



**COLLEGE OF AGRICULTURAL AND
ENVIRONMENTAL SCIENCES**

Makerere University Centre for Climate Change
Research and Innovations (MUCCRI)

Climate Finance Hub

BUSINESS PLAN



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1. Introduction

The Climate Finance Hub (CFH) is a climate finance think tank (TT) based at Makerere University in Uganda. It is housed in the Makerere University Centre for Climate Change Research Innovations (MUCCRI) in the College of Agricultural and Environmental Sciences (CAES). The TT is being established under a collaborative framework of the Least Developed Countries Universities Consortium on Climate Change (LUCCC), through the UNI-LEAD project that supports capacity-building in several LDCs by establishing regional think tanks, striving to operationalize them and build their capacity, and strengthening networking among these TT and LDC universities.

The CFH is also being operationalized through a collaborative arrangement with and support from the Climate Finance Unit (CFU) in the Ministry of Finance, Planning, and Economic Development (MoFPED), which is the National Focal Point (NFP) for international climate funds including the Global Environmental Facility (GEF), Green Climate Fund (GCF) and Adaptation Fund (AF); and the Climate Change Department in the Ministry of Water and Environment which is the NFP for the UNFCCC.

During its pilot phase, and with a sub-grant from the UNILEAD project, the CFH produced technical products and services, and engagement activities based on close consultation with the relevant government entities as to the needs and priorities related to the mission of the think-tank. The pilot phase has enabled the CFH to formally establish itself and begin building a portfolio and track record that will strengthen its viability as a partner for Ugandan state and non-state actors in enhancing climate action. The following is a partial list of achievements made during the pilot phase.

1. Established a science-policy interface (SPI) platform to foster communication and knowledge sharing on climate finance between the communities of scientists and policy makers.
2. Developed a digital tool / system for tracking and labeling climate finance, in collaboration with CFU-MoFPED.
3. Developed climate finance knowledge products and conducted training on climate finance and proposal preparation.

The foundation of university-government engagement, as well as knowledge, experience, and expertise achieved through the pilot phase has informed the development of this

business plan, which centrally builds on this foundation. The services and products described herein contain activities that directly build on pilot-phase actions as well as new activities.

Moving from pilot to full operationalization, the CFH will focus on five focus area that include:

- a) Knowledge generation, acceleration and management to foster a deeper understanding and appreciation of climate finance.
- b) Training and capacity enhancement on securing and using climate finance.
- c) Working with government on climate finance mobilization and access
- d) Youth leadership, to provide young people a voice and education in climate action that can foster a just transition to a sustainable society.
- e) Fostering Gender and Social Inclusion (GESI) to ensure that climate finance capacity building perspectives are approached from the perspective of gender justice and social inclusion.

2.

Vision, Mission, Goals and Strategic Focus

2.1 Vision and Mission

Vision: “Strengthened technical and institutional capacity for attracting and mobilizing climate finance to support right investments that foster climate resilience, economic growth, and social and environmental benefits to everyone”

Mission: “Empower climate actors in Uganda to mobilize, access and effectively use climate finance to implement the right programmes and interventions in order to achieve climate resilience and promote sustainable growth”.

2.2 The Focus Areas

The CFH at Makerere University has embarked on five focus areas that include:

2.2.1 Knowledge generation, acceleration and management

Accessing climate finance requires compelling evidence in the form of data, information, and additional investment in areas with data, information, and knowledge gaps. Knowledge can be used to link climate actions with other stakeholders and policy priorities consistent with better development outcomes.

Scholars and researchers continue to generate research evidence that can inform climate action and build resilience. However, the data and information from research are often not well packaged for use by policy and decision makers, and more especially for use in the climate finance world. In light of this situation, the Climate Finance Hub strives to be the “knowledge broker” that connects the producers and users of climate information and knowledge. In this role, we are ensuring that our partners can access climate finance knowledge and best practices by bringing together solution teams to address areas across the range of climate finance activity. In addition, we are striving to address scientific and research gaps to facilitate the acceleration of climate action and more effective implementation of interventions. The Think Tank promotes international, national and local knowledge sharing and expertise exchange to foster a deeper understanding and appreciation of climate finance.

2.2.2 Training and capacity enhancement

The Climate Finance Hub is working with the government, academia, civil society and private sector actors to assess the capacity barriers to securing and using climate finance in Uganda, with a view to identifying climate finance capacity gaps that need to be addressed to create an enabling environment for facilitating inclusive climate finance flows. Based on assessment findings, tailored capacity development interventions will be designed, encompassing the creation of standard and tailored training curricula in climate change for an increased appreciation, deeper understanding and professional development in climate finance. As part of this initiative, a foundational course for national policymakers and technical staff and specialized courses for sub-national public institutions is being developed and will be launched. In addition, we also foster scholarships and internships to students within relevant fields, and in collaborations with other universities and partner institutions.

2.2.3 Working with government on climate finance mobilization and access

In its updated NDC submitted to the UNFCCC in 2022, Uganda articulates its climate ambition together with the requisite financing implications. The country needs to invest US\$ 28.1 billion to implement its updated NDC, with 85% (US\$ 24) to be sourced from external / international climate finance and only 15% (US\$ 4.1 billion) to be mobilized from domestic sources.¹ Currently, 61.0% of Uganda's climate finance is sourced from multilateral development finance institutions, 26.9% is from government, 8.7% is sourced from bilateral and other institutions, and only 3.4% is from the private sector.²

The most critical barriers to accessing and mobilizing climate finance in Uganda (as documented in the Draft National Climate Finance Strategy) are: (i) limited awareness of climate change, climate action needs, climate finance, as well as types of climate finance instruments and how to access them; (ii) limited institutional and individual capacity to meet the minimum criteria set by international climate funds, large financial institutions and international capital markets; (iii) developing technically feasible and economically viable climate change projects and interventions; (iv) collecting, managing, analyzing, and disseminating data; and (v) lack of relevant climate finance mechanisms, standardized tools and technology necessary for effective mobilization and reporting.

¹ Ministry of Water and Environment (2022). Updated Nationally Determined Contribution (NDC). Submitted to UNFCCC.

² Ministry of Finance Planning and Economic Development (2024). Draft Uganda National Climate Finance Strategy.

The Makerere University Climate Finance Hub is collaborating closely with the Government of Uganda, through the Ministry of Finance, Planning and Economic Development (MoFPED)'s Climate Finance Unit (CFU) and in partnership with other government Ministries, Departments and Agencies (MDAs) to inform future climate finance readiness programs in the MDAs and contribute to identifying a complementary mix of financial models and instruments that can support climate adaptation across different scales, magnitudes, and frequencies. This includes, among others, the development of toolkits, and training and mentorships, that greatly enhance technical competencies to develop and implement innovative fundable and bankable projects and interventions.

2.2.4 Youth leadership

Young people have a large stake to play in protecting the planet through climate action. They have energy, passion and creativity which make them powerful agents of change. With their creativity, they potentially have ideas and solutions that we need to address almost every aspect of climate change. Some young leaders are already pioneering local solutions to critical aspects of climate resilience in their communities but face large and sometimes insurmountable barriers in accessing the necessary financing to expand these innovations. Youth are also highly interested in learning green and climate smart skills that anticipate the need for a just transition to a sustainable society, but they are not adequately included in climate-related decision-making. We aim to give young people a voice and provide an education in climate action through approaches such as online learning and online resources to reach the widest and most diverse university youth audience.

2.2.5 Fostering Gender and Social Inclusion (GESI)

Gender equality and social inclusion are crucial aspects of climate finance. To that end, the think tank ensures that all its interventions are guided by gender equality and social inclusion principles, ensuring that climate finance capacity building perspectives are approached from the perspective of gender justice and social inclusion.

2.3 Strategic goals and key activities

To successfully engage in the above mentioned priority focus areas, the CFH has identified 5 corresponding strategic goals that will guide the future activities of the think tank (see Table 1). Each of these strategic goals has a list of key products and services that form the core areas of support that the CFH will be working on. While the precise nature of products and services offered will depend upon the context of future needs and requests, the strategic goals and products in the table below summarize the framework that will guide the think tank's approaches.

Table 1: Summary of the strategic goals and products delivered by the think tank

STRATEGIC GOALS	PRODUCTS
<p>Strategic Goal 1: Foster climate finance research and knowledge management.</p>	<p>Product 1.1: Develop knowledge platforms for capturing and sharing climate information and knowledge.</p> <p>Product 1.2: Promote targeted and demand driven action research to generate evidence-base that addresses identified knowledge and capacity gaps and needs.</p> <p>Product 1.3: Conduct science policy interfaces / dialogues to connect the science and policy world.</p> <p>Product 1.4: Develop climate finance knowledge products leveraging the past and ongoing work of the academia, researchers, government, development partners, civil society, private sector etc.</p>
<p>Strategic Goal 2: Support training in climate finance and conducted target capacity building services for country stakeholders.</p>	<p>Product 2.1: Develop training materials and deliver short-term trainings in climate finance for national and local level in consultation with government and other relevant stakeholders.</p> <p>Product 2.2: Support the development of curricula on climate finance and promote the integration of climate finance and other relevant climate change courses in existing university curricula at Makerere University.</p> <p>Product 2.3: Create online platforms and conduct online trainings.</p>
<p>Strategic Goal 3: Work with government and other stakeholders to foster increased climate finance mobilization, access and utilization.</p>	<p>Product 3.1: Continuously develop and conduct tailored climate finance capacity building trainings for government institutions national and at local levels.</p> <p>Product 3.2: Support the development and operationalization of climate finance tracking systems.</p>

	<p>Product 3.3: Develop tools and guidelines for effective access, mobilization and reporting on climate finance.</p> <p>Product 3.4: Provide services to support access to climate finance by government and private sectors e.g. the development of concepts and bankable projects; mainstreaming climate-relevant aspects into organizational policy and operations etc.</p>
<p>Strategic Goal 4: Catalyze thought youth leadership to enhance climate access and shape climate action</p>	<p>Product 4.1: Put in place a youth climate finance champions network at Makerere University.</p> <p>Product 4.2: Develop youth-specific online climate finance training materials and resources (publications, research papers, toolkits etc.) for university students</p> <p>Product 4.3: Support climate finance scholarships, apprenticeships, and mentorship program for university students and other young people by attaching them to appropriate institutions and experienced professionals / academia.</p> <p>Product 4.4: Promote networking events to connect youth with professional and policy makers (seminars, conferences, forums).</p>
<p>Strategic Goal 5: Enhance inclusive and gender responsive climate finance access and decision making</p>	<p>Product 5.1: Foster gender-responsive climate change training and capacity building.</p> <p>Product 5.2: Advocate for inclusive and gender-sensitive climate finance access and decision-making by designing products and tools that cater for the needs and benefits of women and vulnerable peoples.</p> <p>Product 5.3: Support women-led climate finance innovations and entrepreneurships support</p>

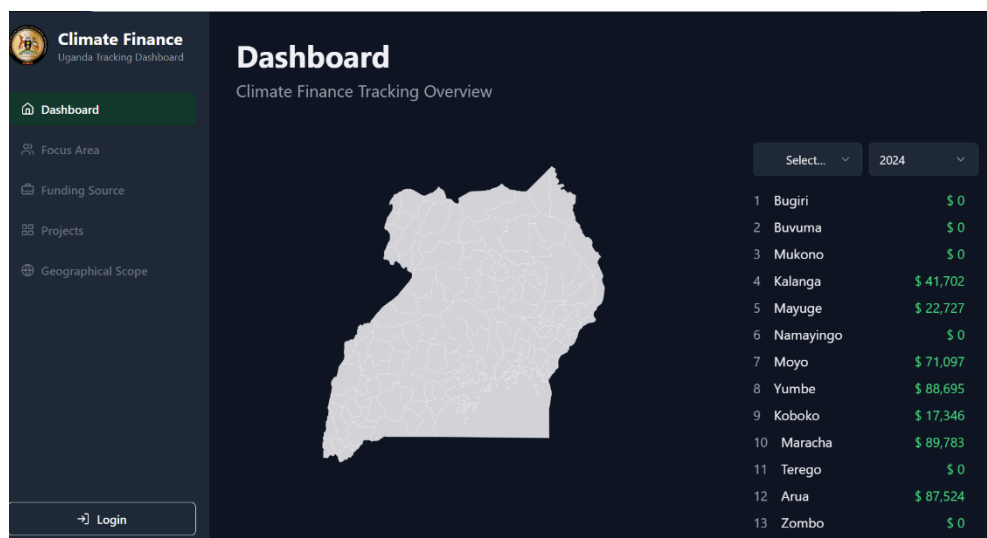
3.

Business Model, Governance, and Market Analysis

3.1 Presentation of the business and action agenda

The Climate Finance Hub at Makerere University focuses on strengthening Uganda's access to, and utilization of climate finance to foster enhanced climate resilience and a green transformation. To this end, the support targets capacitating government bodies Ministries, Departments and agencies (MDAs), Civil Society Organizations and other stakeholders to access and effectively utilize climate finance through research, knowledge management, training and mentorships, and offering consultancy services.

Under Strategic Goal 1, “Foster climate finance research and knowledge management” the Think Tank is putting in place online platforms for sharing climate finance information and knowledge, and for facilitating learning. An already-ongoing example can be found through the UNI-LEAD project, where the TT is developing an online platform to support climate finance science-policy interfaces, a documentary film on climate finance in Uganda, as well climate finance tracking tool for the MoFPED's Climate Finance Unit. The climate finance tracking tool is a web platform for capturing, analyzing, tracking and reporting climate finance flow in Uganda. It consists of a centralized database for easy update and reporting that allows users from public, private and international institutions to report data on climate finance. It also provides real-time dashboards and analytics for timely decision making. Figure 1 below illustrates the dashboards that capture the funding amounts, focus areas, projects funded, funding source, geographical scope etc.



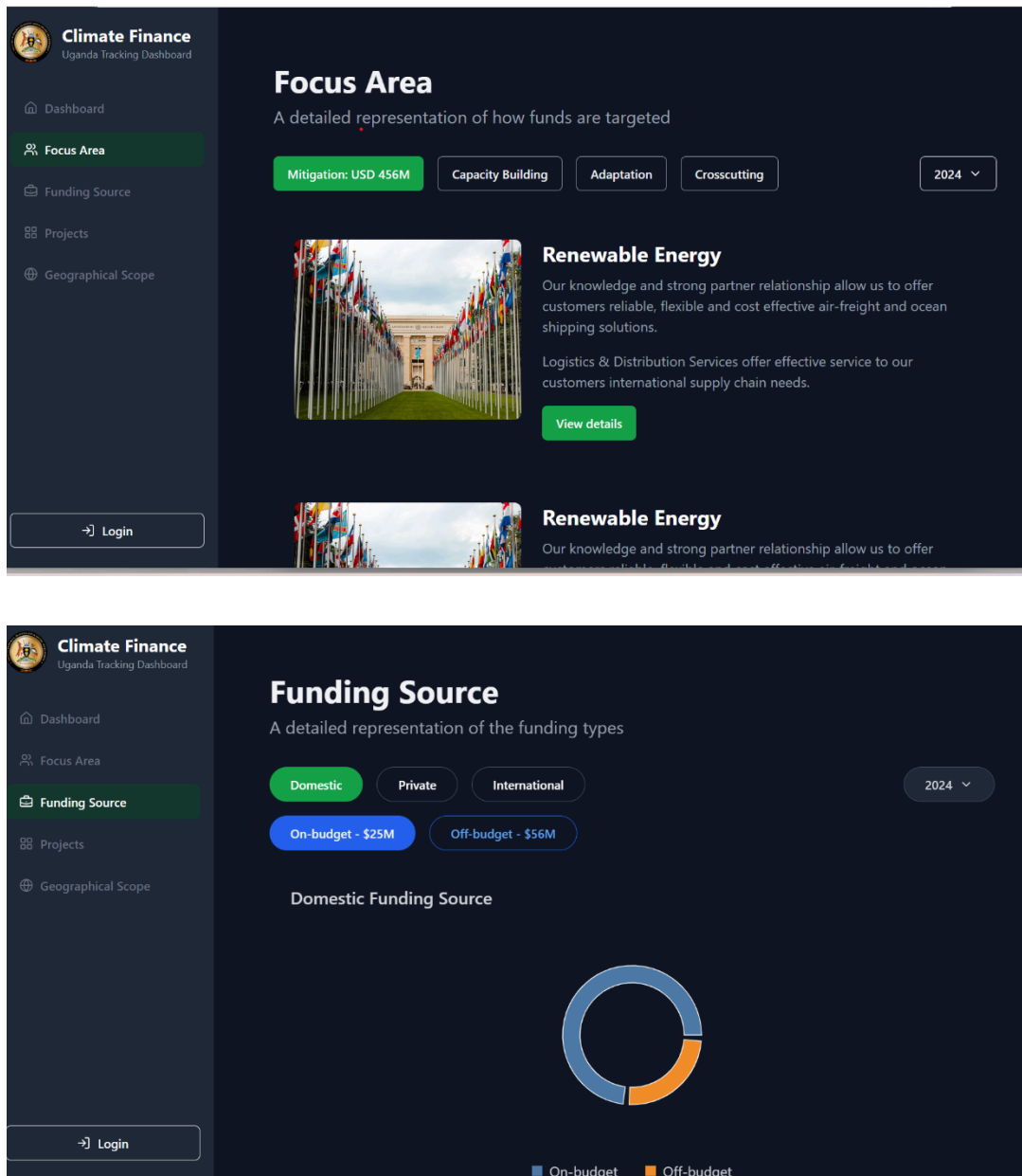


Figure 1: Dashboard for the climate finance tracking tool being developed.

Such knowledge products provide a foundation for 'growing' the strategic goals and objectives in the business plan. The other platforms to be developed include – among others – websites, blogs, dashboards, databases, mobile apps, social media platforms, online forums, blogs, and e-learning platforms that focus on climate knowledge sharing.

The detailed activities under strategic goal 1 include the following:

- Organize and facilitate inclusive Science Policy Interfaces (SPIs), and facilitate and enhance overall communication and collaboration between producers and users of climate knowledge i.e. the scientists, policy makers, practitioners and stakeholders to inform climate finance policy decisions with scientific evidence. Examples of SPIs that are being promoted by the think tank include science-policy dialogues/workshops, knowledge brokerage platforms, and multidisciplinary advisory / technical committees. For example, one such science-policy dialogue was held on 2nd July 2024 (See Figure 2) that was attended by participants from government, civil society and academia.

The discussions in the SPI centred on how to translate scientific data into policy actions and financial solutions. The discussions focused on the exchange of knowledge and ensuring that policymakers are well-informed about the latest climate science and the potential financial instruments that can be used; and, ensuring that climate finance is directed toward projects that support adaptation and resilience building, which are crucial for mitigating the impacts of climate change in Uganda.



Figure 2: Participants in the Science Policy dialogue at Makerere University - 2nd July 2024

- Develop internal research capacity at the university on climate finance and conduct demand-driven action research. Faculty in the College of Agricultural and Environmental Science, and College of Business and Management Sciences, and students will be

oriented towards climate finance research and knowledge management, in order to enhance their ability to produce topical and cutting-edge perspectives and insights on climate finance, which can in turn foster the visibility and credibility of Makerere University as a research-led university, academic institution, and a thought leader in climate finance in Uganda.

- Develop climate finance knowledge products e.g. reports, policy briefs, success stories, dashboards, documentaries, tools, guidelines, publications, certifications etc.) leveraging the past and ongoing work of the academia, researchers, government, development partners, civil society, private sector etc.

Under Strategic Goal 2, “Support training in climate finance and conduct targeted capacity building services for country stakeholders”, the Think Tank will offer demand-driven/tailored trainings that enhance the capacity of government and private institutions and civil society to access and utilize climate finance. Some climate finance trainings have already been developed and delivered through the UNI-LEAD project. The related training materials will be offered on pro-bono basis, while tailored or customized trainings for government institutions, private sector and civils society will be offered on fee-based consulting services related to: The detailed activities under strategic goal 2 include the following:

- Conduct capacity/training needs assessment for government institutions and developing and offering tailored short course trainings to address the identified training needs.
- Conduct general climate finance trainings using the UNI-LEAD developed training materials to raise awareness, understanding and appreciation of climate finance. These trainings will target key faculty at Makerere University (selected by MUCCRI and the CFH), and key technical staff in government Ministries, Departments and Agencies (MDAs) that will be selected by the CFU / MoFPED. In addition, and in consultation with the Climate Action Network Uganda (CAN-U), an umbrella organization for NGOs involved in climate change, civil society participants will also undertake these trainings.
- Support project design, including project proposal writing, by providing data and information support, supporting the development of a climate rationale, theory of change, monitoring and reporting support, ensuring that organizations meet criteria that need to be met and safeguards that need to be maintained.
- In partnership with the CFU/MoFPED, support key MDAs to mainstream climate finance into institutional policy, plans and operations.

- Support to students by offering various forms of financial and practical assistance. This support might include – scholarships, internships, funded thesis research.

Under Strategic Goal 3: “Work with government and other stakeholders to foster increased climate finance mobilization, access and utilization”, the think tank offers demand-driven knowledge products and services that enhance the capacity of government and private institutions, and civil society to access and utilize climate finance. The support includes policy reviews, analyses, and advisement on government policies and practices. In addition, our support will focus on climate finance project design (concept and proposal writing), implementation, and reporting, with a particular focus on the elaboration of climate rationale, institutional criteria that need to be met, and project safeguards required. These services will also include offering trainings in and/or development of project concepts and proposals for submission to various international climate funds Under Goal 4. Such efforts will be related to climate finance access products and services under multilateral climate funds e.g. the Green Climate Fund (GCF), Global Environmental Facility (GEF), Adaptation Fund (AF), Least Developed Countries Fund (LDCF), Loss and Damage Fund (LDF), International Finance Corporation (IFC) etc. The products and services will be offered on either pro bono or fee-based consulting services, as will be decided by the think-tank leadership on a case-by-case basis. All these will be informed through the consultations with Ministry of Finance’s Climate Finance Unit, and the GCF/AF accredited and implementing entities.

Under Strategic Goal 4: “Catalyze thought youth leadership to enhance climate access and shape climate action”, the Think Tank will build on and prioritize youth leadership. We seek to realize this aim through increased engagement with university student leaders and environment and climate change associations at universities with a view to setting up a network of youth climate finance champions at Makerere University and across universities in Uganda. In addition, we will advocate for a climate financing landscape that incorporates financing mechanisms for youth groups and young entrepreneurs. The provision of mentorships, fellowships, internships, and apprenticeships to university students in climate finance through collaborations with the academia and key public and private institutions is catalytic to inter-generational and long-term climate finance capacity.

Under Strategic goal 5, “Enhance inclusive and gender responsive climate finance access and decision making”, The Think Tank will advocate for a landscape in which climate finance benefits all segments of society, the needs of women and vulnerable groups are addressed in ways that empower them, and for climate finance and action that is equitable and sustainable. The Think Tank will develop and offer trainings on GESI-responsive climate change and develop toolkits and guidelines for integrating GESI

into climate finance access efforts. The trainings, products and services developed and offered the TT will be sensitive to gender/social dynamics, and the ensure gender balance and representation. In addition, the trainings will be offered in collaboration with relevant government institutions and civil society.

3.1.1 Potential collaborative activities with state and non-state partners

A collaborative arrangement with government and other practitioners, including civil society organizations and the private sector is essential to ensuring joint ownership and buy-in of the Think Tank interventions and results, fostering sustainability. The Think Tanks partnership-building activity will leverage the collaborative networks already built by:

- The MUCCRI (which is hosting the think tank);
- The LUCCC initiative and the UNI-LEAD project with government institutions (e.g., MoFPED/CFU, MWE/CCD, Ministry of Local Government on the LoCAL project etc);
- The Development Partners (e.g. FCDO on the Uganda Climate Smart Jobs Programme and Training of Media on Climate Change coverage, FAO on the Climate Knowledge Management Project); and
- Engagement with Civil Society through the Climate Action Network Uganda (CAN-U).

During the SPIs conducted through the UNI-LEAD project, a number of actors from government and civil society expressed interest in partnering with both MUCCRI and the Think Tank on fostering climate finance in Uganda.

Table 2 below highlights existing and potential partners and the planned collaborative activities with the partners. The table also elaborates the potential products and services that can be co-designed, co-delivered with, and jointly owned by the Think Tank, MUCCRI/Makerere University, the Climate Finance Unit in the Ministry of Finance Planning and Economic Development (MoFPED), the Climate Change Department in the Ministry of Water and Environment, and other key stakeholders, but their development and delivery is subject to availability of resources (financial and human).

Table 2. Key Think Tank Partners and Stakeholders

PARTNER / STAKEHOLDER	COLLABORATIVE ACTIVITIES
Government Ministries, Departments and Agencies	<ul style="list-style-type: none"> ● Developing and operationalizing of a climate finance tracking system, with MoFPED CFU (in progress) ● Conducting joint research; demand driven research, analysis, and policy briefs ● Needs-based trainings and capacity enhancement (joint trainings) ● Science Policy Interfaces, including science policy dialogues/ workshops, dissemination workshops, knowledge sharing / exchange of knowledge and views and to establish collaborative efforts ● Creating and managing knowledge sharing platforms. ● Climate change knowledge management ● Public-private partnerships (PPPs) on climate finance. The government would lead on initiating PPPs, while the TT supports the PPPs with evidence base, innovations, identifying appropriate funding mechanisms, trainings, and mentorship. ● Triple helix model of innovation on climate finance: partnership between academia/researchers (university), industry / private sectors and government.
NGOs	<ul style="list-style-type: none"> ● Demand driven research (joint), analysis, and briefs ● Needs-based trainings, workshops and consulting services ● Science-policy Interfaces ● Awareness raising and advocacy for inclusive and gender responsive climate action and climate finance benefits. ● Fostering youth leadership in climate change / finance ● University students' mentorship, placements and apprenticeships
Private sector	<ul style="list-style-type: none"> ● Demand driven research, analysis and briefs ● Needs-based trainings, workshops and consulting services ● Science-policy Interfaces, involving private sector

	<ul style="list-style-type: none"> • University students' mentorship, placements and apprenticeships • Triple helix model of innovation on climate finance: partnership between academia/researchers (university), industry / private sectors and government.
Academia	<ul style="list-style-type: none"> • Research and knowledge management • Training and mentorships • Student / youth support through the university system e.g. internships, apprenticeships, scholarships, student exchanges, pilot projects, networks etc. • Mainstreaming climate change in existing curriculum • Creating and managing online platforms to share data, research findings, best practices, case studies • Science-policy Interfaces • University students' mentorship, placements and apprenticeships • Triple helix model of innovation on climate finance: partnership between academia/researchers (university), industry / private sectors and government.
Women, local communities and Indigenous Peoples	<ul style="list-style-type: none"> • Conduct joint gender-responsive research, training and capacity building on climate finance • Promoting inclusive climate finance decision making. • Community engagements and empowerment through partnerships with local women organizations, awareness building, evidence-based advocacy, co-design and delivery of community projects, and empowering women through technology and digital platforms. • Mainstreaming GESI Needs-based training. • Develop gender-sensitive climate finance models
Students/Youth	<ul style="list-style-type: none"> • Support youth leadership on climate change (youth champions and associations) • Training, skilling and mentorships • Develop climate-relevant curriculum

	<ul style="list-style-type: none"> • Support students in relevant academic field through scholarships, internships, and research. • empowering youth through technology and digital platforms. • Promoting inclusive climate finance decision making
Media	<ul style="list-style-type: none"> • Needs based trainings and mentorships on climate change reporting and coverage. • Connecting producers and users of climate information (knowledge brokerage). • Providing / sharing climate information and knowledge with wider public users • Raising awareness about climate change and climate finance. • Creating stories that can inspire climate action, raise awareness and humanize the climate change issues. • Citizen journalism initiatives

3.1.2 Potential products

- The Think Tank will respond to Requests for Proposals (RfPs) from grant awarding institutions in Uganda and globally and, in collaboration with government MDAs, write project proposals on priority interventions. This will enable the Think Tank to win grants that will enable it to deliver on strategic goals and interventions. It can also enable it to sub-grant other key partners during implementation.
- The think tank will also provide fee-for-service products (e.g., for evidence based research, assessments, training and capacity building programs, developing concept notes and project proposals, developing climate rationale, certification and verification services, SPIs and networking platforms etc), in alignment with the strategic goals and products identified in Section 1.2. These products will seek to generate revenue and safeguard the TT's sustainability. This will require a strategic collaboration with top experts and officials from government, academia, civil society, and the private sector.
- The think tank will also provide thought leadership (e.g., influencing climate policy, research, and innovations, promoting climate finance literacy, promoting equity in climate finance, linking climate finance and sustainable development etc.) to shape and advance enabling national, and local policies, as well as organizational policies and business models related to climate change.

- The Think Tank will design and offer demand driven and/or tailored climate finance trainings to government, academia, civil society in consultation with relevant stakeholders and clients. It will also support the integration of climate change/finance courses into existing university curricula.
- The think tank will offer consulting services to government, development partners and private sector, including customized research and analysis, trainings and workshops, project design and implementation support, and assistance with mainstreaming climate-relevant aspects into organizational policy and operations.

3.1.3 Viable areas of intervention based on existing capacity

The Think Tank has identified viable areas of intervention, based on the stakeholder consultations it performed in Phase 1 of the UNILEAD project as well as considerations of its own existing and growing capacity as well as the existing work of the academia at Makerere University. The various achievements realized under the UNI-LEAD project during the pilot phase of the CFH have also honed the institution's ability to support stakeholders in different areas pertaining to climate finance.

First, the think tank will work to enhance the capacity of the Ministry of Finance, Planning and Economic Development to track and report on climate finance.

Secondly the think tank will support the Ministry of Water and Environment – the only national GCF accredited and implementing entity – in developing the climate rationale and GESI in project proposals to multilateral climate funds such as GCF, GEF, Adaptation Fund, Least Developed Countries Fund and Loss and Damage Fund.

Thirdly, the Think Tank will, using the UNI-LEAD developed training materials, deliver trainings on climate finance in Uganda to state and non-state stakeholders that are engaged or interested in the financial dynamics of ambitious climate action in the country.

The Think Tank will also provide consulting fee-based services as need arises. Some of the envisaged consultancy services include, among others: project proposal development including data and information support, e.g. in the development of climate rationale; project design including development of strong theory of change, implementation and reporting support, including criteria that need to be met and safeguards that need to be maintained; support with mainstreaming climate-relevant aspects into institutional policy and operations; etc.

The think tank will deliver these interventions by leveraging the extensive knowledge and experience of its leadership team, the academia at Makerere University, and its expert advisors. The thinktank has gained its expertise through the past work of its members, the

capacity building pilot phase under the UNILEAD project as well as the aspiration to continuously update its own internal knowledge and capacity through relevant and timely research and knowledge management. The Climate Finance Hub at Makerere University will therefore be well-positioned in terms of expertise and experience to intervene in these areas.

Because access to climate finance requires the continuous development of climate change information and data, we believe that the broader research produced by our academia in the areas of climate adaptation and mitigation lends to the overall objective of the think tank.

3.2 Staffing and governance

The Climate Finance Hub at Makerere University is being established as an affiliate unit at Makerere University through a collaborative arrangement between Makerere University and the Ministry of Finance, Planning and Economic Development (MoFPED) through its Climate Finance Unit.

At Makerere University, the Climate Finance Hub is being embedded and operationalized in the already-existing Makerere University Centre for Climate Change Research and Innovations (MUCCRI)³ in line with the University *“Policy on Establishment of Research Entities and Institutions”*. This arrangement is intended to avoid the bureaucracy and legal procedures that come with establishing an independent Research Entity at Makerere University. MUCCRI is an already established as a legal entity with Makerere University in the College of Agricultural and Environmental Sciences whose mandate is climate change research, training and policy outreach. Although the Think Tank will leverage on MUCCRI’s staff, space and other facilities, it is designed to operate as a separate entity from MUCCRI.

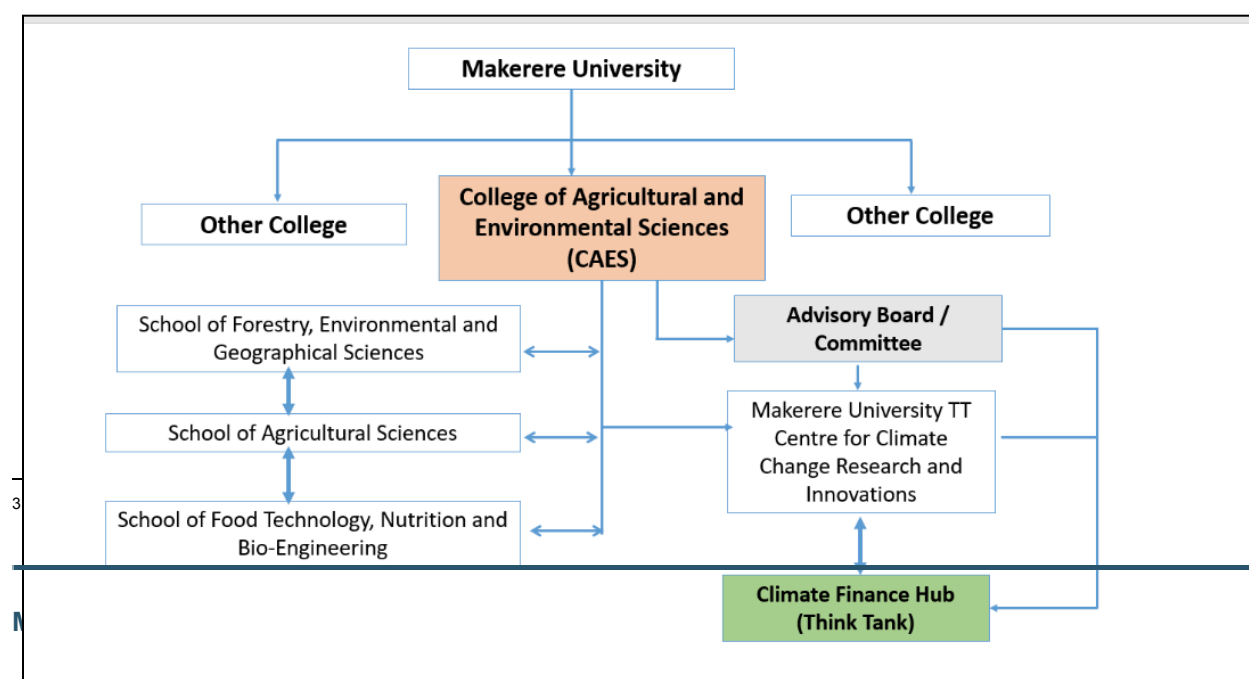


Figure 3: Organogram showing the position of the Think Tank in Makerere University

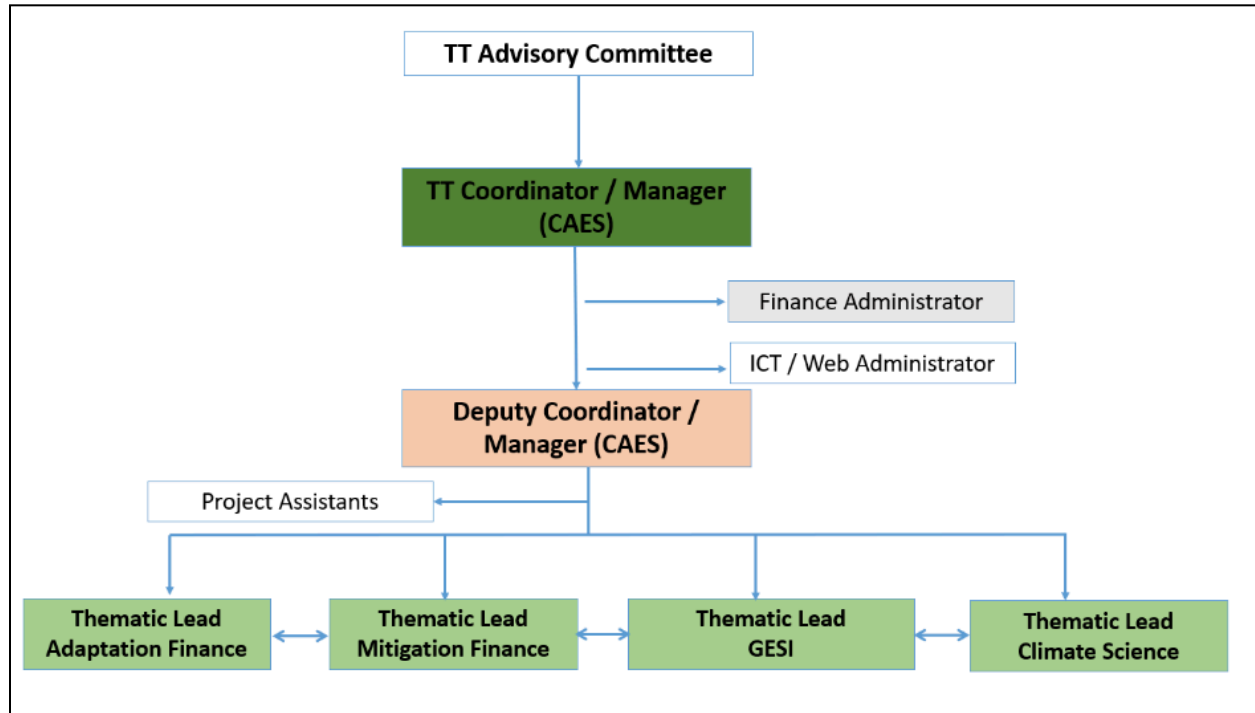


Figure 4: Organogram of the Think Tank in Makerere University

3.2.1 Advisory Committee

The Climate Finance Hub will be governed by an Advisory Committee that will provide expert guidance and support to the think tank. The Committee will be composed of experts from academia, policy, programme and community spheres of action, to inform the Think Tank's strategic direction and provide guidance on translating our interventions into useful practical applications. The TT Advisory Committee will sit at least twice annually, and decision making will be through consensus and majority vote.

The roles and responsibilities of the Advisory Committee are described below:

- Provide strategic advice, guidance, and share expertise and knowledge on climate finance relevant to the Think Tanks goals and objectives.
- Provide internationally, nationally and locally relevant information to the Think Tank team to inform its strategic direction interventions.;

- Support the development and implementation of effective dissemination plans for the Think Tank Knowledge products.
- Identify and facilitate opportunities for collaboration and networking.
- Review, provide feedback and approve the Think Tanks, plans, proposals and budgets.
- Advocate for the Think Tank and support the expert teams to engage with stakeholders and in fora that will enable sharing of experiences and learning.

Table 3. Current Membership of the TT Advisory Committee

#	NAME	INSTITUTION	ROLE
1.	Prof. Gorettie Nabanoga	Makerere University, College and Environmental Sciences (Principal)	Chairperson
2.	Mr. Denis Mugagga	Ministry of Finance Planning and Economic Development, Climate Finance Unit	Co-Chair
	Prof. David Mfitumukiza	Makerere University Centre for Climate Change Research and Innovations College and Environmental Sciences (Deputy Principal)	Member
3	Prof. Yazidhi Bamutaze	Makerere University, College and Environmental Sciences (Principal)	Member
4	Mr. Muhammad Semambo	Ministry of Water and Environment, Climate Change Department	Member
5	Mr. Callist Tindumugaya	Ministry of Water and Environment	Member
6	Susan Nanduddu	ACTADE	Member / NGOs

7	Edith Kateme Kasaija	Private Sector	Member / Private Sector
8	Dr. Tom Mwebaze	Makerere University, College of Business and Management Sciences	Member
9	TBC	Youth / University Student Leader	Member
10	Prof. Revocatus Twinomuhangi	MUCCRI / CFH	Secretariat

3.2.2 Staffing

Staffing for the think tank will be a hybrid, drawn from the university staff and others will be hired. The Coordinator, Assistant Coordinator and Technical Leads are academic staff of the university who are already earning a university salary and so will not draw a monthly salary from the think tank but are and will be compensated for the extra work done to support think tank activities. The rest of the staff will be hired according to university human resource guidelines and will be paid a monthly salary.

Table 4. Current TT staffing

#	TITLE	NAME	ROLES AND RESPONSIBILITY
1.	Think Tank, Coordinator	Prof. Revocatus Twinomuhangi	Oversee strategy, day to day operations and impact of Think Tank. Provide intellectual leadership to ensure that the Think Tank produces and disseminates high quality products and services that are credible and relevant to the public and to policymakers.
2.	Assistant Coordinator	Prof. David Mfumukiza	Assist the Think Tank Manager in day-to-day operations, research and knowledge management

3	Technical Lead, Climate Change Adaptation	Dr. Catherine Mulinde	Provide Leadership and guidance on the climate adaptation thematic area.
4	Technical Lead, Climate Change Mitigation	Dr. Michael Mbogga	Provide Leadership and guidance on the climate change mitigation thematic area.
5	Technical Lead, Climate Finance	Prof. Bernard Bashaasha	Provide Leadership and guidance on climate finance.
6	Technical Lead, Climate Science.	Dr. Alex Nimusiima	Provide Leadership and guidance on the climate science, developing a climate rationale.
7	Technical Lead, GESI	Dr. Florence Birugi Kyazze	Provide Leadership and guidance on the GESI thematic area.
8	Finance Administrator	TBC	Provide support on finance matters.
9	Project Assistant – Research and Grants	Mr. Hakimu Sseviiri	Think Tank finances and accounting, project management and reporting, organizing meetings, managing documentation
10	ICT/Web Administrator	Ms. Christine Kobusingye	Management of MUCCRI/Think Tank website, and online platforms

3.3 Evaluation of the market

Due to Uganda's high vulnerabilities to climate change (most especially the increased rainfall variability, extreme weather events, and challenges in food security and water resources etc) Uganda is increasingly recognizing the importance of climate finance. The government and other stakeholders (civil society and private sector) are looking to secure climate finance to implement climate adaptation and mitigation projects, and this necessitates enhanced capacity to access, manage, and effectively utilize climate finance. Uganda has put up an enabling policy environment for climate finance access that includes the updated NDC under the Paris Agreement, the national climate change policy and the

Climate Change Act 2021. Currently the country is developing a national climate finance strategy (NCFS) and national policies such as the National Adaptation Programme of Action (NAPA), and a draft is in place.

Strong institutional capacity and needs:

- a) Several government MDAs are directly involved in climate finance, but lack the technical abilities to develop project proposals, access international funding, and manage funding effectively. Training needs include understanding of climate finance, financial mechanisms, budgeting, and project management. The Ministry of Water and Environment (MWE) and Ministry of Finance, Planning and Economic Development (MoFPED) are the leading government agencies on climate finance.
- b) Local governments in Uganda (cities and districts) are tasked with implementing climate change interventions but lack the capacity to prepare robust project proposals and manage the complexities of climate finance.
- c) Non-Governmental Organizations (NGOs), play a crucial role in climate finance at the local / community level, but many of them lack the skills needed to navigate climate funding landscapes, write competitive proposals, or implement monitoring and evaluation frameworks.
- d) The private sector is being pushed to adopt / invest in climate resilient and green technologies and sustainable practices. This creates additional demand for training in green financing and related projects. Thus, there is an emerging demand for capacity building among businesses aiming to invest in green technologies or sustainable practices, particularly in agriculture, water energy and construction.
- e) Financial Institutions, including banks and microfinance institutions are required to provide loans for green and climate resilient projects, and require capacity building.

Strong Interest in climate finance training and capacity enhancement

- a) There is a growing interest in climate finance training. The MWE and MoFPED have indicated that MDAs and local governments have expressed interest in targeted capacity-building initiatives. The organizations recognize that a deeper understanding of climate finance can enhance their ability to leverage funding for climate-resilience projects.
- b) Potential for collaborations and partnerships for training does exist. There is a willingness among local and international NGOs, developmental agencies, and educational institutions to participate in and support climate capacity-building

initiatives. This reflects a market opportunity for training providers to collaborate with the TT in addressing these training needs.

Barriers to the market demand

Significant barriers to securing climate finance in Uganda remain, and are largely related to policy, capacity development, financial products and services, gender equality and social inclusion, and traceability. Specifically, securing climate finance Uganda is constrained by:

- a) Limited awareness of the need for adaptation and the sources of funding. In addition, many stakeholders still lack awareness of available climate finance opportunities, and the skills needed to tap into these resources. Thus, increased outreach and education would raise awareness and stimulate demand.
- b) difficulty in meeting climate funds' procedures and standards to access finance.
- c) inadequate technical capacity to design and develop climate adaptation projects and to monitor and evaluate progress.
- d) Complex Funding Landscapes. The multitude of funding sources and grant requirements can be overwhelming for potential climate finance applicants, highlighting the need for specific training on how to navigate these complexities.
- e) Resource Constraints. Financial and human resources are limited, which affects organizations' ability to invest in training and capacity-building initiatives.
- f) Previous attempts to prepare climate change projects for financing have been constrained by the developers' inability to clearly state the climate rationale and to quantify benefits of enhanced resilience, and to design sound monitoring and evaluation systems that meet the reporting requirements.

The TT at Makerere University will capitalize on this demand and stakeholders to:

- Develop targeted training programs that address the specific needs and gaps identified in different sectors.
- Increase outreach and awareness efforts to educate stakeholders on available funding sources and the requisite skills to access them.
- Foster collaborations between local entities and international organizations to leverage resources and expertise for effective capacity-building initiatives.

3.3.1 Potential funding sources from external donors and other initiatives

Operationalization of the TT at Makerere University requires financial support from various funding sources that could include government grants, international donors, private sector partnerships, foundations, and academic grants. To this end the TT will have relationships with external donors and initiatives that have potential to bring in new sources of revenue for the services and products it develops.

Below is an outline of the potential funding sources for the CFH at Makerere University:

- a) **Government Funding / grants** aimed at promoting research, innovation, and capacity building in climate finance e.g. the government funds the Makerere University Research Innovation Fund (RIF) from which the TT could tap into in the future. The other source is the Government-funded research initiatives or programs dedicated to climate change resilience and adaptation that can offer financial support for think tank activities.
- b) **Bilateral and Multilateral Development Agencies** e.g. EU, GIZ, FCDO, DANIDA, SIDA etc may provide funding for educational projects or research initiatives focused on climate finance and policy development. Makerere University has MoUs and is also already accessing funding through some of these organizations that the TT can leverage on. MUCCRI and the think tank are already working on a FCDO Climate Smart Jobs (CSJ) supported programme in Uganda to support the training of journalists on climate change reporting and coverage.
- c) **UN Agencies.** Makerere University is partnering with UN organizations such as UNEP, UNDP, FAO, UNICEF, WMO etc. These organizations often offer funding for research and capacity building in climate-related fields. MUCCRI is already working with FAO developing climate change knowledge management systems.
- d) **International Climate Funds and Programs** such as the Global Environment Facility (GEF), Green Climate Fund (GCF), and Adaptation Fund (AF). While primarily aimed at funding projects, the GCF may support initiatives related to national capacities and strategic research through wings such as the Readiness Programme and could provide grants for studies or reports that link climate finance to local needs. GEF may support research and capacity building aimed at generating knowledge regarding environmental sustainability and climate finance. The AF may support projects aimed at enhancing resilience, and partnerships involving research entities may seek funding for activities related to climate adaptation strategies.

- e) **Academic and Research Grants** (University Partnerships). Partnerships with other universities, both local and international, can facilitate access to funding through collaborative research proposals and grants.
- f) **Philanthropic Foundations / Climate-Focused Foundations** e.g Rockefeller Foundation, Bill & Melinda Gates Foundation, MasterCard Foundation support education and research initiatives that align with their missions. Makerere University has benefited from funding support from Foundations in the past. Exploring local and regional foundations / local philanthropic organizations dedicated to environmental issues or education can yield additional funding opportunities for the TT. Makerere University is being supported by MasterCard Foundation and the think tank will explore how to tap into this collaboration.
- g) **Private Sector Partnerships / Corporate Sponsorships.** Engaging with businesses that have an interest in sustainability or corporate social responsibility can yield sponsorship opportunities or collaborative projects. This has not yet started.
- h) **International Collaboration and Networking / Research Networks and Collaborations.** Joining international research networks and consortia focused on climate finance or related areas can provide access to collaborative grant opportunities. Participation in global climate finance conferences and symposiums may lead to partnerships and funding avenues for research initiatives.
- i) **NGOs and Civil Society Organizations.** Developing partnerships, collaborations and programs with non-state actors that focus on climate change, sustainability, and education can lead to joint funding applications for projects that align with their missions.

3.3.2 Government bodies interested in the TT's product and services

Several government MDAs and local governments in Uganda are involved in climate change adaptation, mitigation, and finance management but are facing climate finance readiness challenges due to inadequate institutional and technical capabilities and lack of assessments. The TT has already, through the LUCCE initiative and implementation of the UNI-LEAD project, developed a collaborative arrangement with the CFU at MoFPED and CCD in MWE with regards to SPI, climate finance training and developing a climate finance tracking tool. An MoU between Makerere University and MoFPED is being worked on to formalize the collaboration, but this will take some time to finalize due to the existing university and government bureaucracy. In the short term the Ministry will be providing

Letters of Conform (Letter of Support) on case-by-case basis, as and when these letters are needed.

The TT targets the institutions mentioned below that require capacity building to effectively access, manage, and deploy climate finance.

Table 5. Government partners and roles.

#	GOVERNMENT INSTITUTION	ROLES	CAPACITY NEEDS
1.	Ministry of Water and Environment (MWE)	Formulation and implementation of national policies on water resource management, forest management, environmental protection, and climate change.	Training in accessing international climate funds, project proposal development, and monitoring and evaluation (M&E) of funded initiatives. Training on green finance mechanisms specifically focused on forest conservation, afforestation, and sustainable land management practices.
2.	Ministry of Finance, Planning and Economic Development (MoFPED)	Manages national budgets and oversees financial planning related to climate action investments.	Integrating climate finance into national budgets, understanding climate finance mechanisms, and developing financial strategies that align with national climate goals.
3.	National Environmental Management Authority (NEMA)	Regulates and monitors the environment and implements environmental policies.	Enhanced skills in climate risk assessments, project evaluation, and the ability to engage with stakeholders regarding climate finance projects and environmental sustainability.
4.	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	Develops policies for agricultural practices, livestock management, and fisheries management in the context of climate resilience	Accessing climate finance for sustainable agriculture practices, understanding climate-smart agriculture principles, and implementing climate adaptation projects.

5.	Ministry of Lands, Housing and Urban Development (MLHUD)	Oversees land use planning, urban development, and housing policies.	Training on sustainable land use practices, climate-resilient urban planning, and engaging with financial stakeholders to secure funding for climate-related infrastructure projects
6.	National Planning Authority (NPA)	Responsible for national development planning including integrating climate change considerations into the planning framework.	Training in integrating climate finance into national development plans and strategies and assessing climate change impacts on national development objectives.
7.	Uganda Wildlife Authority (UWA)	Manages national parks and wildlife resources, balancing conservation and community development.	Skills in accessing climate finance for biodiversity conservation and resilient tourism initiatives, as well as the integration of climate risks into conservation strategies
8.	Local Government Authorities (Cities and Districts)	Implement policies at the district / city level, manage local resource allocation, and engage with communities on climate issues.	Training in project development and management, understanding climate financing sources, and executing local climate action plans effectively

The TT will focus on building climate finance capacity across these government institutions to improve Uganda's resilience to climate change and to effectively utilizing both domestic and international climate funding. A coordinated approach to training and capacity development will empower these institutions to better align their operations with climate goals, improving project implementation and increasing access to much-needed climate finance.

3.3.3 Private sector entities that need developed TT products or services

Below are some of the key categories of private sector institutions that would benefit from the TT's enhanced capacity in climate finance:

a) Agricultural Sector private sector actors:

- Farmers' Cooperatives and Associations that struggle with accessing climate finance for sustainable farming practices, irrigation projects, and resilience-building initiatives.
- Agro-Based Industries involved in processing agricultural products may seek funding for sustainable practices, reducing emissions, or adapting to climate impacts on supply chains.

b) Energy sector private sector actors:

- Renewable Energy Companies / firms involved in solar, and bioenergy often need support in navigating climate finance opportunities for projects aimed at expanding access to renewable energy, improving efficiency, and reducing carbon footprints.
- Utilities and Energy Distribution Companies responsible for managing energy distribution may seek financing to invest in climate-resilient infrastructure and adaptation measures.

c) Construction and Real Estate Development actors:

- Real Estate Developers or Companies developing housing or commercial properties may require capacity building in securing finance for green building practices, energy-efficient designs, and climate-resilient infrastructure.
- Construction Firms may need training to access funds for sustainable construction methods and technologies that reduce environmental impacts.

d) Manufacturing sector actors:

- Industries with High Emissions e.g. companies in sectors such as cement, textiles, and specialty chemicals may seek training in securing climate finance for technologies that help reduce emissions and enhance energy efficiency.

- Sustainable Product Manufacturers. Firms producing eco-friendly products (e.g., biodegradable materials) could benefit from capacity building that allows them to access funding for scaling their operations

e) Tourism Sector actors:

- Eco-Tourism Operators. Companies in the tourism sector focusing on sustainable practices may need capacity building to manage climate risks and access funding for projects aimed at promoting environmental conservation and cultural sustainability.
- Hospitality Businesses e.g. hotels and resorts that want to adopt green practices could benefit from training in sustainable tourism financing.

f) Water and Sanitation Sector actors:

- Private firms providing water services may require capacity building to develop climate-resilient systems and access funds for projects improving water access amidst changing climate patterns.
- Waste Management Enterprises / Companies involved in waste collection and management may seek funds for projects that promote recycling, waste-to-energy initiatives, and environmentally friendly disposal practices.

g) Transport Sector actors: Logistics and Transportation Companies:

- Businesses focused on transportation may need to secure financing for improving efficiency, transitioning to cleaner fleets, or enhancing infrastructure to withstand climate impacts.

h) Financial Institutions:

- Banks and Microfinance Institutions require training to design and offer climate-specific financial products (e.g., green loans, climate insurance) that cater to businesses seeking funding for climate-resilient initiatives.
- Investment Firms e.g. asset management and private equity firms that wish to invest in sustainable ventures may need capacity in understanding climate finance principles and opportunities.

i) Technology and Innovation Sector:

- Startups Focused on Green Technologies i.e. technology firms that are developing innovative solutions for climate challenges (e.g., agricultural technology, clean energy solutions) may seek funding to scale their businesses and need help navigating climate finance mechanisms.

The demand for the TT's climate finance capacity building products and services covers a wide range of sectors within the private sector. Institutions across agriculture, energy, construction, manufacturing, tourism, water and sanitation, transport, financial services, and technology stand to gain significantly from enhanced skills and knowledge in accessing and deploying climate finance. The TT will offer targeted capacity-building initiatives that empowers these institutions to effectively respond to climate challenges while also optimizing financial resources for sustainable growth and development. Currently the staff at the TT is not well aligned to working with private sector and retooling will be necessary.

3.3.4 NGO and other development agencies that need the TT's products and services

Several NGOs and donors in Uganda could benefit from the services and products of the TT, the notable ones being: Notable entities include:

Non-Governmental Organizations (NGOs)

- a) International NGOs like Oxfam, CARE, and World Wildlife Fund (WWF) often provide funding for specific climate initiatives and can facilitate access to additional donor resources.
- b) Action Coalition on Climate Change (ACCC): ACCC is a Kampala-based NGO focused on environmental conservation and climate change initiatives. They collaborate with a diverse range of partners, including the World Bank, Open Society for Eastern Africa (OSIEA), and the Swedish Water Institute (SIWI), to promote sustainable environmental management and climate resilience.
- c) African Initiative on Food Security and Environment (AIFE-Uganda): AIFE-Uganda is a non-profit organization dedicated to organizing communities to proactively address climate change and conserve the environment. Their programs encompass biodiversity conservation, climate-smart agriculture, research, and community mobilization. They work closely with like-minded civil society organizations, governments, and development partners.

- d) Environmental Conservation Trust of Uganda (ECOTRUST): ECOTRUST is a non-profit organization aiming to conserve biodiversity and improve social welfare through sustainable environmental management. They operate nationwide, focusing on landscapes such as the Murchison-Semliki landscape, Queen Elizabeth National Park, and Mount Elgon.

International Financial Institutions (IFIs)

- a) The World Bank provides funding for climate-related projects through initiatives like the Climate Investment Funds (CIF) and the International Development Association (IDA) for projects focusing on resilience and sustainability.
- b) African Development Bank (AfDB), offers financing for climate change initiatives via its various climate financing facilities, including the African Climate Change Fund.

Bilateral Development Agencies

- a) UK's Foreign, Development and Commonwealth Office (FCDO), offers financial support for climate initiatives, particularly those focusing on adaptation and resilience within vulnerable communities.
- b) GIZ, provides funding for climate change projects through various initiatives, including support for renewable energy and local adaptation strategies.
- c) SIDA, funds sustainable development and climate change projects, primarily through partnerships with local organizations.
- d) DANIDA has been a steadfast partner to Uganda for over three decades, supporting various sectors including climate change mitigation and adaptation. Through its strategic Framework (2023–2028): funds green, sustainable, and inclusive economic transformation interventions.

Multilateral Funds

- a) Green Climate Fund (GCF) supports developing countries in responding to climate change through funding for projects and programs that aim for transformative impacts. GCF collaborates with Ugandan entities to bolster climate resilience and sustainable development. Projects like "Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda" exemplify their commitment to environmental conservation and community empowerment.
- b) Global Environmental Facility (GEF), provides grants and funding for projects related to biodiversity, climate change, international waters, and land degradation.

Adaptation Fund (AF), finances projects aimed at helping vulnerable communities adapt to climate change through direct access by national entities.

United Nations Agencies

- a) UNDP engages in various climate initiatives and can provide support for capacity building and project financing through its adaptation and resilience efforts. FAO provides technical assistance and funding for climate adaptation in agricultural practices.
- b) UNEP Supports various environmental and climate initiatives through grants and capacity-building programs.

Regional Organizations

- a) The East African Community (EAC) may provide regional funding for climate adaptation and mitigation projects that benefit multiple countries in the region.
- b) Intergovernmental Authority on Development (IGAD), engages in climate initiatives and could facilitate funding for regional projects focused on climate resilience.

3.3.5 Potential to develop products and services

Based on the capacity and needs of government MDAs, local governments, NGOs and private sector, the TT will focus on developing priority climate finance technical products and services elaborated below as need may arise. The goal is to enhance the effective mobilization, management, and use of climate finance to support mitigation and adaptation efforts.

- a) Climate Finance Training Programs that include tailored training programs on climate finance mechanisms, proposal writing, and project management for government agencies, NGOs, and private sector stakeholders. In addition is online training modules or e-learning resources that provide flexible access to climate finance education, including various topics like financial management and reporting.
- b) Project Development Toolkits and Manuals to help stakeholders develop climate-related project proposals, including templates and checklists for key components such as objectives, budgets, risk assessments, and monitoring plans. Sector specific guidelines (customized resources) for key sectors such as agriculture, water, energy, and health to align projects with national climate priorities and available funding opportunities will also be developed as need arises.
- c) Climate Finance Access and Application Support that involve proposal development services or consultation services that provide technical assistance in drafting and

refining proposals for international climate funds like the GCF, GEF, AF etc. Hands-on workshops will be convened to guide participants through the application processes of various funding bodies, with real-time feedback on proposals.

- d) Monitoring and Evaluation Framework support. Development of standardized monitoring and evaluation frameworks, indicators, and reporting formats tailored for climate projects, enabling stakeholders to effectively assess impact and compliance. Training on monitoring techniques, data collection methodologies, and evaluation processes to ensure effective tracking of project impacts and fund utilization will also be conducted.
- e) Climate risk assessment tools and guidelines for conducting climate vulnerability and risk assessments at local and sectoral levels, allowing stakeholders to identify and prioritize resilience-building measures.
- f) Investment Readiness Programs / Green Financing Consultation. Assistance will be provided for businesses and local governments in understanding green finance options, developing green business models, and preparing for investment readiness.
- g) Technical Assistance for Implementation or On-the-Ground Support. The TT will providing expert advice and services during the implementation of climate projects, ensuring adherence to best practices and alignment with funding regulations.
- h) Capacity Building for Local Implementation. The TT will offer training of local actors and communities on project execution, sustainability practices, and effective resource mobilization.
- i) Innovative Financing Solutions. Based Development of Financial Products**: Creating tailored financing solutions such as green bonds, climate insurance, and blended finance mechanisms to encourage private sector participation in climate resilience initiatives.
- j) Establishing Climate Finance Platforms (including online platforms) that connect scientists and policy makers, project developers with potential investors, facilitating the flow of information and investment opportunities.
- k) Developing public awareness and educational materials (awareness campaign toolkits). Developing resources and materials to raise awareness about climate finance opportunities and the importance of climate action across communities and sectors. The TT will also developed educational programs / initiatives directed at

youth in schools and higher education institutions to integrate climate finance and sustainability concepts into curricula.

I) Creating Data and Information Systems that include:

- Climate Data Platforms / establishing centralized platforms for accessing and sharing climate-related data such as climate projections, impacts, and finance-related information to inform project planning and decision-making.
- Research and Analysis Reports i.e. producing studies on current climate financing trends, gaps, and opportunities in Uganda, which can inform policy and strategy development.



4.

Financing Strategy and Sustainability

4.1 Financial plan

4.1.1 The cost of TT

Makerere University will offer in-kind support to the TT that includes office space and facilities at the Makerere University Centre for Climate Change Research and Innovations (MUCCRI) for at least 5 years. The CFH will have free access to university / MUCCRI support services such as ICTs, financial and procurement support services. And for avoidance of doubt, and like any other research center at the University, the TT can make use these resources available at the University. This in-kind financing support will be available to the TT beyond the expiry UNI-LEAD project, and for at least 5 years.

During the first five-year period (2025–2029) of the TT, annual staff and operational costs are estimated at approx. USD 270,000. The annual staff costs covering coordination, management, and key expert costs are estimated at USD 120,000. The annual fixed / operational costs are estimated at approx. USD 150,000 and cover the following:

- a) purchase of critical TT office equipment e.g. computers, printers / photocopiers, projects
- b) Office supplies and consumables e.g. stationary, computer accessories and software.
- c) Mobilization and networking,
- d) Travel (local and international)
- e) conducting initial / pro-bono training/capacity enhancement sessions for government and other partners,
- f) Covering TT events/conference activities,
- g) Conducting demand-driven research activities studies
- h) Responding to grant calls / proposals,
- i) Supporting youth activities e.g. associations, events, training, internships and mentorships.

For the first two years (2025 and 2026) of the TT operation, the TT will not have developed internal capacity to attract fee-based consulting services from government and other

partners to fully fund its staff and operating costs. To this end, the TT at Makerere University will need extended funding support from a donor/partner for a period of (at least) two years. One of the key options currently being explored is to request for a possible extension / Phase 2 of the UNI-LEAD project (GEP/UNEP) in which TT support is a component.

After the two years of TT full operation i.e. by 2027 onwards, the TT will have developed internal capacity to attract fee-based consulting services from government, Development Partners, civil society and private sector in Uganda. In addition, the TT will have developed capacity to attract grant funding by responded to Call for Proposals, and part of the funding will be channeled to cover the TT's operational costs. The TT will also develop and offer short-tailored trainings on climate finance on fee payment basis, and through this mobilize financial resources to meet operational costs.

In all its undertakings, the TT will be guided by the University's finance, audit, procurement and grant management policies and manuals, which must be followed to the letter. As a requirement, the TT will prepare annual budgets and workplans that must be approved by the University organs (School and College levels) before they are implemented. The University has an Internal Audit Department that monitors and reports on compliance with university policies and procedures (including spending). In addition, the University has a Finance Department and Grant Management Units that approve, monitor and track unit's budgets and expenditures. The internal and external audit mechanism ensure that the funds disbursed in all university units are used for the right purposes and accounted for in line with university policies, guidelines and manuals.

4.1.2 Level of in-kind support from the university

Although Makerere University will not provide direct finances (budget support) to the TT, it will provide the following in-kind support to the TT:

- Office space allotment for the CFH / TT and basic furniture to support a productive working environment.
- Additional space for small meetings, trainings and seminars.
- Internet access and ICT support to facilitate TT office work, communication and online platforms for virtual meetings, trainings and social media.
- Access to the university library resources
- Administrative and advisory support for TT / project management and coordination e.g. finance, procurement and audits.
- MoUs and partnership agreements with government entities especially MoFPED and other partners to facilitate collaborations that are important avenues for raising funding.

4.1.3 Likelihood of that in-kind support lasts beyond the current project

The TT is being institutionalized as a Research Centre in Makerere University in line with the University's *"Policy on the Establishment of Research Entities and Institutions, 2023"*. This institutionalization ensures that the established TT is research entity within university and remains in operation beyond expiry of the UNI-LEAD project. The TT Coordinator / PoC and core of experts are university staff who remain available to run the TT on a continuous basis, which ensures institutional sustainability. Further, the TT Chair (Advisory Group Chair) is a College Principal who doubles as a member of the university's top management committee and determine the University / College's continued support to the TT.

4.2 A SWOT analysis

As part of the environmental scan, a SWOT analysis (assessing strengths, weaknesses, opportunities and threats) was conducted as elaborated in the Table below.

STRENGTH	
<ul style="list-style-type: none">● Makerere University has a reputable name brand within and outside Uganda.● The University has a supportive policy for the establishment and management of Think Tanks, and research and innovation centres /centres of excellence.● University / College has highly qualified and diversified human resource in related fields of climate change, environmental management, sustainable development, and green circular economy).● Proven track record of grant / project development and management and successful project delivery.	<ul style="list-style-type: none">● Availability of adequate teaching space and other infrastructures e.g. lecture rooms, meeting and conference facilities, laboratory facilities, ICTs and library resources.● Makerere University has established global and regional research and teaching partnerships that the TT. Can leverage on.● Cutting edge curricula: good and wide-ranging academic and training programmes related to environment, climate change, agriculture and food security, natural resource economics etc.● Existence specialized centres such as MUCCRI and the Sustainable Development Solutions Network (SDSN Uganda).

- University / College has many undergraduate and graduate students for teaching and mentorships.

WEAKNESSES

- Limited internal funding for the TT from the University. The university has no budget line for funding Research Centres and TTs and so they depend on external funding.
- Academic staff in the university have heavy staff workload and responsibilities that do not allow them to have deeper engagement on additional research, policy and consulting responsibilities at the TT.
- Bureaucratic university systems that could drag implementation of TT activities e.g. procurement and finance.
- Low pay and motivation amongst staff that leads to staff turnover and brain drain.
- Asymmetrically limited and competence in grant proposal writing amongst university departments and staff.
- Poor marketing of strategies that could hinder access to consulting services and grants.

OPPORTUNITIES

- Excellent reputation and high ranking of Makerere university globally, regionally and nationally
- High interest in climate change and climate finance activities in Uganda and in the region that make the TT's capacity building products and services attractive.
- Availability of grants funding opportunities for climate change / climate finance globally and in Uganda.
- Good partnership and collaboration arrangements with government MDAs, especially MoFPED /CFU and Ministry
- Youth / University students who have high interest in environment and climate change aspects.
- Collaboration with professional associations, universities i.e. Teaching collaboration
- Advancements in ICTs and online platforms (at the university and beyond) that allow flexible and borderless learning
- Increased demand for short skills training, mentorships and entrepreneurship.

of Water and Environment / Climate Change Department (CCD), as well as other MDAs, donors and civil society in Uganda and globally.

THREATS

- Low funding for the university from the Government of Uganda
- Research agenda at the university is largely dictated by donors whose funding is not predictable and is short term. Donors research priorities are also changing.
- University / TT faces stiff competition from other research organizations and universities for funding
- Perception / expectation that the established TT as a lot of donor funding, and partners (including government MDAs) expecting funding or pro-bono products and services from the TT.

4.3 Sustainability plan

4.3.1 Long Term Financing Strategy

The financial sustainability of the TT is based on the in-kind support provided by the University in form of office space and other infrastructure support already mentioned in Section 3.1.1. This in-kind support substantially reduces the operating costs and considerations for the CFH, while also providing it with the appropriate institutional framework to safeguard its viability and existence as an entity within one of the premier universities of Uganda and Africa.

By being based in Makerere University and leveraging on the university's brand name and reputation and the networks of TTs' Advisory Group members to fundraise from donors and philanthropic bodies (e.g. MasterCard Foundation, Rockefeller Foundation, Bill and Melinda Gates Foundation etc.). In addition, the TT will seek for funding from the university, through university budget support, and the Makerere University Research and Innovation Fund (RIF) that is funded by government.

The medium to longer term financial sustainability of the CFH at Makerere University will be based on:

- fee-based consulting services that include among others, offering climate finance training and capacity enhancement products and services for government MDAs, NGOs and private sector.
- Fee-based consulting services for developing concepts and proposals for government MDAs to access climate financing from bodies like GCF, GEF, AF, UN Agencies etc. d non- government sectors, policy review and research-based services.
- Responding to CFP/RFP and pursuing donor-based grant funding for action research, innovations and capacity building to be provide additional funding resources for the TT.

4.3.2 Feedback Mechanism

A feedback mechanism for Monitoring and Evaluation (M&E) essential for improving the TT performance, accountability and stakeholder engagement. Monitoring and Evaluation (M&E) of the TT's performance will follow Makerere University established frameworks and the TT will have a staff dedicated to M&E at TT.

Stakeholder identification:

All TT staff, stakeholders, beneficiaries and donors will be identified and mapped to understand their interests, expectations and concerns to tailor the feedback process.

Design of feedback collection tools and data collection.

The TT will develop instruments (e.g. surveys and questionnaires) to gather quantitative and qualitative data from stakeholders. Data will be collected through focus groups, interviews and score cards. The data will be analyzed and the findings disseminated on what was learned through the M&E process. Action plans will be developed to address the feedback received. Lessons learned from the feedback process will inform future M7E process and TT / project planning.

Continuous monitoring and reporting

For continuous monitoring, output and outcome related indicators will be developed and used to track progress and generate data for reporting and lesson learning.

The **output level indicators** include the following:

- Number of training toolkits and manuals developed
- The number of trainings conducted
- The number persons trained, segregated by gender and age
- Number of policy briefs, blogs, publications

- Number of government entities (local and central) supported
- Number of MoU and collaborative agreement entered
- Number of research/projects proposals developed and submitted for funding
- Number of research/projects grants awarded and implemented to completion.

4.3.3 Outcome level indicators

Impact level indicators will be classified as follows:

- a) Scope of investments: This will target capture of information on the level of investments in the TT for training, research, capacity enhancement and dissemination of innovations.
- b) Impact on policy: This will investigate the contributions to climate finance policy development, strategies and programmes that support impact and best practices.
- c) Impact on practices: This will investigate climate resilient impacts resulting from the TT interventions. Climate resilient practices will be investigated mainly drawing from the intervention areas / institutions.
- d) Capacity strengthening: This will highlight value added by the climate finance capacity strengthening interventions as well as the environment and capability for the university systems to train and engage in research in climate change / climate finance. Indicators related to types of interventions, incentives and other components of enabling environments to ensure that university staff and government officials are capacitated and retooled in climate finance, as well as conventional indicators such as number of persons / staffs trained, degree and skills training, facilities, institutional reforms, realignment and consolidation.

Reporting

- a) Bi-annual reports will be prepared in line with the workplans, budgets as well as the university / academic (semester) monitoring mechanisms.
- b) Annual reports will be prepared and submitted to the TT Advisory Committee and the College Management in accordance with university policies and guidelines.

Operationalization of the M&E strategy

The TT will adopt a participatory monitoring, evaluation and learning approach as the main mechanism for generating information to monitor activities, milestones and the results

indicators and support institutional learning. The TT will establish an M&E platform managed by the coordinator's office to oversee implementation of the Business Plan. The TT Coordinator will be assisted in this process by the Theme Leads and key experts. In addition, The TT will have a staff dedicated to M&E.

4.3.4 Adaptability

As already mentioned, Monitoring and Evaluation (M&E) of the TT's performance will follow Makerere University established frameworks. The M&E framework TT will be reviewed to adapt to changes in university policies and frameworks.

The TT staff and stakeholders will be involved in capacity building activities, research, implementation and advocacy and they will disseminate the important results and other relevant information to the wider audience in the university and country. This effort is meant to ensure that the TT continuously monitors progress as part of the organizational learning process.

4.3.5 Review and Evaluation

The TT's Business Plan will be reviewed mid-way through its implementation (2027) to review performance and adjust or align to the funding sources, and the university and country priorities. An evaluation of the TT's performance will be after five years. The next evaluation will therefore be in 2029.