sector activities. While GSA provides global oversight and strategic direction, NiSA supports in-country execution functions including stakeholder coordination, data and knowledge generation, and facilitation of landscape-level planning processes under Output 4.1.1. Their joint engagement anchors Uganda's Shea sector in regional and global markets, ensures adherence to international quality and sustainability standards, and guarantees long-term institutional capacity, market visibility, and inclusive participation of women and youth in Shea value-chain governance.
Ministry of Energy and Mineral Development (MEMD) In-Kind Grant	MEMD (in partnership with MWE) will serve as the technical partner responsible for circular energy systems and biomass efficiency interventions within the Shea value chain, contributing primarily to Outcome 3.1 (Output 3.1.4)	The Ministry of Energy and Mineral Development is Uganda's lead government institution responsible for energy policy, renewable energy development, and sustainable biomass resource management. Its technical mandate on energy efficiency, biomass energy systems, and renewable energy technologies makes it well-positioned to guide the deployment of circular energy solutions that reduce dependence on charcoal and fuelwood derived from Shea trees. MEMD's involvement ensures that energy technologies introduced under the project meet national standards and can be integrated into broader energy transition and rural energy access initiatives in Uganda.

Will the GEF Agency play an execution role on this project?

If so, please describe that role here and the justification.

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 (max. 500 words, approximately 1 page)

Cooperation with ongoing initiatives

1. The Shea Landscape of Uganda, extending into South Sudan, hosts several ongoing adaptation and conservation initiatives (**see Table 10**). This project will learn from these past initiatives and coordinate with existing initiatives, including the GEF-funded Cattle Corridor Project (GEF ID: 11696) and relevant South Sudanese adaptation projects, while leveraging regional platforms such as the Global Shea Alliance/NiSA. Knowledge and lessons from these initiatives will be systematically consolidated and disseminated to inform project implementation, strengthen adaptive management practices, and ensure complementarity while avoiding duplication of efforts.

Core Indicators

Indicate expected results in each relevant indicator using methodologies indicated in the GEF-8 Results Measurement Framework Guidelines. There is no need to complete this table for climate adaptation projects financed solely through LDCF and SCCF.

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

META INFORMATION – LDCF

LDCF true	SCCF-B (Window B) on technology transfer false	SCCF-A (Window-A) on climate Change adaptation false
Is this project LDCF SCCF challenge program? false		
This Project involves at least one small island developing State(SIDS). false		
This Project involves at least one fragile and conflict affected state. false		
This Project will provide direct adaptation benefits to the private sector. true		
This Project is explicitly related to the formulation and/or implementation of national adaptation plans (NAPs). false		
This project will collaborate with activities begin supported by other adaptation funds. If yes, please select below		
Green Climate Fund false	Adaptation Fund false	Pilot Program for Climate Resilience (PPCR) false
This Project has an urban focus. false		
This project will directly engage local communities in project design and implementation false		
This project will support South-South knowledge exchange false		
This Project covers the following sector(s)[the total should be 100%]: *		
Agriculture	50.00%	
Nature-based management	50.00%	
Climate information services	0.00%	
Coastal zone management	0.00%	
Water resources management	0.00%	
Disaster risk management	0.00%	
Other infrastructure	0.00%	
Tourism	0.00%	
Health	0.00%	
Other (Please specify comments)	0.00%	

Total		100.00%	
This Project targets the following Climate change Exacerbated/introduced challenges:*			
Sea level rise false	Change in mean temperature true	Increased climatic variability true	Natural hazards true
Land degradation true	Coastal and/or Coral reef degradation false	Groundwater quality/quantity false	

CORE INDICATORS – LDCF

	Total	Male	Female	% for Women
CORE INDICATOR 1 Total number of direct beneficiaries	4,320	2,064.00	2,256.00	52.22%
CORE INDICATOR 2 (a) Area of land managed for climate resilience (ha) (b) Coastal and marine area managed for climate resilience (ha)	4,500.00 0.00			
CORE INDICATOR 3 Number of policies/plans/ frameworks/institutions for to strengthen climate adaptation	3.00			
CORE INDICATOR 4 Number of people trained or with awareness raised	4,320	2,064.00	2,256.00	52.22%
CORE INDICATOR 5 Number of private sector enterprises engaged in climate change adaptation and resilience	15.00			

SUB INDICATOR 1

	Total	Male	Female
1.1 Number of direct beneficiaries from more resilient physical and natural assets	0		
1.2 Number of direct beneficiaries with diversified and strengthened livelihoods and sources of income	0		
1.3 Number of direct beneficiaries from the new or improved climate information services including early warning systems	0		
1.4 Number of youth (15 to 24 years of age) benefiting from the project	0		
1.5 Number of elderly (over 60 years of age) benefiting from the project	0		
1.6 Increased income, or avoided decrease in income (per capita in \$ across all relevant beneficiaries)			

SUB-INDICATOR 2

- 2.1 Hectares of agricultural land
- 2.2 Hectares of urban landscape
- 2.3 Hectares of rural landscape
- 2.4 Hectares of forests
- 2.5 Hectares of marine area
- 2.6 Hectares of freshwater area
- 2.7 Number of residential houses
- 2.8 Number of public buildings
- 2.9 Number of irrigation or water structures
- 2.10 Number of fishery or aquaculture ponds or cages
- 2.11 Number of ports or landing sites
- 2.12 Km of road
- 2.13 Km of riverbank
- 2.14 Km of coast
- 2.15 Km of stormwater drainage
- 2.16 Number of new adaptation technologies supported

SUB INDICATOR 3

- 3.1 Number of policies/plans developed and strengthened that will mainstream climate resilience
(regional, national, sub-national)
3
- 3.2 Number of systems and frameworks established for continuous monitoring, reporting and review of climate adaptation impacts
0
- 3.3 Number of national climate policies and plans enabled, including national adaptation planning processes
0
- 3.4 Number of institutional partnerships or coordination mechanisms established or strengthened
0
- 3.5 Number of institutions with increased capacity to plan, implement, monitor, and report for climate adaptation
0
- 3.6 Number of institutions with increased capacity to attract, and manage climate adaptation finance
0
- 3.7 Number of local community organizations benefitting from and/or engaged in institution strengthening, partnerships, or financing
0
- 3.8. Number of climate risk and vulnerability assessments conducted
0

SUB INDICATOR 4

4.1 Number of people trained or made aware of climate change impacts and appropriate adaptation responses	Total	Male	Female
a) National government	0	0	0
b) Local government	25	17	8
c) Local community organizations	4295	2,047	2,248
d) Extension services	0	0	0
e) Hydromet and disaster risk management agencies	0	0	0
f) School children, university students, and teachers	0	0	0
g) Youth	0	0	0

SUB INDICATOR 5

	Total	Male	Female
5.1 Amount of investment mobilized (US\$) from private sector sources	0		
5.2 Number of entrepreneurs supported for climate adaptation or resilience	0	0	0
5.3 Total financial value of lines of credit and/or investment funds	0		
5.4 Number of MSMEs incubated/accelerated with technical assistance, financial matchmaking, and/or direct financing	15		

Key Risks

	Rating	Explanation of risk and mitigation measures
CONTEXT		
Climate	High	Risks: a. Climate projections of worsening climate hazards, such as drought, heat stress, and erratic rainfall, may increase vulnerability of livelihoods and ecosystems b. Potential maladaptation if interventions such as climate-smart livelihoods, enterprise models, climate-smart technologies for Shea nut processing and zero waste management solutions unintentionally increase dependence on climate-sensitive resources such as Shea trees. c. Heightened vulnerability if the project addresses climate hazards in isolation, without

		recognising how non-climatic factors such as gender norms, policy gaps, and market conditions interact with and amplify climate impacts. d. Reduced effectiveness of adaptation actions if climate risks are not consistently integrated into planning and implementation. e. Weak articulation of the interconnections between adaptation results and conservation/global environmental benefits, for instance, how ecosystem-based adaptation, e.g., through restoration, contributes to biodiversity protection and carbon sequestration. If the rationale for these dual benefits, their expected synergies, and potential trade-offs is not well articulated and understood by the project team at the implementation phase, then this may weaken the project's theory of change and limit the project's effectiveness in achieving adaptation and outcomes. Mitigation Measures: a. Integrated climate and social vulnerability assessments completed during the PPG phase, with findings incorporated into project design and used to guide implementation. b. Design climate-smart livelihood and enterprise interventions, technologies, and governance mechanisms that explicitly address both climatic risks and non-climatic drivers of vulnerability. c. Apply climate-risk screening to all livelihood and enterprise interventions, initially completed during the PPG phase and to be reviewed and updated during implementation, to ensure relevance and avoid maladaptation. d. Use adaptive management and continuous monitoring to detect and address any unintended maladaptive outcomes. e. Build capacity of local communities, promoting inclusive participation, and reinforcing feedback mechanisms, such as Community Groups and Multi-stakeholder Community-Led Coordination Committees, to ensure interventions remain context-appropriate and effectively reduce exposure to climate risks. f. Use MEAL-led monitoring to assess synergies and identify any trade-offs between adaptation and conservation, adjusting interventions through adaptive management. g. Work with MEAL Officer to strengthen and update the Theory of Change (if needed) to ensure clear logic pathways showing how ecosystem-based continue to deliver adaptation and conservation co-benefits throughout implementation
Environmental and Social	Substantial	Risks: a. Weak articulation of how climatic and non-climatic factors (gender norms, governance gaps, market conditions, policies) interact, potentially leading to poorly targeted interventions. b. Maladaptation risk from climate-smart livelihoods, technologies, or SME models increasing dependence on climate-vulnerable Shea resources. c. Continued landscape pressures (charcoal production, agricultural encroachment, timber demand) undermining restoration and EbA outcomes. d. Risk of conflict due to unclear property rights, competition among resource users, and pre-existing commercial interests. e. Heightened gendered impacts, especially on women in Shea collection areas. f. Lack of differentiation between user groups may exacerbate inequities and tensions. Mitigation Measures: a. Recruit full-time Environmental & Social Safeguards Officer, Gender & Community Development Officer, and MEAL Officer to implement the Gender and Safeguard plans developed at the PPG Phase and ensure adaptive management and monitoring b. Implement and periodically update the

		Gender Mainstreaming Plan (GMP), Accountability & Grievance Mechanism (AGM), Stakeholder Engagement Plan (SEP), Environmental & Social Management Plan (ESMP), and Community Health, Safety, & Security Plan (CHSSP) that were developed at the PPG Phase c. Periodically review and update the climate risk screening conducted at the PPG phase and integrate findings into the implementation phase to maintain relevance and prevent maladaptation. d. Periodically review and update mapped user groups, access rights, incentives, and high-pressure to guide land-use planning and ensure equitable benefit sharing. e. Periodically review and update mapped user groups, access rights, incentives, and high-pressure areas to guide land-use planning and equitable benefit sharing. f. Operationalize the Multi-stakeholder Community-led Coordination Committees as a grievance, conflict-resolution, and feedback mechanisms with strong participation of women and vulnerable groups
Political and Governance	Substantial	Risks: a. There may be policy incoherence between national and district levels, or limited political will, which could constrain the enforcement of Shea regulations and coordination across institutions. This risk is heightened by potential turnover in district leadership. b. Uganda is at the end of a political cycle, with presidential, parliamentary and local elections scheduled for early 2026. Consequently, a reshuffling of government officials, including key decision-makers at both national and local levels, is likely. This may cause delays during the implementation phase, as new officials will need to be brought up to speed on the project's objectives and activities to ensure buy-in and ownership c. Potential conflict with government policies promoting agricultural expansion, which may clash with Shea conservation objectives. d. Risk of conflict due to ambiguous property rights, competition among resource users, and commercial interests (e.g., charcoal dealers). e. Lack of differentiation among resource users and unclear incentives may exacerbate tensions and reduce local buy-in. Mitigation Measures: a. The project will establish and operationalize the National Shea Champions Forum (Output 1.1.3) and national–local coordination mechanism (Output 1.1.2) as continuity platforms for cross-level dialogue and policy enforcement. These mechanisms will anchor policy commitments in formal structures, reducing dependency on individual champions. Linkages will be strengthened through Output 3.1.1 (commercialization strategy) to secure private involvement and national-level backing for sustainable Shea enterprises. b. The project will maintain a whole-of-society approach throughout implementation by actively engaging stakeholders and decision-makers at national, local, and traditional (chiefdom) levels. Local communities will serve as key implementation partners, ensuring that project activities align with the local political context and fostering ownership, continuity, and sustainability c. Periodically re-assess the mapped stakeholders, resource users, and their incentives and prioritize continuous engagement to align interventions with local governance and policy context d. MEAL Officer to monitor governance risks, stakeholder

		engagement effectiveness, and update strategies as needed during implementation
INNOVATION		
Institutional and Policy	Low	Risk: Policy shifts or inconsistencies between project goals and regulatory frameworks could undermine project implementation, particularly if new policies contradict the existing Presidential Decrees protecting Shea trees. While current alignment has been confirmed, changes during implementation remain a possibility. Mitigation Measure: Risks will be reduced by embedding policy engagement into Output 1.1.2 (coordination mechanisms) and Output 1.1.3 (National Shea Champions Forum), ensuring high-level multi-stakeholder engagement, oversight and continuity.
Technological	Substantial	Risks: a. The introduction or unintended use of genetically modified (GMO) seeds or breeds for resilient livelihoods could potentially raise unintended environmental and biosafety concerns b. Adoption of climate-smart processing technologies, zero-waste innovations, and digital climate advisories may be constrained by cost, limited capacity, or traditional preferences. Mitigation Measures: a. Sensitization of the community at the onset will be carried out b. Integrate traditional and local knowledge into project interventions c. Promote affordable, locally appropriate technologies and build financial and technical capacity for maintenance through community-based models and linkages to microfinance and private sector service providers d. The project will prioritize user-centered design and piloting under Output 3.1.2 and Output 3.1.4. Capacity-building programs will integrate traditional ecological knowledge, provide post training support, and ensure affordability. Uptake will be tracked through adoption targets ($\geq 52\%$ women and youth adopters).
Financial and Business Model	Substantial	Risks The project will introduce innovative financing models to support nature-positive MSMEs and community-led organizations. However, there is a risk that participating groups/enterprises may have i) limited financial literacy, ii) weak business management capacity, or iii) difficulty meeting financial institutions' requirements, leading to low uptake or unsustainable use of funds. Financial partners may be reluctant to lend to nature - positive/climate-focused MSMEs due to perceived high risk. Mitigation Measures: The project will provide comprehensive capacity-building on financial literacy, business planning, record keeping, loan management, and investment readiness to ensure that resident communities and MSMEs can understand and apply appropriate financial and business models. MSMEs and community-led organizations will be screened for basic readiness, including governance arrangements, repayment capacity, record-keeping practices, and alignment with nature-positive and climate adaptation objectives, before receiving support. The project will establish partnerships with microfinance institutions and inclusive finance actors: MSMEs benefiting from the project will be required to be members of (or join) credible financial institutions, such as cooperatives, SACCOs, or VSLAs, to enhance accountability and facilitate access to credit. The MSME selection process will be competitive,

		transparent, and participatory, and the process documented, hence fostering accountability, trust and encouraging broad engagement. The project will leverage the Adaptation Accelerator Program (AAP) Model to de-risk investments, learn and integrate best practices The project will provide targeted awareness and capacity-building for MSMEs on financial management, climate-smart practices, and adaptation-linked incentives. The project will also involve local stakeholders in the planning and selection of the blended finance instruments to enhance buy-in and adoption. Financing support will be phased and linked to agreed milestones, such as completion of training, business plan validation, compliance with environmental and social safeguards, and demonstrated capacity to manage funds. Uptake, repayment performance, business viability, and use of funds will be monitored regularly, and additional coaching or corrective measures will be provided where weaknesses are identified. Where MSMEs are unable to meet financing requirements, the project will prioritize lower-risk support options, such as technical assistance, savings-group strengthening, market linkage support, or smaller phased financing, before facilitating access to larger credit products
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EXECUTION

Capacity	Moderate	Risks: Weak capacity within the project team and partners to effectively steer the project toward achieving adaptation outcomes, coupled with limited clarity on which interventions are conservation-focused and how adaptation and conservation benefits interrelate, including potential trade-offs, could undermine the project's theory of change and reduce the overall effectiveness of both adaptation and conservation outcomes. Mitigation measures: a. The Project Lead will be an adaptation specialist to ensure expert guidance on adaptation. b. All the project staff, including the MEAL Officer, will undertake a short online course on adaptation to strengthen their capacity for accurate monitoring of adaptation outcomes and trade-offs with GEBs (mitigation and conservation-co-benefit). c. A regular learning and knowledge-sharing session will be established with partners and stakeholders to monitor, reinforce understanding, alignment, and effective implementation of EbA d. A robust MEAL system will be established to track project performance and address capacity gaps.
Fiduciary	Substantial	Risk: a. Variations in financial management and procurement capacity among Executing Partners and MSMEs could lead to inefficiencies or weaknesses in applying required financial controls. b. Lack of transparency in partner selection: The process of identifying and selecting executing partners, including MSMEs, may be perceived as insufficiently transparent if not fully documented. This could lead to misunderstandings among stakeholders, reduce trust, and affect confidence in CI's oversight and due diligence processes. c. Risk of financial mismanagement or non-compliance with fiduciary standards: If executing partners are engaged before fully meeting the GEF's and CI's fiduciary requirements, there is a risk of weak financial accountability, mismanagement of funds, or ineligible expenditures. This could compromise CI's compliance obligations, donor confidence, and the

		overall integrity of the project Mitigation Measures a. Financial due diligence, training and monitoring of Executing partners will be conducted by the EASP and monitored by the Implementing Agency (CI-GEF). The EA support partner (AfrII) will be required to flow-down and provide training on CI-GEF requirements to the partners and ensure compliance. Grievance mechanism and Ethics hotline sensitisation to report concerns. b. The MSME selection process will be competitive, transparent, and participatory and the process documented, hence fostering accountability, trust and encouraging broad engagement. c. Mandatory e-course training for project on GEF-prohibited practices, including corruption, fraud, bribery, etc. to be undertaken by partners/grantees/sub-grantees. d. Financial reports and audits will be submitted/conducted. e. f. Final confirmation of identified executing partners will be contingent on the results of the financial due diligence that was initiated during the PPG phase, and will be finalised during the implementation phase prior to the award of grants or contracts. g. At any point during the project cycle, CI may request additional information related to the financial due diligence, which could result in a review and potential revision of the role, including but not limited to cancellation of contracts of the executing partners. h. Financial management capacity of partners will be strengthened by CI through recurring targeted training, mentoring, and ongoing supervision. i. In alignment with the GEF Policy on Minimum Fiduciary Standards, CI, as the Implementing Agency, reserves the right to suspend or terminate partnerships (including grant agreements) in cases where fiduciary or integrity concerns arise.
Stakeholder	Moderate	Risk: Stakeholder resistance or opposition may hinder project progress during implementation, as not all resource users may support adaptation and conservation efforts. Mitigation Measures a. Continue stakeholder engagement and mapping from the PPG phase, ensure participatory consultations, and establish inclusive feedback mechanisms to build trust and address concerns. b. Implement the Gender Mainstreaming Plan (GMP), Accountability and Grievance Mechanism (AGM), and Stakeholder Engagement Plan (SEP) during project implementation to ensure participation and transparency. c. Periodically review and update mapped user groups, access rights, incentives, and high-pressure to guide land-use planning and ensure equitable benefit sharing. d. Periodically review and update mapped user groups, access rights, incentives, and high-pressure areas to guide land-use planning and equitable benefit sharing.
Other		
Overall Risk Rating	Substantial	JUSTIFICATION: The project faces significant climate, environmental, social, political, and financial risks, including worsening climate hazards, potential maladaptation, landscape pressures, policy conflicts, and stakeholder resistance, many of which could undermine adaptation,

		conservation, and livelihood outcomes if not carefully managed. While robust mitigation measures (e.g., climate and social vulnerability assessments, gender and grievance mechanisms, adaptive management, stakeholder engagement, and capacity-building for MSMEs) have been designed, residual risks remain due to the complexity of the socio-ecological and governance context, uncertainties around climate, stakeholder behavior, and potential misalignment with policies. These factors justify a Substantial rating, reflecting significant but manageable risks that require continuous monitoring and adaptive management throughout implementation.
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C. ALIGNMENT WITH GEF-8 PROGRAMMING STRATEGIES AND COUNTRY/REGIONAL PRIORITIES

Explain 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.

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.

Confirm if any country policies that might contradict with intended outcomes of the project have been identified, and how the project will address this. (max. 500 words, approximately 1 page)

Alignment with GEF-8 Programming strategies and country/regional priorities

1. The project is aligned to two themes of the LDCF Focus Programmes, namely:
 - a) **Theme 1: Agriculture, Food Security, and Health.** Enhanced governance of the Shea landscape through an inclusive joint national-local level coordination and collaboration mechanism (outcome1.1) and promotion of regenerative agricultural production practices adopted into farming systems (outcome 3.1) provides for increased sustainable agriculture production. The project will enhance agroecological transformation through activities under outcome2.1 that directly contributes to ecosystem restoration. Food and nutritional security, as well as health of the communities, will be addressed through improved management of Shea ecosystems, addressing the barriers along the Shea value chains and creating climate-resilient livelihoods (outputs 3.1.1 and 3.1.2). Activities under outcomes 2.1 and 3.1, particularly outputs 2.1.2 and 2.1.3 as well as output 3.1.2 directly contribute to food security and health. Shea is a drought- tolerant and seasonal crop species that contributes to meeting the nutritional needs of local communities. The fruits of the Shea trees ripen between April and June, just before the harvest of crops (maize, sorghum, beans, etc.) and therefore act as a safety-net that greatly supplement the diet of the local communities. Post-harvest measures for the Shea nuts will facilitate storage and all-weather access to the market.
 - b) **Theme 3: Ecosystem-Based Solutions.** The project will apply ecosystem-based approaches to deliver adaptation (output 2.1.2) while also generating a range of additional benefits that strengthen the resilience of people and ecosystems, conserve biodiversity, and contribute to climate change mitigation. Interventions proposed under outcomes 3.1 and 4.1 directly enhance resident community resilience by linking sustainable livelihoods to ecosystem health. Activities under Output 3.1.2 and Output 2.1.4 will create an enabling environment for diversified, climate-resilient livelihoods, while simultaneously reducing pressure on fragile ecosystems. The project will also contribute to climate-resilient infrastructure and disaster risk reduction through ecosystem restoration and sustainable land management. Under output 2.1.1 and 4.1.1. mapping of restoration areas for tree planting programmes, and quantification of carbon sequestration in Agriculture, Forestry, and Other Land Uses (AFOLU) systems in the target project sites will inform emission reduction initiatives and eventually enable smallholder farmers to build capacity to access climate finance for improved production and diversification of livelihoods. Furthermore, the promotion of regenerative agricultural production practices, which include climate-smart agriculture and agroforestry will reduce land degradation, avoid deforestation and increase carbon sequestration across the targeted landscape.
2. The proposed project also aligns with other global biodiversity frameworks and multilateral environmental agreements including:
 - Kunming-Montreal Global Biodiversity Framework (GBF), especially Goals A and Goal B. Specific contributions will be to Targets 8, 10, 11,14,20, 22and 23: ensure gender equality and a gender-responsive approach for biodiversity action.²³ The project contributes to gender-responsive biodiversity action by strengthening community-based groups and MSMEs (outputs 2.1.2, 2.1.3, 3.1.2) and promoting inclusive management of Shea ecosystems, ensuring that biodiversity benefits are equitably shared and support long-term landscape resilience.
 - United Nations Framework Convention on Climate Change (UNFCCC) climate-risk-informed commercialization strategies (output 3.1.1) and climate-smart, ecosystem-based adaptation livelihoods (outputs 2.1.2, 2.1.3) directly enhance the adaptive capacity of Shea value chain enterprises and local communities to climate impacts, reducing vulnerability and supporting climate-resilient development.
 - Convention on Biological Diversity (CBD) and United Nations Convention to Combat Desertification (UNCCD), ecosystem restoration and Shea tree mapping interventions (outputs 4.1.1 and 4.1.2) restore degraded

landscapes, protect ecosystem services, and reduce vulnerability to land degradation and climate hazards, directly contributing to sustainable land management and nature-positive adaptation.

- Sustainable Development Goals (SDGs), especially goals 5, 6, and 13.^{[2]24} Gender-responsive governance mechanisms (outputs 1.1.2–1.1.3), climate-smart and inclusive livelihoods (outputs 2.1.1–2.1.4), and adaptation-focused Shea value chain interventions (outputs 3.1.1–3.1.3) collectively advance social inclusion, water security, and climate resilience, supporting the achievement of SDGs while delivering tangible adaptation benefits at the landscape level.

3. The proposed project is aligned with the following national strategies and policies of Uganda:

- Uganda's Vision 2040, through conservation of natural resources and biodiversity, strategies for climate adaptation and mitigation; and empowering local governments.
- Uganda's National Development Plan (NDP III), 2021 – 2025, through components on sustainable management of natural resources, addressing climate change, integrating biodiversity into development planning, and gender equality.
- Uganda's National Development Plan (NDP IV), through strategic directions relating to agricultural production, sustainable use of natural resources, and enhanced access to water, sanitation, and hygiene.
- Uganda Green Growth Development Strategy (UGGDS), 2017/18–2030/31, through sustainable agricultural practices and improving water conservation and management practices
- National Climate Change Policy, 2015, through sustainable land, water, and forest management practices; integrating climate change considerations into national and local development plans, policies, and programs; raising awareness; and engaging local communities.
- Uganda's updated Nationally Determined Contributions (2022), through adaptation measures and encouraging investments in green technologies and sustainable practices across sectors.
- National Adaptation Framework (NAF) 2016, by providing a structured approach for integrating climate change adaptation into sectoral and local development planning, which the project supports through its adaptation measures.
- The National Environment Act of 2019, notably its focus on sustainable resource management, climate change adaptation, and public participation, which aligns with the project's emphasis on community engagement and sustainable natural resource management.
- The Uganda National Irrigation Policy, 2017, the project supports this policy by promoting climate-resilient irrigation practices, enhancing food security, and providing training and technical support to farmers for sustainable water use.
- Uganda's Water Act, 1997, the project contributes to coordinated water management by integrating sustainable water use practices within shea landscapes and supporting local communities in water resource management.
- Uganda's National Adaptation Programme of Action (NAPA), 2007, the project implements community-based adaptation measures in shea landscapes, promotes climate-smart agricultural practices, and strengthens ecosystem resilience, directly supporting NAPA objectives.

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- Uganda's National Biodiversity Strategy and Action Plan (NBSAP), 2015 – 2025, the project supports biodiversity

conservation by protecting shea trees and associated habitats, restoring degraded areas, and promoting sustainable natural resource management in northern Uganda.

4. This project will further analyze the relevance of the listed policies, frameworks and agreements at implementation phase. Indicatively, policies such as the National Climate Change Policy, National Environment Act and the National Biodiversity Strategy provide enabling frameworks for conservation and climate adaptation in the Shea landscape. However, certain agricultural policies and irrigation strategies may inadvertently incentivize land clearing or expansion into ecologically sensitive zones, creating risks to maladaptation. The project, through Output 1.1.1 and 1.1.2 to harmonize these policies by embedding climate risk and gender considerations, ensuring agricultural and energy policies integrate safeguards for Shea ecosystems while aligning with Uganda's development priorities.

Consistency and Alignment with CI Institutional Priorities

The project aligns with CI's institutional priorities, particularly the "Southern Cross" (2025), specifically: a) Nature for Climate; b) Nature Positive Economies; and c) Innovation in Science and Finance.

- a) **Nature for Climate:** CI is committed to enhancing climate resilience through nature-based solutions. This project contributes by promoting ecosystem-based adaptation and climate-smart land management across the Shea Landscape. It will sustainably manage at least 4,500 hectares for climate resilience and support the mainstreaming of climate considerations into at least three policies, plans, and frameworks. These efforts will strengthen governance and reduce maladaptation risks. Direct engagement with communities through awareness-raising and training will reach approximately 4,320 individuals (52% women), ensure inclusive climate risk management and improve adaptive capacity for people and ecosystems.
- b) **Nature Positive Economies:** This project supports CI's goal of creating nature-positive economic models by linking Shea value chain interventions to climate-smart livelihoods. At least 15 private-sector enterprises will engage in resilience actions, while 4,320 community members (52% women) will benefit from sustainable livelihood activities. Cooperative funds and inclusive business models will reinvest value chain benefits into ecosystem restoration, fostering equitable, locally led stewardship of natural resources and reducing pressure on Shea woodlands.
- c) **Innovation in Science and Finance:** The project advances CI's commitment to innovation by piloting scalable approaches for ecosystem governance and resilience. It will integrate gender-sensitive knowledge management and learning platforms to generate replicable lessons for climate-smart landscape management. Additionally, blended finance mechanisms will be tested to ensure sustainable investment in community-led adaptation initiatives, creating pathways for long-term financing beyond the project life.

^[1] Goal A (integrity, connectivity and resilience of all ecosystems are maintained, enhanced, or restored, substantially increasing the area of natural ecosystems by 2050); Goal B (Biodiversity is sustainably used and managed and nature's contributions to people, including ecosystem functions and services, are valued, maintained and enhanced, with those currently in decline being restored, supporting the achievement of sustainable development for the benefit of present and future generations by 2050). Target 8: minimize the impacts of climate change on biodiversity and build resilience; target 10: enhance biodiversity and sustainability in agriculture, aquaculture, fisheries, and forestry; target 11: restore, maintain and enhance nature's contributions to people; target 14: integrate biodiversity in decision-making at every level; target 20: strengthen capacity-building, technology transfer, and scientific and technical cooperation for biodiversity; target 22: ensure participation in decision-making and access to justice and information related to biodiversity for all; and target 23: ensure gender equality and a gender-responsive approach for biodiversity action.

^[2] Goal 5: achieve gender equality and empower all women and girls; goal 6: ensure availability and sustainable management of water and sanitation for all; and goal 13: take urgent action to combat climate change and its impacts.

D. POLICY REQUIREMENTS

Gender Equality and Women's Empowerment

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

Yes

1) Does the project expect to include any gender-responsive-measures to address gender gaps or promote gender equality and women's empowerment?

Yes

If the project expects to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment, please indicate in which results area(s) the project is expected to contribute to gender equality:

Closing gender gaps in access to and control over natural resources;

Yes

Improving women's participation and decision-making; and/or

Yes

Generating socio-economic benefits or services for women.

Yes

2) Does the project's results framework or logical framework include gender-sensitive indicators?

Yes

Stakeholder Engagement

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

Yes

Select what role civil society will play in the Project

Consulted only;

Member of Advisory Body; Contractor; Yes

Co-financier; Yes

Member of project steering committee or equivalent decision-making body ; Yes

Executor or co-executor; Yes

Other (Please explain)

Private Sector

Will there be private sector engagement in the project?

Yes

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

Yes

Environmental and Social Safeguards

We confirm that we have provided information regarding Environmental and Social risks associated with the proposed project or program, including risk screenings/ assessments and, if applicable, management plans or other measures to address identified risks and impacts (this information should be presented in Annex E).

Yes

Please provide overall Project/Program Risk Classification

Overall Project/Program Risk Classification

PIF	CEO Endorsement/Approval	MTR	TE
Medium/Moderate	High or Substantial		

E. OTHER REQUIREMENTS

Knowledge management

We confirm that an approach to Knowledge Management and Learning has been clearly described during Project Preparation in the Project Description and that these activities have been budgeted and an anticipated timeline for delivery of relevant outputs has been provided.

Yes

Socio-economic Benefits

We confirm that the project design has considered socio-economic benefits to be delivered by the project and these have been clearly described in the Project Description and will be monitored and reported on during project implementation (at MTR and TER).

The project will deliver significant human well-being benefits across multiple dimensions of climate resilience, livelihoods, and environmental sustainability. By enhancing adaptive capacity, diversifying income sources, and restoring ecological integrity, the project will strengthen resident communities' resilience and contribute to long-term sustainable development in Northern Uganda.

Through restoration of 4,500 hectares of degraded Shea landscape, promotion of agroforestry and farmer-managed natural regeneration (FMNR), as well as adoption of climate-smart production systems, households will be less exposed to droughts, floods, and wildfire risks. Improved access to early warning information and adaptive land-use planning will further reduce climate-related losses and safeguard productive assets. The project's direct beneficiaries, particularly women and youth, will have access to stable, climate-resilient livelihoods anchored in Shea value-chain enterprises, apiculture, and other green businesses.

The integration of agroforestry, soil-water conservation, and climate-smart agriculture will improve soil fertility, water retention, and crop productivity. The introduction of drought-tolerant cereals, legumes, and vegetables will ensure steady food supply and better dietary diversity, particularly during lean seasons. Enhanced storage, processing, and market access will reduce post-harvest losses and improve household food availability and incomes.

Restoration of the Shea landscape, protection of catchments, and adoption of soil and water conservation measures will stabilize hydrological cycles and improve groundwater recharge. The project's interventions on landscape connectivity and fire management will maintain vegetation cover, reduce erosion and sedimentation, and secure sustainable water availability for domestic, agricultural, and livestock use.

Promotion of cleaner energy solutions such as briquettes, solar dryers, and energy-efficient cookstoves will reduce indoor air pollution and associated respiratory diseases, particularly among women and children. Community-based fire management teams and improved road safety protocols for MSME transport will lower risks of accidents and wildfire damage. Strengthened public-health awareness, increased sanitation facilities used at training venues, and gender-based violence (GBV) prevention measures will contribute to safer working, family cohesion, and learning environments.

Through strengthening market systems, financial inclusion, and enterprise management capacity, the project will enable resident communities to transition from extractive and unsustainable coping mechanisms to stable, regenerative livelihoods. Women and youth will gain greater decision-making power through leadership roles in cooperatives, improved access to finance, and equitable participation in the Shea value chain. Strengthened institutions, national policies and laws, local by-laws, and partnerships with private and financial actors will ensure continuity of benefits and build resident communities' resilience to future shocks.

ANNEX A: FINANCING TABLES

GEF Financing Table

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 (\$)
CI	LDCF	Uganda	Climate Change	LDCF Country allocation	Grant	6,680,734.00	601,266.00	7,282,000.00
Total GEF Resources (\$)						6,680,734.00	601,266.00	7,282,000.00

Project Preparation Grant (PPG)

Was a Project Preparation Grant requested?

true

PPG Amount (\$)

200000

PPG Agency Fee (\$)

18000

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Programming of Funds	PPG(\$)	Agency Fee(\$)	Total PPG Funding(\$)
CI	LDCF	Uganda	Climate Change	LDCF Country allocation	200,000.00	18,000.00	218,000.00
Total PPG Amount (\$)					200,000.00	18,000.00	218,000.00

Please provide Justification

Sources of Funds for Country Star Allocation

GEF Agency	Trust Fund	Country/ Regional/ Global	Focal Area	Sources of Funds	Total(\$)
Total GEF Resources					0.00

Focal Area Elements

Programming Directions	Trust Fund	GEF Project Financing(\$)	Co-financing(\$)
CCA-1-1	LDCF	6,680,734.00	24907298
Total Project Cost		6,680,734.00	24,907,298.00

Confirmed Co-financing for the project, by name and type

Please include evidence for each co-financing source for this project in the tab of the portal

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount(\$)
GEF Agency	Conservation International	In-kind	Recurrent expenditures	1005450
Recipient Country Government	Ministry of Water and Environment	In-kind	Recurrent expenditures	15000000

Civil Society Organization	Africa Innovations Institute	In-kind	Recurrent expenditures	2100000
Recipient Country Government	Ministry of Energy and Mineral Development (MEMD)	In-kind	Recurrent expenditures	997224
Civil Society Organization	Africa Wildlife foundation	In-kind	Recurrent expenditures	5000000
Private Sector	Global Shea Alliance and Nilotica Shea Alliance	In-kind	Recurrent expenditures	701634
Private Sector	JC Holdings	In-kind	Recurrent expenditures	102990
Total Co-financing				24,907,298.00

Please describe the investment mobilized portion of the co-financing

Not Applicable

ANNEX B: ENDORSEMENTS

GEF Agency(ies) Certification

GEF Agency Type	Date	Project Contact Person	Phone	Email
GEF Agency Coordinator		Orissa Samaroo		osamaroo@conservation.org
Project Coordinator		Charity Nalyanya		cnalyanya@conservation.org

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

Please attach the Operational Focal Point endorsement letter(s) with this template.

Name of GEF OFP	Position	Ministry	Date (MM/DD/YYYY)
Patrick Ocailap	Deputy Secretary to the Treasury	Ministry of Finance, Planning and Economic Development	10/24/2024

ANNEX C: PROJECT RESULTS FRAMEWORK

Please indicate the page number in the Project Document where the project results and M&E frameworks can be found. Please also paste below the Project Results Framework from the Agency document.

Objective:	To enhance the climate resilience of communities and ecosystems in Northern Uganda's Shea landscape by promoting ecosystem-based adaptation, increasing equitable access to financing for climate-smart livelihoods, and strengthening climate risk-informed, gender-inclusive governance.		
Indicator(s):	a. Number of direct beneficiaries (sex-disaggregated): At least 4,320 (52% Female) b. Area of land sustainably managed for climate resilience (ha): 4,500Ha c. Number of policies, plans and frameworks that will mainstream climate resilience: 3 d. Number of people trained or with awareness raised: At least 4,320 (52% Female) e. Number of private sector enterprises engaged in climate change adaptation and resilience action: At least 15		
Expected Outcomes and Indicators	Project Baseline for Outcome indicators	End of Project Target for Outcome indicators	Expected Outputs, with Indicators and targets
Component 1: Strengthening inclusive and climate risk-informed governance for climate adaptation in Northern Uganda's Shea landscape			
Outcome 1.1: Effective and inclusive risk-informed governance of the Shea landscape through a multi-stakeholder coordination and collaboration mechanism that is founded on a whole-of-society approach and integrates climate-risk management and adaptation planning. <i>Indicator 1.1a:</i> Number of inclusive, risk-informed multi-stakeholder coordination and collaboration mechanisms that are founded on a whole-of-society approach established and operationalized to support effective climate-risk management and adaptation planning for the governance of the Shea landscape. <i>Indicator 1.1b:</i> Number of policies, plans, and frameworks that mainstream climate resilience	Baseline 1.1a: The Shea landscape currently lacks a sustainable governance structure grounded in a whole-of-society approach and integrates climate-risk management and adaptation planning. As a result, there is no platform to effectively coordinate diverse state and non-state stakeholders across national to local levels, limiting the capacity to ensure integrated and effective climate risk-informed governance of the landscape. Additionally, existing efforts are fragmented, with minimal joint planning, shared resources, or strategic partnerships, which limits the effectiveness and scalability of climate adaptation initiatives in the landscape. Baseline 1.1b: There is limited up-to-date, climate-proof legislation, policies, plans, and frameworks governing development planning and current interventions in the Shea Landscape, which limits the ability to build long-lasting resilience of communities and ecosystems.	Target 1.1a: At least two risk-informed inclusive multi-stakeholder coordination and collaboration mechanisms that are founded on a whole-of-society approach established and operationalized to support effective climate-risk management and adaptation planning for the governance of the Shea landscape.. Target 1.1b: At least 3 policies, plans and frameworks that mainstream climate resilience	Output 1.1.1: Cross-sectoral policies and legislative frameworks reviewed, harmonised and strengthened for coherence and mainstreaming of gender and adaptation in response to projected climate scenarios over a defined period <i>Indicator 1.1.1: Number of cross-sectoral policies, legislative frameworks, and/or plans reviewed, harmonised, and strengthened for coherence and mainstreaming of gender and adaptation in response to projected climate scenarios over a defined period</i> Target 1.1.1: At least three national or subnational cross-sectoral policies, legislative frameworks, and/or plans reviewed, harmonised, and strengthened for coherence and mainstreaming of gender and adaptation in response to projected climate scenarios over a defined period Output 1.1.2: Gender responsive, climate risk-informed multi stakeholder national-local level coordination and collaboration mechanism established, institutionalized and functional, with at least 30% women representation <i>Indicator 1.1.2: Number of gender responsive, climate risk-informed multi-stakeholder national-local level coordination and collaboration mechanisms established, institutionalised and functional, with at least 30% women representation</i>

			<u>Target 1.1.2:</u> At least one gender responsive, climate risk-informed multi stakeholder national-local level coordination and collaboration mechanisms established, institutionalized and functional, comprising 30 members, of whom 30% women Output 1.1.3: A gender-responsive National Shea Champions Interactive Forum established and operationalized to promote high-level multi-stakeholder dialogue to influence climate risk-informed shea landscape governance (with at least 30% Females, including women and youth) <u>Indicator 1.1.3:</u> Number of gender-responsive National Shea Champions Interactive Forum established and operationalized with at least 30% Females, including women and youth <u>Target 1.1.3:</u> At least 1 gender-responsive National Shea Champion Interactive Forum established and operationalized, comprising 50 members of whom 30% Females, including women and youth
Component 2: Alternative resilient livelihoods and access to financing by local communities and MSMEs			
Outcome 2.1: Strengthened resilience of local communities through the adoption of sustainable climate-smart livelihoods <i>Indicator 2.1: Number of people, including females and youth, with sustainable climate-smart livelihoods</i>	Baseline 2.1: Local communities residing in the fragile Shea Landscape are highly vulnerable to the impacts of climate change and variability due to low adaptive capacity, high sensitivity, and significant exposure to climate risks. Current livelihood activities are largely unsustainable and offer limited resilience to climate shocks. Strengthening climate-resilient livelihood options by ensuring they are sustainable and climate smart will therefore be critical to enhancing community resilience and reducing vulnerability over time. Notably, climate-smart livelihoods are those that increase productivity and income while reducing vulnerability to climate	Target 2.1: At least 4,320 people, of which 52% Female (2,256) and 30% youth with sustainable climate-smart livelihoods.	Output 2.1.1: Inclusive, gender-responsive, climate-risk-informed land-use plans for the Shea landscape developed and implemented through climate-smart conservation agreements, with at least 52% female participation (including women and youth). <u>Indicator 2.1.1a:</u> Number of inclusive, gender-responsive, climate-risk-informed land-use plans for the Shea landscape developed, with at least 52% female participation (including women and youth). <u>Target 2.1.1a:</u> Forty (40) parish-level inclusive, gender-responsive, climate-risk-informed land-use plans for the Shea landscape developed, with at least 52% female participation (including women and youth). <u>Indicator 2.1.1b:</u> Number of climate-smart conservation agreements negotiated and signed with local

impacts and enhancing the adaptive capacity of communities and ecosystems. This will therefore ensure that the livelihoods are planned to respond to climate risks, deliver measurable adaptation benefits, and contribute to ecosystem sustainability, while retaining the broader sustainability focus

communities to implement the gender-responsive, climate-risk-informed land-use plans, with at least 52% female participation (including women and youth).

Target 2.1.1b: Four (4) climate-smart conservation agreements negotiated and signed with local communities to implement the gender-responsive, climate-risk-informed land-use plans, benefiting 4,295 individuals, of whom at least 52% are females (including women and youth).

Output 2.1.2: Inclusive, gender-sensitive, climate-smart and ecosystem-based adaptation (EbA) livelihood activities supported, benefiting at least 52% Females (including women and youth)

Indicator 2.1.2: Number of inclusive, gender-sensitive climate-smart and ecosystem-based adaptation (EbA) livelihood activities supported, benefiting at least 52% Females (including women and youth)

Target 2.1.2: At least five (5) inclusive, gender-sensitive, climate-smart and ecosystem-based adaptation (EbA) livelihood activities supported, benefiting 4,295 members of the local community, of whom 52% Females (including women and youth)

Output 2.1.3: Gender-inclusive community-based groups and Micro, Small and Medium-Sized enterprises (MSMEs) capacitated to facilitate peer learning and adoption of climate-smart, adaptation-focused livelihoods, with at least 52% female participants (including women and youth)

Indicator 2.1.3: Number of gender-inclusive community-based groups and MSMEs capacitated to facilitate peer learning and adoption of climate-smart, adaptation-focused livelihoods, with at least 52% female participants (including women and youth)

Target 2.1.3: At least 20 gender-inclusive entities (of which 5 community-based groups and 15 MSMEs) capacitated to facilitate peer learning and adoption of climate-smart, adaptation-focused

			<i>livelihoods, benefitting 4,320 members of the local community, of whom 52% Females (including women and youth)</i> Output 2.1.4: Micro, Small and Medium-Sized Enterprises (MSMEs) incubated to accelerate adaptation actions through facilitating access to markets and sustainable financing, of which 52% female-led MSMEs (including women and youth) <u>Indicator 2.1.4:</u> Number of MSMEs incubated to accelerate adaptation actions through facilitating access to markets and sustainable financing, of which 52% female-led MSMEs (including women and youth) <u>Target 2.1.4:</u> At least 15 MSMEs incubated to accelerate adaptation actions through facilitating access to markets and sustainable financing, benefitting 1200 people, of which 52% female-led MSMEs (including women and youth)
Component 3: Commercializing the shea value chain as an adaptation incentive			
Outcome 3.1: Enhanced resilience and sustainability of nature-positive enterprises within the Shea Value Chain through the adoption of climate-smart, adaptation-focused practices <i>Indicator 3.1: Number of nature-positive enterprises strengthened to implement climate-smart, adaptation-focused practices that enhance resilience.</i>	Baseline 3.1: Nature-positive enterprises within the Shea Value Chain operate with limited technical and technological capacity, weak market access, inadequate financial and climate risk management mechanisms and limited adoption of climate-smart techniques, practices, and technologies across the Shea value chain, including production, processing, and waste management. As a result, their ability to adapt to climate shocks, maintain sustainable production, and contribute to landscape and community resilience remains low. Strengthening these enterprises is therefore essential to enhance their resilience, competitiveness, and long-term sustainability.	Target 3.1: At least 15 nature-positive enterprises strengthened to implement climate-smart, adaptation-focused practices that enhance resilience.	Output 3.1.1: An inclusive gender-responsive and climate risk-informed commercialization strategy and business model for Shea Landscape developed and implemented <u>Indicator 3.1.1:</u> Number of inclusive gender-responsive and climate risk-informed commercialization strategies and business models for Shea Landscape developed and implemented <u>Target 3.1.1:</u> At least one inclusive gender-responsive and climate risk-informed commercialization strategy and business model for Shea Landscape developed and implemented Output 3.1.2: Deployment, adoption and scaling up of improved climate-smart technologies for commercial Shea processing by community groups and MSMEs, (with at least 52% being female-led and youth-led) <u>Indicator 3.1.2:</u> Number of improved climate-smart technologies for commercial Shea processing adopted and/or scaled-up by community groups and MSMEs (with at least 52% being female-led and youth-led)

			<u>Target 3.1.2:</u> At least two improved climate-smart technologies adopted and scaled-up by 5 community groups and 15 MSMEs, directly benefiting 400 participants (52% women). Output 3.1.3: Inclusive and innovative blended finance instruments developed and adopted by MSMEs to catalyze investment in commercial Shea enterprises, promote value addition, and deliver tangible climate adaptation benefits (30% Female-led MSMEs, including women and youth) <u>Indicator 3.1.3:</u> Number of inclusive and innovative blended finance instruments developed and adopted by MSMEs to catalyze investment in commercial Shea enterprises, promote value addition, and deliver tangible climate adaptation benefits (30% Female-led MSMEs, including women and youth) <u>Target 3.1.3:</u> At least two inclusive and innovative blended finance instruments developed and adopted by 15 MSMEs to catalyze investment in commercial Shea enterprises, promote value addition, and deliver tangible climate adaptation benefits (30% Female-led MSMEs, including women and youth) Output 3.1.4: Innovative climate-smart waste management techniques/technologies to enhance zero waste management from the Shea value chain, deployed and adopted by members of the local community <u>Indicator 3.1.4:</u> Number of Innovative climate-smart waste management techniques/technologies deployed and adopted by members of the local community to enhance zero waste management from the Shea value chain. <u>Target 3.1.4:</u> At least one innovative climate-smart waste management technique/technology deployed and adopted by at least 20 members of the local community, of whom 52% are Female (including Women and Youth)
Component 4: Restoring Shea Landscape as an Ecosystem-Based Adaptation buffer			
Outcome 4.1: Shea landscape of Northern Uganda restored and	Baseline 4.1: The Shea landscape of Northern Uganda is experiencing degradation	Target 4.1: At least 4,500Ha restored and	Output 4.1.1: Spatial extent of Shea tree populations established, mapped

sustainably managed to ensure the resilience of the ecosystem and livelihoods <i>Indicator 4.1: Area of (Ha) restored and sustainably managed for climate resilience</i>	due to deforestation, unsustainable land use practices, and limited enforcement of landscape management regulations. Restoration efforts are fragmented, and there is minimal coordination among stakeholders. Consequently, the ecosystem's capacity to provide essential services and support climate-resilient livelihoods is declining. Therefore, implementing restoration activities as part of an ecosystem-based adaptation (EbA) approach will potentially enable the landscape to buffer against climate risks, maintain ecosystem functions, and support adaptive livelihoods, hence critical to enhance both ecosystem and local community resilience.	sustainably managed for climate resilience	and documented to guide ecosystem-based adaptation interventions <i>Indicator 4.1.1a: Area of Shea landscape mapped and documented</i> <i>Target 4.1.1a: At least 4,500Ha of Shea landscape mapped and documented</i> <i>Indicator 4.1.1b: Number of ecosystem-based adaptation (EbA) interventions identified and implemented using Shea tree mapping data to enhance the resilience of ecosystems and local communities</i> <i>Target 4.1.1b: At least 3 ecosystem-based adaptation interventions identified and implemented using Shea tree mapping data to enhance the resilience of ecosystems and local communities</i> Output 4.1.2: Shea tree regeneration and restoration strategy developed and implemented to guide ecosystem-based adaptation (EbA) interventions for enhancing the resilience of ecosystems and local communities <i>Indicator 4.1.2: Number of Shea tree regeneration and restoration strategies developed and implemented to guide ecosystem-based adaptation (EbA) interventions for enhancing the resilience of ecosystems and local communities</i> <i>Target 4.1.2: At least 1 Shea tree regeneration and restoration strategy developed and implemented to guide ecosystem-based adaptation (EbA) interventions for enhancing the resilience of ecosystems and local communities.</i>
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Component 5: Strengthening knowledge sharing, learning and synthesis of best practices.

Outcome 5.1: Strengthened coordination, learning and sharing amongst state and non-state actors at landscape, national and regional levels. <i>Indicator 5.1: Number of initiatives coordinating with the LDCF Uganda Shea Project</i>	Baseline 5.1: Extensive information and local knowledge on Shea landscape and Shea products exist from past initiatives; however, these are not centrally collated or systematically shared among stakeholders. Local communities primarily rely on undocumented traditional knowledge for conservation and processing,	Target 5.1: The GEF-8 LDCF Uganda Project coordinating, learning and sharing with at least 5 initiatives at Landscape, National and Regional levels	Output 5.1.1: Shea Project knowledge management and communications strategy developed and implemented. <i>Indicator 5.1.1: Number of project knowledge management and communication strategies developed and implemented</i> <i>Target 5.1.1: At least 1 shea project knowledge management and communication strategy for developed and implemented</i>
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while access to market information, networking platforms, and knowledge exchange mechanisms by MSMEs and other stakeholders remains limited. Furthermore, Furthermore, past knowledge-sharing efforts have not sufficiently focused on climate-risk information, climate-smart production and processing technologies, zero-waste management practices, or ecosystem-based adaptation (EbA) approaches across the Shea Value Chain. Strengthening coordination and knowledge-management systems, with focused integration of adaptation learning, will therefore be essential to enhance the capacity of communities and enterprises to anticipate and respond to climate impacts while sustaining the productivity and ecosystem services of the Shea landscape

Output 5.1.2: Knowledge management products integrating gender, equality and inclusion aspects generated, and disseminated at local, national and regional levels (also integrating lessons learnt and best-case practices on traditional knowledge).

Indicator 5.1.2: Number of gender-sensitive knowledge management products developed and disseminated
Target 5.1.2: At least 5 policy briefs, 5 fact sheets and 5 storytelling videos integrating gender, equality and inclusion aspects prepared and disseminated by the end of the project.

Output 5.1.3: Gender-sensitive learning and exposure events and visits facilitated by the project at landscape and national levels, including South-South Exchange with Shea-producing countries, with at least 50% women representatives

Indicator 5.1.3a: Number of landscape-level learning and exposure trips, with at least 50% women representatives

Target 5.1.3a: At least two landscape-level learning and exposure trips (one trip held once every two years) with 5 representatives from the Government of Uganda, 20 from the local community, including representatives of women groups and 5 private sectors per trip [Total: two trips (30 people for 4 years), with at least 50% women].

Indicator 5.1.3b: Number of South-South learning and knowledge exchange visits, with at least 50% women representatives

Target 5.1.3b: At least 5 South-South learning and knowledge exchange visits (one per year) (1 representative from the Government of Uganda, 1 from the local community group, including a representative of a women's group, and 1 PMU (Total: 15 participants with 50% being women).

Outcome 6.1: An effective and gender-sensitive M&E system for the project <i>Indicator 6.1:</i> Number of gender-sensitive monitoring and evaluation frameworks developed for the project	Baseline 5.1: No M&E framework for the project	Target 6.1: At least 5 Annual Project Implementation Reports (PIRs) approved by CI-GEF and submitted to the GEF.	Output 6.1.1: Periodic M&E reports submitted to CI-GEF Agency. <i>Indicator 6.1.1:</i> Number of periodic M&E Reports submitted to CI-GEF Agency. <i>Target 6.1.1:</i> Twenty (20) technical and financial quarterly reports; 5 Climate Change Adaptation Tracking Tools and 5 Core Indicator worksheets Output 6.1.2: Independent evaluations conducted in accordance with the GEF and CI-GEF Evaluation Policies <i>Indicator 6.1.2:</i> Number of Mid-Term Evaluation and Terminal Evaluation Reports <i>Target 6.1.2:</i> One Mid-Term Evaluation and One Terminal Evaluation Report approved by CI-GEF and submitted to the GEF.
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ANNEX D: STATUS OF UTILIZATION OF PROJECT PREPARATION GRANT (PPG)

Provide detailed funding amount of the PPG activities financing status in the table below:

Project Preparation Activities Implemented	GETF/LDCF/SCCF Amount (\$)		
	Budgeted Amount	Amount Spent To date	Amount Committed
National Consultant - Develop ProDoc including desk review of documents and studies, technical and scientific design, stakeholder consultations, safeguard and gender assessments. Incorporating data collected at the PIF stage into ProDoc technical design	55,050.00	33,030.00	22,020.00
Travel - Experts to travel to consultations, stakeholder meetings, and project design discussions	1,500.00	1,450.00	50.00
Local Workshops - Stakeholder consultations and validation of ProDoc	49,937.00	37,252.00	12,685.00
Local Contract- ProDoc design inputs, costing and financial planning, stakeholder engagement and consultations, partner due diligence, studies on SMEs and sustainable livelihoods	93,513.00	58,360.00	35,153.00
Total	200,000.00	130,092.00	69,908.00

ANNEX E: PROJECT MAP AND COORDINATES

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

Location Name	Latitude	Longitude	GeoName ID
Agago District	2.947	33.386106	8,030,566

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Kitgum district	3.44388	33.48117	443,346

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Otuke District	2.4784334	33.393	8,030,567

Location Description:

Activity Description:

Location Name	Latitude	Longitude	GeoName ID
Pader district	2.8876	32.896	448,222

Location Description:

Activity Description:

Please provide any further geo-referenced information and map where project interventions are taking place as appropriate.

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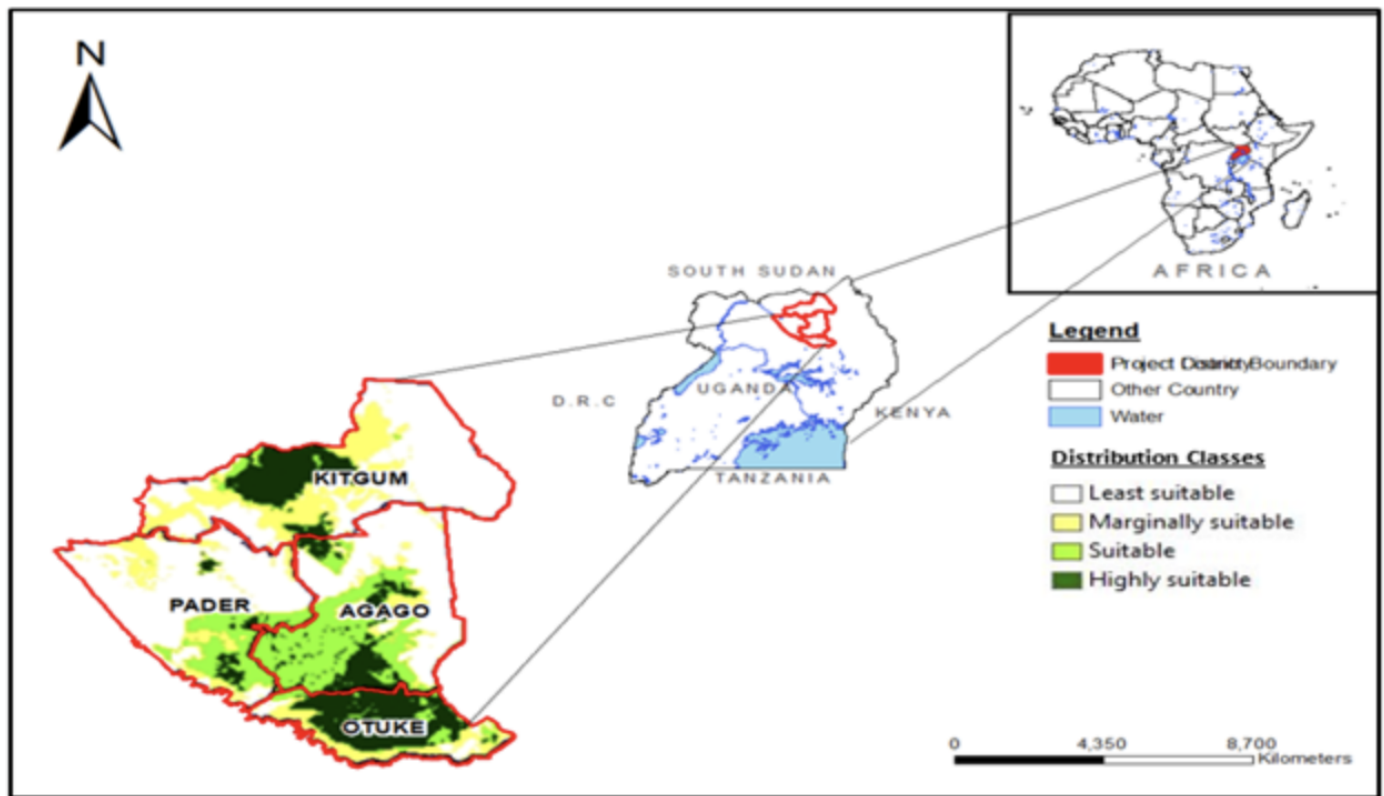


Figure 6: Map of the project area showing the suitability of Shea trees.

ANNEX F: ENVIRONMENTAL AND SOCIAL SAFEGUARDS SCREEN AND RATING

Attach agency safeguard datasheet/assessment report(s), including ratings of risk types and overall project/program risk classification as well as any management plans or measures to address identified risks and impacts (as applicable).

Title

06162026_Gender Mainstreaming Plan UG Shea
20260224_Accountability and Grievance Mechanism_UG Shea Landscape
20260224_Community Health Safety and Security Plan
20260224_Environmental and Social Mainstreaming Plan UG Shea
20260224_Stakeholder Engagement Plan UG Shea
20260319 Uganda Shea second ESS Screening Analysis Report
20260224 ESS Safeguards Screening Form

ANNEX G: BUDGET TABLE

Please upload the budget table here.

ProDoc (CEO Endorsement) Budget

Expenditure Category	Detailed Description	Component (USDeq.)							Total (USDeq.)	Responsible Entity (Executing Entity receiving funds from the GEF Agency)[1]
		Comp. 1	Comp. 2	Comp. 3	Comp. 4	Comp. 5	M&E	PMC		
Salary and benefits / Staff costs	Personnel - Technical Lead/ Adaptation Specialist - FT	76,937	87,428	69,943	47,560	59,102	1,749	6,994	349,713	Afrtl
	Personnel - Finance, Contracts and Grants Officer -FT	-	-	-	-	-	-	244,779	244,779	Afrtl
	Personnel - Safeguards Specialist - FT	19,582	58,744	39,164	39,164	39,164	-	-	195,818	Afrtl
	Personnel - Gender and Community Development Officer - FT	19,582	58,745	48,954	29,373	39,164	-	-	195,818	Afrtl
	Personnel - Agribusiness Specialist - FT	19,582	58,745	58,745	29,373	29,373	-	-	195,818	Afrtl
	Personnel - Monitoring, Evaluation Accountability and Learning (MEAL) Officer - PT	-	-	-	-	-	106,068	-	106,068	Afrtl
	Personnel - Technical and Partnerships Officer - PT	15,739	20,986	26,232	20,986	20,986	-	-	104,929	Afrtl
	Personnel - Communication and Knowledge Management Officer - PT	7,343	14,686	7,343	7,343	36,716	-	-	73,431	Afrtl
Subtotal Salary and benefits / Staff costs		158,765	299,334	250,381	173,799	224,505	107,817	251,773	1,466,374	Sub Total
Contractual Services - Company	Sub-Contract- JC Holdings -The technical implementation partner responsible for operationalizing the Shea restoration strategy through implementing Shea regeneration activities				688,145				688,145	Afrtl
Subtotal Contractual Services - Company		-	-	-	688,145	-	-	-	688,145	Sub Total
Contractual Services - Individual	Contractual Fees-MWE- Legal and Policy reviews for Stakeholder Mapping, Approvals, and MoU Formalization	9,000							9,000	Afrtl/MWE
	Contractual Fees- MWE- Develop Integrated Multi-Stakeholder Coordination Frameworks in the Shea Landscape	9,000							9,000	Afrtl/MWE
	Contractual Fees- Translation services to support the adaptation of IEC materials for community awareness and engagement.	6,600							6,600	Afrtl
	Contractual Fees- Integrated pest management services to ensure compliance with the recommendation from the ESMF Analysis		6,600						6,600	Afrtl
	Contractual Fees Conduct Independent Mid-term Review						37,000		37,000	CI
	Contractual Fees- Conduct Independent Terminal Evaluation						38,000		38,000	CI
	Contractual Fees- Conduct Annual Project Audit (including for sub-grantees)							29,006	29,006	Afrtl
Subtotal Contractual Services - Individual		24,600	6,600	-	-	-	75,000	29,006	135,206	Sub Total
	Workshop: MWE - Integrated Multi-Stakeholder Workshop on Policy Harmonization, Resource Governance, and Advocacy Coordination(meals, venue, materials, transport (400 participants, 11 cumulative days)	506,314							506,314	Afrtl/MWE

Training, Meetings and Workshops	Workshop - MWE- Enhanced resource-user mapping, incentives, and conflict-sensitive governance through coordination with security forces, cultural leaders, and district authorities. (meals, venue, materials, transport (80 participants, 2 cumulative days))	36,730						36,730	AfrII/MWE
	Workshop - Community level Financial Literacy, Adaptive Finance, and AGM Capacity-Building Workshop (meals, venue, materials, transport (80 participants, 4 cumulative))		43,908					43,908	AfrII
	Workshop - GSA/AFRII- Market and Value Chain Analysis to promote market pathways that stabilise incomes under climate stress and incentivise sustainable resource management (meals, venue, materials, transport (120 participants, 2 cumulative days))			49,535				49,535	AfrII/GSA
	Workshop - GSA/AFRII- Investor readiness, cooperative institutional framework development, and mobilization of cooperative funds through, e.g., Village Savings and Loan Associations and SACCOS. (meals, venue, materials, transport (280 participants, 8 Cumulative days, 3 workshops combined))			85,202				85,202	AfrII/GSA
	Workshop - AFRII/MWE/MEMD Conduct stakeholder sensitization workshops introducing circular energy concepts, technologies, and benefits to communities, MSMEs, and district officials. (meals, venue, materials, transport (50 participants, 1 day))			25,338				25,338	AfrII/MWE/MEMD
	Training at the Community level (AFRIII/MWE/MEMD)- To demonstrate zero-waste technologies, pilot adoption with groups, and scale up via mentorship, technical backstopping, and ToT training. (meals, venue, materials, transport (50 participants, 5 days))			61,304				61,304	AfrII/MWE/MEMD
	Workshop - Share and disseminate spatial data through Component 1 platforms to enhance stakeholder engagement, ownership, and integration into policy and planning. (meals, venue, materials, transport (160 participants, 6 cumulative days))				34,806			34,806	AfrII
	Workshop - Inception Workshop and Report (meals, venue, materials, transport (60 participants, 1 day))					11,515		11,515	AfrII
	Workshop - Technical Coordination Meetings (meals, materials, transport (75 cumulative participants, 5 cumulative days))		26,868					26,868	AfrII
	Workshop- MWE- Multistakeholder community-led coordination committees at landscape level. (meals, venue, materials, transport (125 participants, 5 cumulative days))	76,800						76,800	AfrII/MWE
	Workshop - Annual Project Steering Committee Meetings (meals, venue, materials, transport (50						13,179	13,179	AfrII

	participants, 5 cumulative days))									
Subtotal Training, Meetings and Workshops		619,844	70,776	221,379	34,806	-	11,515	13,179	971,499	Sub Total
Travel	Travel - MWE- Support for institutionalization and operationalization of decision-making platform. DSA, local transport (5pax, 6 days, 5 cumulative trips)	73,800							73,800	Afrtl/MWE
	Travel - MWE - Support for regular coordination meetings, learning exchanges, and joint planning sessions. DSA, local transport (12 pax, 5days, annually)	94,125							94,125	Afrtl/MWE
	Travel - Field visits by the PMU & other project staff: DSA, Transport (10 trips, 5 years)	4,812	4,813	4,812	4,813	4,813		4,812	28,875	Afrtl
	Travel -MEMD- Travel to support zero-waste demonstrations, pilot adoption with groups, and structured scale-up via mentorship, technical support, and ToT training: DSA, local transport (20 trips, in 5 years)			42,000					42,000	Afrtl/MEMD
	Travel - National - Support for market access and linkages by connecting MSMEs and groups to local, national and international markets through trade fairs, digital platforms, cooperatives and value chain actors: DSA, local transport (10 trips, in 5 years)		5,775						5,775	Afrtl
	Travel -International- Support market access and linkages by connecting MSMEs and groups to local, national and international markets through trade fairs, digital platforms, cooperatives and value chain actors: DSA, Air Ticket, local transport (4 trips, in 5 years)		25,960						25,960	Afrtl
	Travel - International - Biennial South-South gender-inclusive learning and knowledge exchange events to countries with a Shea landscape: DSA, Air ticket, local transport (1trip annually,15 pax, 5 days)					57,750			57,750	Afrtl
	Travel - Landscape level/ Community level Exchange visits, Inclusive of women youth and women groups: DSA, local transport (2 trips, 30pax, 3days)					20,377			20,377	Afrtl
Subtotal Travel		172,737	36,548	46,812	4,813	82,940	-	4,812	348,662	
Grants and Sub-grants	Cash Grant - African Wildlife Foundation (AWF) - Lead land-use planning and targeted ecosystem-based adaptation livelihoods activities		999,742						999,742	AWF
	Cash Grants - TBD- Innovative Financing			448,000					448,000	Afrtl
	Cash Grants- Global Shea Alliance (GSA)- Lead Shea enterprise incubation, cooperative strengthening, and market linkage development		155,940	113,500	80,588				350,028	GSA
	Cash Grants - Small community grants - Targeted conservation agreements for alternative livelihoods activities		923,718						923,718	Afrtl
Subtotal Grants and Sub-grants		-	2,079,400	561,500	80,588	-	-	-	2,721,488	
Goods	IT-Equipment - Laptops for 5 new project staff							12,100	12,100	Afrtl

	Equipment - Energy-efficient Shea processing machinery, improved post-harvest handling with solar dryers to improve climate-smart technologies and piloted scalable innovative climate-smart waste management technique/technology through demonstration sites. (at least 12 collective action groups and one incubation centre)			330,000					330,000	Afrtl
Subtotal Goods		-	-	330,000	-	-	-	12,100	342,100	
Other Operating Costs	Communication Fees - Airtime (Regional staff)							7,260	7,260	Afrtl
Subtotal Other Operating costs		-	-	-	-	-	-	7,260	7,260	
Grand Total		975,946	2,492,658	1,410,072	982,151	307,445	194,332	318,130	6,680,734	

Footnotes Policy and legal work requires a significant amount of stakeholder meetings and workshops. During implementation, the project team will seek opportunities for synergies.

Integrated Pest Management Services relates to the ESMP activity that the project will-Promote Integrated Pest Management (IPM) using biological, cultural, and mechanical controls; only permit agrochemicals registered by the Agricultural Chemicals Board; prohibit WHO Class Ia/Ib pesticides;

Please explain any aspects of the budget as needed here

ANNEX I: RESPONSES TO PROJECT REVIEWS

From GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF.

COMMENTS FROM STAP	SECTION IN THE PRODOC WHERE COMMENT HAS BEEN ADDRESSED	DESCRIPTION OF HOW THE COMMENT HAS BEEN ADDRESSED	STUDY COMMISSIONED UNDERTAKEN TO ADDRESS EACH COMMENT
1. For instance, there are several challenges that have not been captured in the project design, which will undermine achieving the project objective, and potentially result in negative impacts to women (key actors of change), communities, the	- Project Rationale - Narrative of Component 1 and 2 - Risks to Project Implementation Table 18 - Stakeholder Mapping Table 15(Table of resource users/incentives). - Global Environmental Benefits (GEBs) section	The ProDoc provides a comprehensive stakeholder/resource-user mapping (women/youth collectors, farmers, artisanal & MSME processors, traders, charcoal producers, pastoralists, cultural leaders, gov't, etc.) with incentives and engagement pathways. These feed into an	a) Stakeholder Consultation Workshop Report b) Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda. <i>Sections covering stakeholder</i>

shea landscape, or possibly result in maladaptation: - A more careful mapping of resource users and stakeholders and their incentives for or against the project activities is also necessary. This will help better understand and manage the risk of conflict that this project might increase	• Climate Risk Screening • Safeguards Section	inclusive, climate risk-informed coordination mechanism that will institutionalize conflict-sensitive governance	<i>mapping, livelihood dependence on natural resources, resource-use patterns, incentive structures, and conflict risks</i> c) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections analysing social vulnerability, exposure, and conflict sensitivity under climate stress.</i> <i>*The reports are provided in Annex O</i>
2. Furthermore, a more robust adaptation rationale is strongly recommended. - Currently, the rationale is not well articulated, nor is its logic well presented. For example, the rationale appears to be, in part, tied to worsening climate hazards (e.g., drought) that will have significant negative impacts on livelihoods and well-being. However, the project does not focus on how non-climatic issues (e.g., gender norms, policies, market conditions) intersect with climate change. That is, how these connections exacerbate or ameliorate vulnerability. The project also appears to maximize synergies between adaptation benefits and global environmental benefits. However, adaptation benefits are not explicitly defined, tradeoffs with global environmental benefits are not discussed, nor is this rationale for dual benefits articulated, or its logic formulated.	• Adjustments to the Results-Framework done to strengthen adaptation (document with justifications attached separately) • Project Summary • Project Rationale (Adaptation Rationale and STAP Decision Tree table) • Theory of Change • GEBs section, detailing trade-offs too • Risks to project implementation (Climate; Environment & Social; Political & governance) • Incremental Cost Reasoning • Narrative of Components 1, 2, 3, 4 • Climate Risk Screening • Safeguards Section	• Adjustments to the Results-Framework done to strengthen adaptation (document with justifications attached separately) • Adaptation rationale is framed using the STAP Decision Tree, explicitly linking worsening hazards to project interventions and MEAL. It details how climate risks and non-climate contributions such as gender norms, tenure ambiguity, market/policy gaps, poverty, and conflict legacy interact with climate hazards to shape vulnerability. • Adaptation benefits are defined and tracked (Core Indicators) • GEB synergies and trade-offs (e.g., risk of over-reliance on Shea, species choice) are discussed with safeguards and adaptive management to avoid maladaptation.	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Sections examining gender norms, land and tree tenure, market access, governance conditions, and livelihood constraints.</i> b) Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda - <i>Sections detailing climate hazards, exposure, sensitivity, adaptive capacity, and the interaction between climatic and non-climatic vulnerability drivers.</i> <i>*The reports are provided in Annex O</i>

3. The project seeks to enhance the sustainability of the Shea landscape in Northern Uganda, through integrated land management, a strengthened governance system, and increased access to financing for inclusive climate resilient livelihoods of the resident communities. Its rationale could be much clearer and more focused. Many drivers of change, and many barriers, are identified with little clarity about how these interact, which matter most and, therefore, which warrant prioritisation. It would appear from later statements (pages 26-27) that charcoal production is the major driver of loss of shea trees, although agricultural encroachment also seems to be a factor, as does demand for timber. The scientific literature suggests that charcoal production and agricultural expansion are the major drivers (e.g. Nardi Runnström, M 2024).	• Project summary • Project Rationale, including tables on drivers of deforestation and Land degradation • Deforestation evidence • ToC • Table on risks to project implementation (Environment and Social Risks) • Integrated across all project components especially Component 1 and 2 • Incremental Reasoning • GEBs section • Climate Risk Screening • Safeguards Section	• The ProDoc identifies and tabulates key drivers such as charcoal, fuelwood, agricultural expansion, recurrent bushfires, energy poverty, market incentives, weak enforcement, external/mobile actors, and explains their interactions with climate risks. Causal pathways are embedded across the ToC and narrative of the Components	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Sections analysing drivers of deforestation, including charcoal production, agricultural expansion, timber extraction, and livelihood pressures.</i> b) Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Sections linking climate variability (droughts, floods, and fire incidence) to ecosystem degradation</i> <i>*The reports are provided in Annex O</i>
4. Of these drivers, the project seems most focused on reducing charcoal production by encouraging awareness, policies, plans, livelihoods, and SMEs to value conservation and sustainable use over charcoal. With respect to this, the project offers no suggestions about what these alternative livelihoods might be there are examples from other shea projects that could be mentioned), nor what these SMEs might do and the sustainability of these new livelihoods and firms.	• Narrative section of Component 2 (also captures how sustainability of the interventions will be ensured), including Output 2.1.1 (land use plans) 2.1.2 (Livelihood options); SMEs (Output 2.1.3 and 2.1.4) • Narrative section of Component 3, including Output 3.1.3 on Innovative financing • Climate Risk Screening • Safeguards Section	• The ProDoc details a suite of climate-smart, EbA-anchored livelihood options e.g., beekeeping/apiculture, fish farming, CSA/agroforestry including FMNR, drought-tolerant crops, value-added Shea products; zero-waste innovations such as briquetting, biochar, composting. • It lays out MSME pathways e.g., incubation, market linkages, improved processing tech and blended finance instruments (revolving green micro-grant facility, VSLA/SACCO intermediation, MFI/anchor-buyer partnerships),	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda - <i>Sections detailing alternative livelihood options, MSME profiles, sustainability considerations, and livelihood diversification pathways.</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea

More information about the options here would be very helpful. - The project also talks of 'blended finance' options to support this, yet again there is no indication of what these models might be and how viable they might be.		MSME selection will ensure fairness by following a competitive, open, transparent process and operationalizing a grievance mechanism.	– Sections assessing climate suitability and risk screening for proposed c) Stakeholder Consultation Workshop Report <i>*The reports are provided in Annex O</i>
5. The project seeks to enhance climate change adaptation, though how the proposed activities reduce vulnerability to climate change is not explained. - Indeed, there is a significant risk that these new livelihoods and business models are themselves maladaptive as they may increase dependence on shea trees, which, as the project notes (e.g., p 15), are vulnerable to climate change. Therefore, a climate risk screening of the project, along with the development of future narratives, is highly recommended, and more information about how these risks will be managed is needed.	- Adjustments to the Results-Framework done to strengthen adaptation (document with justifications attached separately) - Project Rationale (includes future narrative) - Incremental Cost Reasoning - ToC - GEBs - Table on risks to project implementation (especially (Climate, Environment & Social, Political and governance) - Project Summary and Output narratives (Components 1 to 4) - Climate Risk Screening - Safeguards Section	- Adjustments to the Results-Framework done to strengthen adaptation (document with justifications attached separately) - GEBs and Trade Offs explained - Activities in the Results Framework are risk-informed and screened to avoid maladaptation e.g., avoiding over-dependence on climate-vulnerable Shea - Climate-risk screening and CRVA to inform land-use planning, conservation agreements (FPIC) - Future scenarios (SSP pathways) guide investment choices - MEAL tracks adaptation outcomes and tradeoffs and enables iterative course correction.	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – Sections on Shea dependence, livelihood vulnerability, and diversification needs b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea -Sections on climate risk screening, future climate scenarios, potential maladaptation risks, and adaptation safeguards <i>*The reports are provided in Annex O</i>
6. With respect to other drivers – and in particular agricultural encroachment – the project arguably works against government policies and programs to expand agriculture to support recovery from conflict and improve rural livelihoods. Indeed, the project notes that national government awareness of the need to conserve the shea landscape is 'just developing', and its list of government policies on page 47 needs more detail,	- Project Rational - Project summary - ToC - Institutional Alignment (Alignment with GEF-8 Programming strategies and country/regional priorities) - Risks Table - Incremental Cost Reasoning - GEBs - Narrative Component 1 (1.1.1, 1.1.2, 1.1.3) - Narrative Component 2 Table 18 on risks to project implementation	- Under Alignment with GEF-8 Programming strategies and country/regional priorities: Policies narrative provided, also, explaining how these policies refer to shea areas specifically, and what other policies seem to work against the project goals - especially agriculture policies - The ProDoc specifies the National Agriculture Policy (2013), Energy Policy (2023), and the Uganda National Land Policy (2013) for review and harmonization to mainstream climate risk and gender, clarify tenure, and	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda - Sections on the policy environment, agricultural expansion pressures, charcoal economy, and governance constraints. b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios

explaining if these policies refer to shea areas specifically, and what other policies seem to work against the project goals - especially agriculture policies. There is therefore a risk that support for people and livelihoods based on conservation of shea trees puts those people and this project at odds with government policies, and with farmers and people who profit from charcoal production ('charcoal dealers' page 27).	(Environment & Social; governance) • Safeguards • Climate Risk screening	prevent policy-driven maladaptation. • National Shea Champions Forum (Output 1.1.3) and national-local coordination (Output 1.1.2) provide the political/operational levers to reconcile conflicts (e.g., expansion vs. conservation). • GEBs and Trade Offs explained	for Shea -Sections discussing institutional and policy dimensions of vulnerability under climate stress <i>*The reports are provided in Annex O</i>
7. Given a recent history of violent conflict in the area, and several studies that highlight the risk associated with ambiguity about property rights, these factors mean this project's assessment of the risk of conflict seems inadequate, and its measures to mitigate it need further consideration. STAP notes, for example, a 2015 report from the The World Agroforestry Centre on Opportunities and challenges in the improvement of the shea (<i>Vitellaria paradoxa</i>) resource and its management which notes "Demographic and resource commoditization trends lead to increased competition between users, stricter individualization of access rights to shea trees and an increased frequency of conflicts", and that "caution is needed in selecting participating communities, households and planting locations not to increase social differentiation and resource conflicts	• Project Rationale • Safeguards • Risk Table • Narrative of Component 2 • GEBs • Narrative Component 1: Output 1.1.1 (three-policy pilot: Agriculture, Energy, Land); Output 1.1.2 (Policy Coherence), Output 1.1.3 (effective governance and advocacy) • Narrative Component 2, • Risks (Environment & Social; Political and Governance) • Incremental Cost • Coordination with other Projects • Safeguards • Climate Screening	• Component 2 on Livelihoods and SMEs acknowledges caution by ensuring that clear criteria will be established, and the selection process will be competitive, open, and transparent, while also outlining an AGM process. • Table on Resource users and their incentives provided	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – Sections addressing post-conflict dynamics, tenure ambiguity, resource competition, gendered resource access, and conflict risks. b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – Sections on social vulnerability, gender-differentiated impacts, and conflict sensitivity in climate adaptation <i>*The reports are provided in Annex O</i>

between individuals or groups.”. Yet the proposal makes no differentiation between resource users and uses in the target areas.			
8. Moreover, the burden of any such conflicts will fall on women as they are the principal harvesters of shea, and the principal victims of violent conflict in the past. The risk of conflict is therefore a particular risk to women, and women’s safety around shea production is an issue that has been noted by previous studies (e.g. the 2005 Saferworld Report on Conflict and peace analysis report for the Northern Uganda Shea Nut Project in Otuke county of Lira district. We therefore recommend more careful mapping of resource users and stakeholders and their incentives against the project activities with a view to better understanding and managing the potential that this project increases the risk of conflict	- Project Rationale - GMP, SEP - Risks Table ((Safeguards Political & Governance) - Stakeholder sections - GEBs - ToC - Component 1 (Output 1.1.2/1.1.3 (representation & leadership); - Component 2 (Output 2.1.1 and 2.1.2 (FPIC-based conservation agreements & livelihoods). - Safeguards - Climate Screening - Components 2–3 (≥52% female participation).	- Table on Resource users and their incentives provided - Measures include ≥52% female participation in livelihoods/MSMEs and ≥30% women in governance/forum membership; GBV safeguards, leadership clinics, grievance mechanisms, and differential user mapping reduce exposure and ensure equitable benefits for women in a post-conflict context. - The ProDoc integrates conflict-sensitive planning, explicitly referencing the need for careful selection of participating communities and differentiation of resource users/uses; it embeds FPIC, inclusive governance, grievance mechanisms, and conflict-resolution procedures within platforms and Climate Smart Conservation Agreement to minimize social differentiation risks+ capture incentives of resource users	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda - <i>Gender-disaggregated analysis of Shea collection, livelihood roles, safety concerns, and access to resources.</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Gendered vulnerability and adaptive capacity analysis</i> <i>*The reports are provided in Annex O</i>
9. With respect to outcome 1, it is not clear why ‘At least two joint National-Local level coordination mechanisms’ are needed when it is one landscape, and one such mechanism would presumably be more effective and coherent. It would also be good to specify which of the ‘At least three policies, plans, and frameworks that mainstream climate resilience’ would be included. Agriculture and energy policies would ideally be two of these two	- Results Framework (Retained because two platforms will be established under Output 1.1.1 and 1.1.2): Narrative section of respective outputs - Component 1 (Output 1.1.1)	The ProDoc distinguishes two complementary mechanisms: an operational, inclusive national-local platform (policy rollout, conflict management, joint planning) and a high-level Champions Forum (national advocacy/alignment, cross-sector problem-solving).	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Sections on governance arrangements, policy coordination gaps, and stakeholder roles.</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections on institutional capacity and governance as determinants of</i>

policies, given their importance as drivers of shea degradation.			<i>climate resilience</i> <i>*The reports are provided in Annex O</i>
10. The theory of change could be improved: “Commitment to regional and international obligations and cooperation frameworks” and “willingness” are not enablers per se, indeed most of these enablers are about changing values and attitudes yet the activities do not relate to that. Resilient livelihoods should be a benefit given that this features in the discussion (and it could be something that is monitored and measured). Competing uses of shea trees, and the shea landscape would seem to be a barrier. ‘Unsustainable shea resource use’ isn’t a cause it is more like a consequence. ‘High levels of poverty’ could use more explanation – what is it about poverty that leads to unsustainable use of shea trees? Are property rights issues also a cause given the ‘tragedy of the commons’ statement on page 14	• Project Rational • ToC	• ToC updated and anchored on the STAP Adaptation decision tree; Poverty explained in the project rationale and ToC section	
11. For the reasons outlined above, the key risks seem to be higher than assessed, and measures for their mitigation need more careful consideration. Of note: • the climate risk is arguably high and the explanation of how this is to be managed needs more detail and built-in to the theory of change; • the information on environmental and social risks seems low, given the risk of conflicts arising	• ToC • Entire Risks Table updated • Climate risk screening findings inbuilt in the ToC, Risks Table and Results Framework • Safeguards • Narrative section of respective Outputs • Climate Screening	• Overall risk rating increased to Substantial and justification provided • Risk rating for other sub-categories increased e.g., Climate risk (High); Environmental/Social: (Substantial); Financial/Business Model (High), • The ToC integrates risk pathways and assumptions, and MEAL enables monitoring of residual risks.	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda - Sections addressing social, economic, and governance risks b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – Sections on risk classification, residual risks, adaptive

from alienated farmers and people who profit from charcoal trade, as well as uncertainties around property rights in some areas, and the burden of any resulting conflict will fall most on women. The text in this section is repeated; 12. political and governance risks should note that since agricultural expansion seems to be a driver of change and this is promoted by government the project may fall foul of government; financial and business model risks seem high, but could be addressed with greater information about possible blended finance models and their sustainability; stakeholder risks seem moderate (at least) since the project does not differentiate between local resource users not all of whom may be supportive - a better understanding of the major users and uses of shea areas and their incentives for (and against) conservation would help. In totality, many of these risks, or challenges, should form part of the theory of change as they undermine achieving the outcomes			<i>management, and monitoring.</i> <i>*The reports are provided in Annex O</i>
SPECIFIC POINTS TO BE ADDRESSED, AND SUGGESTIONS			
1. A screening of this project's risk to climate change is highly recommended, and more information about how these risks will be managed is needed. The STAP guidance on climate risk screening may be helpful in this regard, as well as the World Bank's Climate Disaster Risk Screening Tool.	Climate Screening conducted and report attached (<i>Annex O</i>)	Findings from the climate screening integrated across the ProDoc	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Analysis of non-climatic drivers of vulnerability, including tenure insecurity, gender inequality, market constraints, and poverty.</i>

			b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections applying the STAP adaptation typology (exposure, sensitivity, adaptive capacity) and the adaptation decision trees.</i>
2. In addition to a thorough climate risk analysis, STAP recommends developing a few simple future narratives (i.e., two or three) to imagine the interactions between drivers (which is necessary as described above) and uncertainties. Developing these narratives will assist the project team in thinking about interventions that are robust to possible futures and help avoid maladaptation.	• Future narrative developed under project Rationale • Climate Screening conducted and report attached (Annex O) • Safeguards	• Climate-risk screening and CRVA findings are embedded across design and narrative of the Results Framework; hazards (drought, heat, floods, erratic rainfall) and future scenarios guide targeting and risk management;	a) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections on future climate projections, scenario analysis, climate–non-climate driver interactions, and adaptation safeguards (including narrative discussion of plausible future climate-risk pathways and maladaptation risks).</i>
3. The risk table needs to be revisited. Many of the risks described in the risk table should form part of the theory of change, as they undermine delivering the outcomes and the project objective. Often, these challenges are also assumptions associated with delivering key outcomes. Hence, STAP recommends thinking about the potential challenges (e.g. climate risks, lack of political will, policy incoherence) that can undermine the outcomes, and defining these challenges in the project’s theory of change logic. The risks that remain once this logic has been developed can be described in the risk table. This also applies to risks associated with innovation	• Risk table updated to address this comment • Adjusted risks integrated in the ToC, incremental reasoning and GEBs section • Gender disparity integrated in the ToC	• Systemic challenges e.g., climate risk, policy incoherence, gender norms are now captured as barriers/assumptions in the ToC, while residual risks remain in the Risk Table with mitigation and monitoring actions.	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Sections analysing systemic non-climatic risks (gender norms, governance gaps, livelihood vulnerability) relevant to ToC barriers and assumptions.</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections on climate risk screening, risk pathways, residual risks, and adaptation safeguards informing ToC assumptions.</i> <i>*The reports are provided in Annex O</i>

(financial, technological, institutional/policy). STAP's note on clarifying risks provides examples of how risks can be completed in the risk table. These examples differentiate between challenges (assumptions) that should be part of the project logic, and residual risks (e.g. recognition that gender norms will be difficult to change), which will likely be important for the project to monitor and pursue the necessary adaptation.			
4. A greater explanation of how the project may enhance climate change adaptation is needed, and here the STAP information document on A Typology of Climate Change Adaptation Benefits: Exposure, Sensitivity, and Adaptive Capacity should prove very helpful. This also speaks to the need to strengthen the adaptation rationale and additionality in the project. A robust adaptation rationale is more likely to deliver strong outcomes and avoid maladaptation. STAP strongly recommends that the project team think further about the adaptation rationale, including by thinking about how non-climate factors raised in the previous section (e.g. land tenure insecurity, policy decisions affecting land use, gender norms) affect vulnerability. Effective adaptation will require understanding how these non-climatic issues intersect with climate change – that is, how they exacerbate or ameliorate vulnerability and designing	• Project Summary • Project Rationale (Adaptation Rationale, which includes the STAP Decision Tree table) • ToC • All Components & indicators linking benefits to reduced exposure/sensitivity and increased capacity. • GEBs section • Incremental reason	• The rationale links interventions to reduced exposure/sensitivity e.g., EbA restoration, risk-informed land-use and increased adaptive capacity (inclusive governance, diversified livelihoods, finance access); additionality over BAU is explained via incremental cost reasoning. • Description of how these non-climatic issues intersect with climate change addresses across the ProDoc	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Analysis of non-climatic drivers of vulnerability (tenure insecurity, gender inequality, market constraints, poverty) and their interaction with climate risks</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections applying the exposure–sensitivity–adaptive capacity framework, STAP adaptation decision tree, and climate-risk-informed justification of adaptation interventions.</i> <i>*The reports are provided in Annex O</i>

the project accordingly. The project team is encouraged to use the STAP's advisory document "A decision tree for adaptation rationale" to improve significantly the adaptation rationale.			
5. More careful mapping of resource users and stakeholders and their incentives for or against the project activities with a view to better understanding and managing the potential that this project increases the risk of conflict. The STAP report on Environmental Security: Achieving Durable Outcomes in Fragile and Conflict-affected Situations may be helpful here, as might documents such as the Fragile and Conflict-Affected Situations and Small Island Developing States Approach from the Asian Development Bank (ADB), the Strategy for Addressing Fragility and Building Resilience in Africa (2022-2026) from the African Development Bank Group (AfDB), and the World Bank Group (WBG)'s Policy on Development Cooperation and Fragility, Conflict, and Violence	- Stakeholder/resource-user mapping table provided - Narrative of Output 1.1.2 governance (inclusive representation, conflict-resolution); - Safeguards & grievance mechanisms. - Climate Screening	- Mapping differentiates users/uses and their incentives - Governance platforms institutionalize inclusive decision-making and conflict management - FPIC-based climate smart conservation agreements and grievance mechanisms manage tensions and reduce risks.	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Stakeholder and resource-user mapping, incentive structures, livelihood dependence, post-conflict dynamics, and conflict sensitivity analysis</i> b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Sections on social vulnerability, conflict sensitivity under climate stress, and institutional capacity relevant to fragile contexts</i> <i>*The reports are provided in Annex O</i>
6. To strengthen the project further, more information is needed on the suite of potential alternative livelihoods that might be encouraged, the nature of existing small to medium enterprises in the project areas, what they do and what they might alternatively do to promote the sustainability of shea trees, and	- Project rationale (MSMEs and Livelihood baseline) - Component 2 improved (Output 2.1.2 (Table 14: activities & adaptation contribution); - Output 3.1.1 and 3.1.2 (commercialization & technologies); Figure 3 (MSME selection process). - Output 3.1.3 (blended finance instruments);	The ProDoc lists a full livelihood menu, clarifies the MSME landscape, and specifies finance instruments (revolving facility, VSLA/SACCO intermediation, MFI partnerships).	a) Assessment of the Resilience of Livelihoods, Gender dynamics and MSMEs in the Shea Landscape of Northern Uganda – <i>Detailed livelihood baseline, MSME typologies, Shea value-chain analysis, alternative livelihood options, and financing constraints.</i>

proposed blended finance models that might be used			b) Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – <i>Climate suitability and risk screening of livelihood and enterprise options to ensure climate resilience and avoid maladaptation</i> <i>*The reports are provided in Annex O</i>
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ANNEX Q: Responses to comments from the Donor Countries

COMMENTS FROM THE DONOR COUNTRIES	SECTION IN THE PRODOC WHERE COMMENT HAS BEEN ADDRESSED	DESCRIPTION OF HOW THE COMMENT HAS BEEN ADDRESSED	STUDY COMMISSIONED UNDERTAKEN TO ADDRESS EACH COMMENT
GERMANY			
Germany requests that the following requirements are taken into account during the design of the final project proposal: Germany welcomes the proposal which aims at enhancing the sustainability and resilience of the Shea landscape in northern Uganda, through integrated land management, a strengthened natural resource governance system, and increased access to financing for inclusive climate-resilient livelihoods of the resident communities.	Project Summary Project Rationale Theory of Change Narrative of Components 1, 2, 3 and 4 Results Framework Incremental Cost Reasoning Global Environmental Benefits section	The ProDoc has been strengthened to demonstrate how the project enhances the sustainability and resilience of the Shea landscape through integrated climate-risk-informed land management, strengthened natural resource governance systems, increased access to finance for inclusive climate-resilient livelihoods, Shea value-chain development, and ecosystem restoration. The Theory of Change and component narratives further explain how these interventions collectively address both climate and non-climate drivers of vulnerability while delivering adaptation benefits and Global Environmental Benefits.	Stakeholder Consultation Workshop Report Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda. Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea <i>The reports are provided in Annex O.</i>
Germany suggests that - due to its important role in rural areas - the project should consider to what extent the Ministry of Local Government can be involved.	Institutional Arrangements Implementation Arrangements	The ProDoc clarifies that local government structures are central to implementation through District Local Governments, District Planners, Community Development Officers, District Commercial Officers, District Forestry Officers,	Stakeholder Consultation Workshop Report – sections on district and local government roles Assessment of the Resilience of

	Table 20: Project Execution Partners, roles, and rationale Component 1, especially Output 1.1.2 Component 2, especially Output 2.1.1 Stakeholder Engagement Plan.	and Parish Implementation Teams. The Ministry of Local Government has also been explicitly included in the national-local multi-stakeholder coordination mechanism under Output 1.1.2, where it will provide entry points for linking district-level priorities to national-level dialogue. This ensures alignment with decentralized governance systems, district development planning, and local-level enforcement and service delivery.	Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on institutional actors and local governance <i>The reports are provided in Annex O.</i>
Consultations had revealed that attempts at mechanization of Shea product processing have largely benefited men and international firms and not women. Germany suggest that the proposal should further elaborate on how such a development can be prevented and how the project will ensure and monitor that women benefit adequately from innovations in the processing and marketing of shea.	Gender Mainstreaming Plan Component 2, Outputs 2.1.3 and 2.1.4 Component 3, Outputs 3.1.1, 3.1.2 and 3.1.3 ESMP Results Framework gender indicators Monitoring and Evaluation Framework.	The ProDoc acknowledges the risk that improved processing technologies and commercialization could be captured by men, better-capitalized actors, or external firms. To address this, technology deployment under Output 3.1.2 is targeted to community groups and MSMEs, with at least 52% female-led and youth-led participation in improved climate-smart processing technologies. Women- and youth-led MSMEs are prioritized under incubation, market linkages, investment-readiness support, and financing instruments. The ProDoc further provides for transparent beneficiary selection, gender-disaggregated monitoring, safeguards oversight, and tracking women's participation, leadership, access to technologies, finance, market opportunities and enterprise benefits throughout project implementation.	Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on gender roles in Shea collection, processing, enterprise participation, and market access Stakeholder Consultation Workshop Report – sections on women's participation and value-chain constraints Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – sections on gendered vulnerability and adaptive capacity <i>The reports are provided in Annex O.</i>
The access rights especially of women to natural resources are a precondition for sustainable management. Against the backdrop of the recent conflict in the area, land property rights might be an issue the project has to deal with. Germany asks the project to elaborate more on how it will support of inclusive local communities' access rights and how it will consider gender issues in this context.	Project Rationale Component 1, Outputs 1.1.1 and 1.1.2 Component 2, Output 2.1.1 Gender Mainstreaming Plan Stakeholder Engagement Plan	The ProDoc has been updated to address land and tree tenure risks through policy review, participatory land-use planning, FPIC-based climate-smart Conservation Agreements, and grievance mechanisms. Conservation Agreements will clarify resource-use rules, tenure arrangements, benefit-sharing mechanisms, and community obligations. Women's resource-use interests will be addressed through inclusive consultations, gender-responsive land-use planning, representation in agreement processes, and monitoring of women's participation and benefits in natural-resource governance.	Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on land and tree tenure, gendered resource access, post-conflict dynamics, and resource competition Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – sections on social vulnerability, tenure-related risks, and

	Accountability and Grievance Mechanism ESMP and CHSSP	The Gender Mainstreaming Plan and safeguards instruments also address conflict sensitivity, GBV/SEAH risks, women's access to natural resources, and inclusive participation in land-use and resource governance. These measures are also designed to strengthen social cohesion and reduce resource-use conflicts in the post-conflict context of Northern Uganda.	conflict sensitivity under climate stress <i>The reports are provided in Annex O.</i>
Germany asks to elaborate on the following issues: There is not sufficient information about the existing livelihoods. It is not evident which kind of alternative livelihoods the project wants to promote, how they fit into the existing livelihoods, the sustainability of these livelihoods, who will benefit and to what extent these alternative livelihoods will reduce vulnerability to climate change.	Project Rationale Livelihoods and MSME baseline sections Component 2, Output 2.1.2 Component 2, Outputs 2.1.3 and 2.1.4 Component 3, Outputs 3.1.1–3.1.4 Climate Risk Screening Results Framework	The MSME baseline. It identifies existing livelihoods and Shea value-chain actors, including smallholder farmers, Shea collectors, community processors, traders, transporters, soap/cosmetics micro-producers, and community groups. The project will support Shea-compatible and climate-resilient livelihood options, including improved post-harvest handling, quality-assured Shea butter production, beekeeping/apiculture, climate-smart agriculture, agroforestry, FMNR, drought-tolerant cereals and legumes, value-added Shea products, briquettes, biochar, composting, and other waste-to-value activities. These options are linked to land-use plans and Conservation Agreements to avoid maladaptation, reduce pressure on Shea trees, diversify incomes, and strengthen adaptive capacity. Beneficiary criteria, gender-responsive selection processes, livelihood screening, MSME incubation, and market linkages have been included to ensure sustainability and equitable benefits.	Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on existing livelihoods, MSME profiles, Shea value-chain participation, alternative livelihood options, and financing constraints Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – sections on climate suitability and risk screening of livelihood options Stakeholder Consultation Workshop Report <i>The reports are provided in Annex O.</i>
UNITED KINGDOM			
This is a timely and much-needed initiative that could help address many of the systemic challenges in the sector, particularly if aligned with ongoing national efforts. The proposed investment of USD 13 million is significant and the ambition to restore degraded shea parklands and strengthen local livelihoods is commendable. It also reflects a similar structure to Ghana's Landscape Emissions Reduction Programme, where the Global Shea Alliance and the	Implementation Arrangements Table 20: Project Execution Partners, roles, and rationale Annex L: Partner Terms of Reference Component 2, Output 2.1.4 Component 3, Output 3.1.3	The ProDoc has been updated to recognize the Global Shea Alliance (GSA) and the Nilotica Shea Alliance (NiSA) as key implementation and sector coordination partners. NiSA is included in the national–local multi-stakeholder coordination mechanism and the National Shea Champions Interactive Forum. It also has defined roles in enterprise incubation, market linkages, cooperative strengthening, private-sector engagement, quality standards, and sector visibility. This positions NiSA within the project's governance and market-development architecture, reduces the risk of fragmented interventions, and supports long-	Stakeholder Consultation Workshop Report – sections on Shea sector actors and institutional coordination needs Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on Shea value-chain organization, MSMEs, market systems, and coordination gaps <i>The reports are provided in Annex O.</i>

Ghana Shea Network serve as key implementing partners. From a technical perspective: Need to recognise and leverage the Nilotica Shea Association efforts. One of the most promising developments in Uganda's shea sector is the ongoing formation of the National Nilotica Shea Association, supported under CSI. This association is being established to coordinate sector-wide efforts, support policy dialogue, and serve as a platform for collective action. However, the current proposal does not reference this. For long-term sustainability and to avoid duplication, it is essential that the Association is positioned as a key implementation partner, just as similar associations are in West Africa. Without such coordination, the risk of fragmented, siloed interventions remains high.	Component 1, Outputs 1.1.2 and 1.1.3	term institutional anchoring of Uganda's Shea sector.	
Stakeholder mapping: The proposal provides little clarity on the stakeholders consulted and omits key actors already active in the sector. Notably absent are GIZ (through the PRUDEV programme), the International Trade Centre (ITC), and CBI (Centre for the Promotion of Imports), all of whom have undertaken important groundwork on the shea value chain, quality standards, and enterprise development.	Stakeholder Mapping section Stakeholder Engagement Plan Component 1, Output 1.1.2 Component 3 narrative Coordination with other projects and initiatives Table 14. Knowledge Management section	The stakeholder mapping has been strengthened to include key sector actors, development partners, private-sector actors, MSMEs, cooperatives, cultural institutions, government agencies, research institutions, financial institutions, and ongoing initiatives relevant to the Shea value chain. The ProDoc now recognizes the FCDO Climate Smart Jobs Programme (implemented by ITC in partnership with CBI, GSA and other partners) and GIZ's Promoting Rural Development in Uganda II (PRUDEV II) as important baseline initiatives supporting enterprise development, quality standards, market access, and rural economic development in Northern Uganda. These initiatives have informed the project design and will be engaged through the national-local coordination mechanism under Output 1.1.2 to promote collaboration, knowledge sharing, and complementarity while avoiding duplication of effort.	Stakeholder Consultation Workshop Report – sections on actors consulted and coordination gaps Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on stakeholder mapping, MSME support ecosystem, and market actors. <i>The reports are provided in Annex O.</i>

Limited reference to lessons from other projects: While the proposal acknowledges the importance of shea supply chains, it lacks depth and does not reflect the lessons from existing programmes in Uganda or the region. Multiple initiatives have already generated actionable insights on governance, aggregation, pricing, and restoration. These should inform the design to avoid repeating known mistakes.	Project Rationale Component 1 narrative Component 2, Outputs 2.1.3 and 2.1.4 Component 3, Outputs 3.1.1–3.1.3 Component 5: Knowledge Management and Learning Coordination with other projects and initiatives Table 14: Lessons from past and ongoing initiatives and planned cooperation	The ProDoc has been revised to draw more explicitly on lessons from existing Shea, adaptation, restoration, landscape finance, and livelihood initiatives in Uganda and the wider region. Table 14 summarizes relevant initiatives and explains how the project will build on lessons related to district coordination, community-based restoration, women's group engagement, SME acceleration, market linkages, private-sector engagement, restoration monitoring, value addition, certification, and sustainable finance. These lessons inform the project's approach to cooperative strengthening, aggregation, quality standards, buyer linkages, restoration incentives, governance platforms, and financing mechanisms. GSA/NiSA's role strengthens the link to regional Shea-sector experience, while Component 5 institutionalizes continuous learning, documentation of good practices, and South–South exchange with Shea-producing countries.	Stakeholder Consultation Workshop Report – sections on lessons and stakeholder recommendation Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on Shea value-chain constraints, aggregation, MSMEs, and market access Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – sections informing climate-risk-sensitive restoration and livelihood decisions <i>The reports are provided in Annex O.</i>
Restoration and monitoring: The ambition to restore 4,500 hectares is welcome, but the current sequencing raises questions. The proposal references mapping only 1,500 hectares, which appears inverted, mapping should ideally precede and inform the full restoration effort. Additionally, to ensure rigour and continuity, the project should generate a national shea resource baseline (through advanced technologies such as remote sensing or AI-assisted tree mapping). Similar has been done for all shea trees in West Africa. Long-term monitoring systems also need to be embedded to track impact well beyond the project lifespan.	Component 4, Output 4.1.1 Component 4, Output 4.1.2 Results Framework MEAL Framework Global Environmental Benefits section Knowledge Management section	The ProDoc has been revised to clarify that Shea resource mapping and baseline establishment under Output 4.1.1 will precede and inform restoration implementation under Output 4.1.2. Output 4.1.1 includes participatory field surveys, remote sensing, GIS-based mapping, and other appropriate spatial technologies to establish a Shea resource baseline for the project landscapes of Agago, Kitgum, Otuke, and Pader. While the project's scope does not extend to a national Shea inventory, the baseline will contribute to national Shea resource knowledge and inform future national-scale mapping efforts. The strengthened MEAL Framework and Output 4.1.2 provide for long-term monitoring of restoration performance, tree survival, ecological condition, and adaptive management, while Component 5 supports knowledge sharing and policy uptake beyond the project lifespan.	Climate Risk & Vulnerability Assessment and Future Climate Impact & Adaptation Scenarios for Shea – sections on spatial vulnerability, climate exposure, and restoration prioritization Assessment of the Resilience of Livelihoods, Gender Dynamics and MSMEs in the Shea Landscape of Northern Uganda – sections on landscape degradation, resource-use patterns, and restoration needs Stakeholder Consultation Workshop Report <i>The reports are provided in Annex O.</i>

