

Darwin Initiative: Final Report

Darwin Project Information

Project reference	25-008
Project title	Integrating Natural Capital into Sustainable Development Decision Making in Uganda
Country(ies)	Uganda
Lead organisation	WCMC
Partner institution(s)	National Environment Management Authority, Uganda (NEMA), National Planning Authority, Uganda (NPA), Uganda Bureau of Statistics (UBoS), Institute for Development of Environmental-Economic Accounting (IDEEA Group), International Institute for Environment and Development (IIED)
Darwin grant value	£355,388
Start/end dates of project	01/07/2018 - 30/09/2021
Project leader's name	Nadine Bowles-Newark
Project website/blog/social media	Webpage: https://www.unep-wcmc.org/featured-projects/nca-in-uganda Blog: https://www.iied.org/environment-or-economy-how-uganda-uses-natural-capital-accounts-policy-making Other media: https://twitter.com/nemaug
Report author(s) and date	Sarah Ivory, Steven King, Tom Geme, Rosalind Goodrich, Steve Bass, Carl Obst December 2021

1 Project Summary

Natural capital can be defined as the “stocks of natural assets which include geology, soil, air, water and all living things” ([Natural Capital Forum, 2021](#)). Biodiversity is an essential characteristic of ‘living things’, which are critical components of any country’s natural capital stock, and nowhere more so than in Uganda, the focal country of this project. Here, with over 75% of its population living in rural areas (World Bank 2020), the well-being of the population is inherently dependent on the goods and services provided by biodiversity. However, a lack of understanding of its economic value results in planning and policy processes that fail to take biodiversity into account. Ensuing negative impacts disproportionately affect the rural poor, who primarily and directly depend upon ecosystem services for their livelihoods and well-being.

Uganda openly recognises these challenges, and the potential benefits of natural capital accounting (NCA) to help overcome them. The country’s National Biodiversity Strategy and Action Plan (NBSAP), National Development Plan (NDP II) and Uganda Green Growth Development Strategy (UGGDS) all acknowledge the need to improve the management of natural capital to deliver economic development and poverty alleviation. Following the development of preliminary NCA for land, forests and selected key species, the country developed a National Plan for Advancing Environment Economic Accounting. This was based on extensive consultation and identified several accounting themes that address priority issues for the country. Despite this clear leadership and initiative in the field, a lack of resources has hindered the institutionalisation of account development and use. This project, therefore, worked to extend Uganda’s capacity for NCA and build complementary analytical capacity amongst public decision-makers, and other users, to employ this new evidence base for integrated economic and land-use planning and policy. This helped mainstream the

integration of the benefits of biodiversity management into sector development planning, which, in turn, helped deliver on national priorities for green growth, poverty alleviation and biodiversity enhancement. The work also supported Uganda's international commitments to integrate the values of biodiversity-related natural capital in decision making (Aichi Target 2, SDG Target 15.9) and as an associate member of the Gaborone Declaration for Sustainability in Africa. The project also advanced the application of NCA more widely through links to similar regional and international initiatives, including [WAVES](#).

2 Project Partnerships

UNEP-WCMC, as the lead institution, has a previously established working relationship with each of the project partners, which strengthened significantly throughout the project. The project has benefited from the continuity of staff members, allowing both personal and professional relationships to develop. All partners have contributed to the writing of this final report. Discussions are already underway regarding possible follow-on work.

UNEP-WCMC and National Environmental Management Authority (NEMA), National Planning Authority (NPA) and Uganda Bureau of Statistics (UBoS)

This project builds on an established collaboration between UNEP-WCMC, NEMA and NPA. The project concept stemmed from previous collaborative work developing experimental environmental accounts – the concept and proposal were thus developed jointly, and NEMA colleagues were involved in all aspects of planning and decision-making, both administrative and technical. Early in the project, before a dedicated project manager had been hired, a senior colleague in NEMA was responsible for the project. This brought some advantages through his seniority, but also some disadvantages, due to his very busy schedule and competing priorities. Once the team in NEMA had hired a project manager, UNEP-WCMC project team had a weekly catch-up call with him, inviting other individuals as needed. This allowed for informal discussions and quick decisions to be made. It also nurtured a strong relationship between the two teams and the wider organisations, and discussions are underway regarding follow-on work together. The National Planning Authority (NPA) was continually involved with the project, but particularly towards the end of the project, in ensuring the accounts produced were embedded within policy and planning processes. Their enthusiasm and willingness to take a leading role in the development of a paper considering the options for green growth demonstrates their commitment to the project. The individuals who are closely involved are senior within NPA, which provides a strong institutional commitment to the success of the project and the partnership. The involvement of the Uganda Bureau of Statistics (UBoS) was key to the accounts' long-term sustainability. UBoS have been heavily engaged in the latter stages of their development and in ensuring the project's legacy through an upcoming training workshop and publicity materials. They provided extensive review of and input to the accounts produced, in order that they can be adopted by UBoS.

UNEP-WCMC and IIED

UNEP-WCMC and IIED have worked together on several previous projects, including two funded by the Darwin Initiative. These collaborations have involved many of the same staff members as are working on this project. The project has drawn on these strong relationships, and IIED has proven instrumental in keeping the momentum on the communications aspects of the project. IIED has organised their own weekly calls with the project manager and others in the Ugandan team, as relevant, to ensure the communications plan is implemented and additional opportunities for publicity identified, which has been integral to raising the profile of the project and building understanding of NCA in Uganda and further afield.

UNEP-WCMC and the IDEEA Group

UNEP-WCMC and the IDEEA Group have previously collaborated on the experimental ecosystem accounts for Uganda, and hence have a good working relationship. IDEEA have provided important review and input to the three sets of accounts produced under the project, and were heavily involved in developing materials for the training workshop in May 2021, and subsequent e-learning modules produced from these. Again, the basis of trust and clear communications have been integral to the partnership's success and progress made.

Other collaborations

A range of other Ministries, Departments and Agencies (MDAs) of the Government of Uganda were involved in the project to facilitate the development of the accounts, namely by providing relevant data and reviewing the accounts. These include the Ministry of Water and

Environment, Uganda Wildlife Authority, National Forestry Authority, Ministry of Tourism, Wildlife and Antiquities, Ministry of Agriculture, Animal Industry and Fisheries, National Fisheries Resources Research Institute. Although not formal partners in the project, the engagement and support by key individuals within these MDAs has been key and the project has provided a great opportunity to build strong working relationships.

The project has continued in a collaborative spirit with other international partners, including the World Bank. The role of the accounts delivered via the Darwin project under the coordination of UNEP-WCMC as part of integrated information systems for informing policy and management was highlighted by the World Bank in 2020 in Section 8 of their publication [Natural capital accounting: Informing policy decisions and management of Uganda's natural resources](#).

Evidence for the strengthened relationships with project partners includes:

- Weekly informal progress calls between NEMA and UNEP-WCMC.
- Weekly meetings between IIED and NEMA to discuss progress on communications activities, organised independently of UNEP-WCMC.
- Voluntary involvement of individuals from other ministries and agencies in project work e.g. participation in workshops, meetings and contributions to reports/outputs such as Roadmaps.
- The production – and uptake - of three sets of accounts and associated metadatabases, the primary output from the project, with review and input from all partners and a range of interested individuals (see section 3).
- A range of communications and publicity products, produced jointly by project partners, which have contributed to the raised profile of the project in Uganda and internationally (see section 3).
- Wide stakeholder engagement throughout the project (through workshops and Expert Working Group meetings, as well as continual direct communications), spurred by the organisational support in-country for the project and its outputs.
- Invitation of the Project Team in coordinating the activities of the Pan Africa Forum on Green Growth held in Kampala, Uganda in 2020.

Challenges in these relationships include:

- As mentioned, the seniority of individuals in Uganda involved in the project has had great benefits for the take-up of the project, but also meant that there were often competing priorities, meaning some activities and communications were slowed. Once the project manager was in place, communications and activities resumed as expected.
- There were some delays in hiring the three technical national consultants, and the project manager for NEMA, which caused some (surmountable) delays to project activities.
- During 2020-2021 in particular, with the COVID-19 pandemic placing restrictions on travel and in-person meetings in Uganda, internet connectivity posed a challenge at times, preventing video or audio calls over the internet. This improved significantly once Ugandans were able to return to offices and conduct meetings in person, meaning that just international partners need to join remotely. It also required innovative – and often hybrid – methods for conducting meetings and workshops, to allow for full participation of in-country and international stakeholders and partners.

3 Project Achievements

3.1 Outputs

Output 1: Awareness of the value of biodiversity-related natural capital raised.

A context report was produced from desk-based research, which was used to identify national priorities and entry points for NCA. This directly informed the agenda of a subsequent stakeholder workshop (Dec 2019), which was used to validate the proposed themes and gain stakeholder perspectives, as well as to conduct a user needs assessment. The document was updated to incorporate the discussions and results from the workshop and is available on the project webpage. A communications strategy was developed following the project inception workshop, at which a dedicated session conducted a stakeholder mapping, and identified stakeholders' interests and priorities. The document has been referred to regularly when producing the key communications outputs under the project. The document is also available on the project webpage.

Three policy briefs were produced under the project. After discussion with project partners, it was felt that there was more value in producing short briefs on each of the sets of accounts produced. These would then provide an easy summary document for improving high-level engagement with the project and uptake of its results. The publication of the three policy briefs

was delayed to ensure the incorporation of extensive inputs from a range of colleagues in Uganda. The output was then disseminated widely alongside the Green Growth Paper (see section 3.2 on Outcome 0.2). These are available on the project webpage and NEMA's webpage.

The project results have been presented at five international events including the following:

Ecosystem Services Partnership Conference in Hanover, October 2019: see full programme booklet [here](#) (ref to project on page 62). A paper presenting the indicative accounts for biodiversity and tourism authored by the international technical team and representatives from UBoS, NPA and NEMA was submitted. The paper was presented at the conference by Steven King (UNEP-WCMC). The Joint Research Centre of the European Commission published the proceedings. The project contributed a paper based in the indicative biodiversity and tourism accounts. See [here](#) for more info.

The African Forum on Green Economy (hosted online through the spring and summer of 2020): this provided an opportunity to highlight the importance of biodiversity-related natural capital to green growth in the region. Mr Ronald Kaggwa (NPA project partner) participated in the panel session on data, for decision-making – which focused on NCA. He explicitly recognised the importance of various biodiversity-related NCA activities to informing national development planning, including the Darwin project. UNEP-WCMC contributed a presentation to this event, highlighting both the Darwin and [GEF CONNECT](#) projects coordinated by UNEP-WCMC that aim to mainstream biodiversity data into decision-making. See [here](#) for more info.

London Group on Environmental Accounting 26th Meeting (September 2020): A paper and presentation were submitted to the London Group on Environmental Accounting on day 3 of their annual meeting on integrated accounting for biodiversity and tourism being progressed via the Darwin project. The London Group comprises members from multiple national statistical agencies and international organisations, see [here](#) for more info.

The Policy Forum on Natural Capital Accounting for Better Decision Making (September 2021): The NCA policy forum is organised by the World Bank and UN Statistics Division. The aim of the forum is to explore the experiences of countries in using NCA for policy development and decision-making. The focus of the forum was post-covid recovery. The background paper features the use of the integrated biodiversity accounts developed under the Darwin project as a tool for planning the recovery of the wildlife watching tourism sector in Uganda (Box 4.2). Monique Akullo presented the accounts in Session 3 of the forum. See [here](#) for more info.

London Group on Environmental Accounting 27th Meeting (September 2021): A paper presenting the final integrated accounts for land, soils and agriculture compiled under the Darwin project was submitted to the London Group on Environmental Accounting. The paper was co-authored with the national consultant for this accounting theme and UNEP-WCMC and IDEEA Group. This was supported with a pre-recorded presentation and live discussion session on Day 2 of the meeting. See [here](#) for more info.

News coverage of NCA and the value of biodiversity-related natural capital has increased in recent years, with a number of articles on national and regional news platforms in recent years. As well as articles on [NCA in general](#), these focus on the value of [fisheries](#) and [tourism](#), and potential for supporting economic recovery from COVID-19. It is difficult to attribute these directly to the Darwin Initiative funded project.

Project results have been publicised on a range of social media, including Twitter, LinkedIn and Facebook for all partner organisations, with partners making a point to tag others in their posts and increase publicity. Two blogs were written by IIED, to highlight [lessons for building a natural capital legacy](#) (August 2021) and [Making natural capital accounting an institution in Uganda](#) (December 2020). These have received 137 and 307 views respectively. UNEP-WCMC also produced a [news article](#) on the project's work in December 2020, and submitted an article to the Darwin Newsletter around the same time. At NEMA, the project team with support from IIED has published several blogs on natural capital accounting such as one on [the vicious and virtuous cycles in ecosystem services and valuation](#) and others featured in the NEMA's quarterly newsletters in [March 2020](#) and [December 2020](#). Project work has been published by UBOS in their hardcopy monthly newsletters.

Output 2: The accounting approach is developed and tested.

Three separate novel sets of accounts were developed under the project, responding to the user needs identified in Output 1: Fisheries Resources Accounts, Biodiversity and Tourism Accounts, and Land and Soil Improvement Accounts. Methodological notes were first drafted,

led by the national consultants hired for that purpose, and with review and input from national and international partners. A metadatabase of national data was then compiled for each methodological note. Finally, the three sets of accounts were compiled, testing the methodological notes produced previously, which were updated with minor changes and improvements based on the experience of compiling the accounts. All three sets of outputs are hosted on the project webpage and webpages of relevant ministries. The final account reports went through extensive review by relevant agencies in Uganda. NEMA initiated an independent review for each accounting theme by a recognised national academic or member of a relevant governmental research institute. UBoS then reviewed the accounts to ensure the quality of the methods, data, findings and accounts themselves. The accounts were then signed off by the Executive Directors of each of the national partner institutions involved (as can be noted in the foreword to each report presenting the accounts).

Output 3: Communities of practice built.

National communities of practice around NCA in general, and the three specific sets of accounts being developed under the project, were formed early in the project through the inception workshop. These were strengthened – and widened – through the project activities, including meetings of the expert working group, and direct stakeholder engagement while gathering data and producing the accounts. The final training workshop, held in May 2021, served to consolidate this community of practice.

Following in-depth consultation with national partners, it was identified that the distinction between ‘users’ and ‘producers’ was not always clear-cut. Also, the benefits of ensuring that users and producers had opportunities to interact and build relationships became clear, especially with regards to ensuring the legacy and sustainability of the accounts. As such, it was decided that the training workshop should take a different format: firstly, a day focused on high-level individuals, who would have less involvement in the actual production or use of the accounts, but whose support and understanding would be essential to ensure their uptake. The second part of the workshop consisted of three days of technical training for accounts users and producers together. 1.5 days focused on NCA in general, providing introductions and overview to the principles and methods of natural capital accounting to ensure all participants had a shared understanding. For the remainder of the time, a half-day technical session was provided on each set of accounts produced under the Darwin Initiative-funded project. COVID-19 restrictions prevented international partners attending and supporting the workshop, and instead a hybrid workshop was run, with international partners attending online for support, and the vast majority being led by colleagues in Uganda. The technical training on the individual sets of accounts was delivered by the relevant national consultants. This format encouraged national ownership of the workshop and the accounts, and further strengthened the national communities of practice. In total, 33 stakeholders attended the high-level day and 31 attended the technical training workshop. Workshop evaluation forms were extremely positive and welcomed further training; the vast majority requested that training materials be made available, and many asked for e-learning modules on the subject. Overall, the workshop was scored at 7.8 out of 10, and, on average, participants observed improvements in their knowledge, interest/commitment and technical skills of 3.5-4 points on a scale of 1-10. In follow up, the workshop materials were improved and revised, and shared with all participants and other project stakeholders. They are also available via the project webpage. Based on the clear demand from the workshop participants, the workshop materials were then turned into e-learning materials, with additional financial support from a GEF-funded project, to ensure that government staff have access to these useful resources into the future. These e-learning modules have recently been signed off by project partners and published online via the project webpage. As well as this main project training workshop, the national team have, over the course of the project, delivered a number of key meetings and workshops with national experts, which have helped to cement the communities of practice:

Roadmap workshop: In November 2020, NEMA led a workshop to bring together stakeholders and develop roadmaps for integrating the accounts into policy and planning. 32 participants attended the workshop from 13 agencies, organisations and universities. The workshop report is available on the project webpage.

Lessons learnt workshop: In July 2021, NEMA convened a workshop with 12 key national experts to reflect on the lessons learnt from implementing the roadmaps developed under the

project, and from working to integrate NCA into sustainable development decision-making more generally. The report from the workshop is available on the project webpage.

Expert working group meetings: These include the following:

24th Dec 2020 (38 participants) – focussing on the roadmaps

7th-9th July 2020 (45 participants) – focussing on validating the accounts

4th March 2021 (60 participants) – with the aim of finalising the roadmaps

Output 4:

A key part of embedding NCA into sustainable development decision-making through the project was the development and implementation of a 'Roadmap for Integrating Biodiversity-Related Natural Capital Accounting into Development Planning'. In November 2020, NEMA led a workshop to bring together stakeholders and develop roadmaps for integrating the accounts into policy and planning. This was amended from its initial conception, based on consultation with national partners and also due to the COVID-19 pandemic, which restricted the ability to hold in-person meetings. Instead of identifying one sector to work with, the enthusiasm of project participants led to roadmaps being compiled for all three sets of accounts, to provide a pathway towards their integration into national planning and policy. These roadmaps are available on the project webpage. The roadmap document was also shared with all relevant stakeholders to provide guidance on how they could integrate biodiversity in their planning cycles. NEMA's lead planner called upon all staff to review the document and find ways they could incorporate project results into the plans they submit to his office. Special funds were allocated to the publicity team to ensure that they continuously raise awareness on NCA. At the National Planning Authority, during the preparation of the third national development plan (NDPIII), NCA was explicitly included as one of the mechanisms that should be at the core of natural resource management. At UBoS, a dedicated section has been established with a clear budget to coordinate the development of NCAs. Using experiences and lessons from this Project, civil society organisations such as Advocates Coalition for Development and Environment (ACODE) has produced further guidance on how high-level stakeholders could foster the mainstreaming of NCA in national processes. Their guidance report can be found [here](#). A blog was published by IIED following the workshop to develop a roadmap, which provided reflections on 'Making natural capital accounting an institution in Uganda': <https://www.iied.org/making-natural-capital-accounting-institution-uganda>. This has received 307 unique views.

In June 2021, NEMA convened a workshop with key national experts to reflect on the lessons learnt from implementing the roadmaps developed under the project, and from working to integrate NCA into sustainable development decision-making more generally. The workshop provided a forum to discuss and reflect on the project's successes. The report from the workshop is available here: <https://www.unep-wcmc.org/featured-projects/nca-in-uganda>. A blog was published by IIED, reflecting on the [lessons learnt](#) under this project. This has received 137 unique views. In addition, the simple methodology developed under the project for generating the roadmaps was of interest to the World Bank, UN Statistics Division, and others who struggle with planning for decision-centred NCA.

3.2 Outcome

The achievement of the project's outcome is primarily due to the fact that activities were embedded not just within NEMA but within other national agencies, in particular NPA and UBoS. Capacity for producing NCA has been strengthened, through the training workshops and the method notes developed and the continual stakeholder engagement. The e-learning modules produced as an extra output for the project will help ensure that this capacity is retained, despite inevitable staff turnover. The reliance on national consultants to lead the generation of the novel accounts, rather than relying on international partners, is also a key part of this. The wide stakeholder engagement in project workshops, and again the e-learning modules produced, will also help ensure that capacity to use the accounts is not just strengthened but is retained. A focus of all outputs has been on integrated analysis of NCA with socio-economic data, and the results that this shows. Again, the e-learning modules will help sustain the capacity to do this, and the production of a 'Green Growth Development Options Paper', as a multi-agency exercise, has demonstrated and enhanced this capacity (see below).

The 2020/21 'Background to the Budget', published in June 2020, contained a whole section focussed on tourism and hospitality, with a summary of achievements and clear budgetary provisions for investing in natural capital which will support tourism. There is also a section which notes the value of fisheries to the economy and details provisions to increase fish stocks over the following year. Finally, the report also contains actions to reduce land degradation.

A paper entitled "Using Natural Capital for Green Growth in Uganda", was produced by a team from NEMA and NPA, with inputs from IIED and UNEP-WCMC. It drew on the findings from these new accounts to illustrate the kinds of green growth options that can be developed in Uganda. It aimed to inform green growth policies, economic instruments and specific investments in fisheries, tourism, and land management, and to encourage further development and embedding of NCA as an integral part of the institutional 'machinery' of green growth modelling, planning, implementation and monitoring. As part of this, three different options were examined, and estimates of job creation were produced. These totalled 383 permanent jobs, and 750 temporary jobs, demonstrating the enormous potential of investment in natural capital to also generate incomes and contribute to poverty alleviation.

The wide involvement of multi-sectoral stakeholders in all aspects of the project has helped ensure that the natural capital accounts produced have been thoroughly institutionalised into relevant sectors and ministries. NEMA, NPA and UBoS, at the heart of the project, have demonstrated a clear commitment to producing, using and promoting the accounts, and expanding their scope. Beyond the agencies responsible for implementing the project, stakeholders have, in particular, been engaged from the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), Uganda Wildlife Authority (UWA), the Ministry of Tourism, Wildlife and Antiquities (MTWA), and National Forestry Authority (NFA). Emails of support for the continued production of the accounts – and the continued training on their production and use – were received from nominated leads from NFA, MTWA, and UWA, as well as two universities. These demonstrate the engagement and commitment of staff. An extract from an email from UWA to NEMA follows: *"Thank you for sharing these accounts, however we would very much appreciate continued and regular production of these accounts to effectively support the Tourism, Wildlife and Antiquities sector, strategically plan Key Sustainable developments, in alignment with other Sectors under the NCA Project. I hope the continuity and sustainability of these accounts has/ will be catered for moving forward."*

3.3 Monitoring of assumptions

Output and outcome level assumptions were monitored throughout the project lifetime. These were reviewed regularly, and discussions held within the project team if any additional assumptions had been identified, or any existing ones had become no longer relevant – and if any of these assumptions were proving to be untrue.

The primary assumption, on which the success of the project depended, was the engagement and interest of key ministries, sectors and civil society around NCA. Fortunately, the project was conceived on a strong history of awareness of and commitment to natural capital accounting among both high-level and technical government staff. Uganda's commitment to producing and using NCA in decision-making only strengthened throughout the life of the project. Representatives from project partners (NEMA, NPA, UBoS), as well as other relevant sectors (UWA, MTWA, MAAIF) participated willingly and enthusiastically throughout, and they were permitted the time to engage wholly in meetings, workshops and data collection exercises. This was evidenced by a multi-agency team voluntarily taking ownership for the production of a 'green growth development options' paper, to identify potential job creation through investment in NCA. Further evidence for this comes from the willingness for NEMA staff to present on the project results at a recent WAVES meeting.

Related to this was the assumption that government staff would be receptive to integrating NCA into development planning; again, this assumption was based on Uganda's clear commitment to a natural capital approach, including NCA, to development planning. This commitment remained strong and staff from NPA and other agencies were not just receptive to integrating NCA, but actively seeking to incorporate it into their work.

Relevant ministries and authorities continually supported and engaged with the project. Of course, at times heavy workloads meant the project was not their top priority, but that was expected, and hiring dedicated project manager and technical consultants countered this.

Another assumption was that clear policy priorities or themes for biodiversity related natural capital accounting can be agreed upon across all stakeholders. This was not considered a significant issue given the priorities identified in Uganda's Green Growth Development and Strategy for natural capital management. In addition, on starting the project we learned that the National Plan for Advancing Environmental-Economic Accounting (NPAEEA) in Uganda had recently been produced, and was awaiting publication at that point. This document identified some nationally-agreed key priority themes for NCA, based on extensive stakeholder consultation, and therefore provided the project with a clear focus from the start. The inception workshop was therefore used to validate the choice of three themes from this report.

Another assumption related to all stakeholders being able to agree on a methodological approach. With respect to the formal statistical framework for NCA, the revision process of the SEEA EA provided an opportunity for stakeholders to engage in understanding how the overarching methodology was developing (e.g., via attendance of UBoS and other partners at for an organised by UNSD). In terms of the thematic application to the three policy issues in Uganda, the involvement of national consultants and repeated engagement of the technical working groups ensured that the approach was continually refined, and the final methodology was considered appropriate.

There was also an assumption that capacity needs could be addressed and embedded through workshops, methodological guidance and online materials. In light of the COVID-19 pandemic, the method for carrying out capacity building had to be rethought, with the workshops being delivered by national partners, rather than international partners. UNEP-WCMC and IDEEA Group supported the design of the workshop, and the development of capacity building materials, and then worked very closely with national partners to ensure they were confident in delivering it. To respond to greater demand for accessible materials, and to better ensure the legacy of the project, UNEP-WCMC worked with IDEEA Group to turn the materials from the capacity building into e-learning modules, thus providing another mechanism by which capacity could be strengthened and retained within the various ministries and agencies in Uganda.

The final assumption was that entry points for mainstreaming natural capital would occur within the project period. The National Development Plan has recently been reviewed, and includes, as objective 4, the promotion of natural resource and natural capital accounting, and integration into the SNA. This review took place too soon to incorporate the accounts from the project directly, but these can clearly be used in monitoring its implementation, particularly, for example in relation to the objective to harness the potential of tourism by investing in infrastructure. Other clear indication of the importance of NCA comes from the direct references to the project in the 2018 National State of the Environment Report, which highlights the relevance of the accounts to different environmental issues.

3.4 Impact: achievement of positive impact on biodiversity and poverty alleviation

“Uganda will deliver on its Green Growth Strategy, Aichi Target Two and SDG 15, through integrated planning that recognises the value of biodiversity and its contribution to poverty alleviation. The project will help deliver green growth that contributes to poverty alleviation (wealth creation) and biodiversity goals by enhancing national capacity to generate and use biodiversity-related natural capital evidence in economic and development planning.”

The policy focus of the project makes its ultimate impact more complex to assess. This is due to the timescales of the policy cycle, the many other conflating factors which will affect success (e.g. the political context), and the difficulty of attributing ‘on the ground’ impact to one single document, which was likely developed some years before. The project has helped to raise the profile of NCA in Uganda, embed NCA within sectors and ministries, and raise awareness of NCA, along with the capacity and understanding required to use and produce it. This has in no small part been helped by Uganda's clear commitment to NCA and a natural capital approach, and to the leading role it plays on the international stage in developing and implementing NCA. Members of the project team, both from Ugandan and international partners, have presented the accounts at international fora, raising the profile of Uganda with regards to NCA, and demonstrating their success. By consolidating their leading position in developing and using NCA, Uganda then faces increased pressure to deliver and to continue to produce the accounts.

Aichi Target 2 is extremely difficult to measure, due to the lack of definition of ‘integration’, and the different levels at which this could be said to be achieved. However, the progress that

Uganda has made in understanding and accounting for the values of biodiversity-related natural capital, identifying relevant sectoral/cross-sectoral plans and policies, and incorporating these into them, is significant.

The UGGDS takes a natural capital approach, recognising in particular the value of natural capital to tourism and agriculture (among other areas). The accounts produced in this project will help achieve 2. i. a in the Green Growth Strategy – “Invest in offering increased options among and values of tourism packages and in benefit sharing with communities surrounding Protected Areas (PAs).”, as well as the strategies under 2. ii, relating to improving wetlands management, ecosystem services delivery, and restoration.

SDG 15 (“Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss”) is extremely broad, and covers a multitude of issues, requiring concerted cross-sectoral action. However, the results of the project help the Ugandan government to identify and understand patterns of land degradation and biodiversity loss in particular, in order to address negative trends, which is essential to achieve SDG15. The accounts also directly relate to a number of Targets under SDG 15 (15.1, 15.3, 15.5, 15.8), as well as directly helping to achieve Target 15.9, which closely echoes Aichi Target 2.

The project has directly contributed to increased national capacity to produce and use NCA, as evidenced by the evaluation scores from the training workshop, as well as informal communications from the government agencies – in particular the enthusiasm with which the e-learning modules have been received. By focussing not just on producing or using NCA, but also on integrated analysis together with socio-economic data and information, the project has helped to ensure that the relevance of biodiversity-related NCA is clear to those outside of the ‘traditional’ biodiversity sectors, within development and planning agencies, and that those working in these areas have the capacity to interpret and apply this to their work.

As mentioned previously, the long-term policy focus of the project means that the achievement of SDG 15, Aichi Target 2, or the UGGDS - or failure to achieve these - cannot be attributed directly or clearly to the project – there will be many other factors involved- but the project provides the Ugandan government with the tools, as well as the capacity to use these tools, to facilitate the achievement of the SDGs and other relevant national/global goals and targets.

4 Contribution to Darwin Initiative Programme Objectives

4.1 Contribution to Global Goals for Sustainable Development (SDGs)

SDG 1 – “No poverty” – through the compilation of accounts, the information available for the management of natural capital has been improved, thus benefiting livelihoods and well-being of the population, who depend upon this natural capital. For example, land and soils improvements accounts propose measures to improve agricultural practices and yields, with benefits for those whose livelihoods depend on the quality of the land. Equally, the Biodiversity and Tourism Accounts propose the development of tourism-related infrastructure near certain under-utilised National Parks with high incidences of unemployment and poverty in their surrounding area; this infrastructure would produce jobs and increase tourism, with poverty alleviation benefits for local people.

SDG 2 – “Zero hunger” – biodiversity-related trade-offs associated with land and economic planning are clearer using the Land and Soils Improvement Accounts and Fisheries Resources Accounts. The Land and Soils Improvement Accounts promote measures to improve agricultural technology and practices, which will increase yields and, in turn, reduce hunger. Equally, the measures proposed under the Fisheries Resources Accounts would increase fish stocks and thus the availability of the main source of animal protein for Ugandans.

SDG 8 – “Decent work and economic growth” – the accounts provide a clear basis for investment in natural capital, which would ultimately provide employment opportunities and revenue for Ugandans. Three specific examples are detailed in the green growth development options paper, ‘Using Natural Capital for Green Growth in Uganda’. For each example, an estimate of potential job creation is provided, which totals 750 temporary jobs and 383 permanent jobs across the three examples.

SDG 13 – “Climate action” – A key recommendation from the Land and Soils Improvement Accounts is to scale up the use of economic incentives associated with voluntary and verified carbon credit schemes, both through national and international schemes. This would lead to an increase in above ground biomass/carbon stock accumulation and soil organic carbon.

SDG 14 – “Life below water” – The Fisheries Resources Accounts have helped better understand dependency upon (freshwater) fish stocks, and to improve their management. The series of policy recommendations from the Fisheries Resources Accounts can only serve to support the conservation of fish stocks and other aquatic life, e.g. by improving water quality.

SDG 15 – “Life on land” – The three accounts developed help to improve integrated economic planning that takes into account impacts and dependencies on biodiversity. This directly addresses SDG Target 15.9 (equivalent to Aichi Target 2). By incorporating the benefits of biodiversity, the project will enhance stocks of biodiversity (SDG15). During Year 2, the project engaged with the contact points for SDG 15.3.1, including land degradation experts at MAIFF. This will help ensure the relevance of these accounts for this global goal. All three sets of accounts have clear biodiversity benefits. For example, the Biodiversity and Tourism Accounts help understand the value of wildlife-watching tourism and therefore provide the ‘business case’ for the conservation and enhancement of biodiversity and natural ecosystems. The recommendations from the Land and Soils Improvement Accounts aim to improve the condition of land and soils, increase agricultural efficiency, and therefore stop agricultural expansion into natural ecosystems.

4.2 Project support to the Conventions or Treaties (e.g. CBD, Nagoya Protocol, ITPGRFA, CITES, Ramsar, CMS, UNFCCC)

The project is directly supporting Uganda in achieving Aichi Target 2, and, with that, Targets 1.1 and 4.1 of Uganda’s NBSAP, which is the principal instrument for national implementation of the Convention on Biological Diversity, through the development of natural capital accounts. The project is identified as a strategic initiative under Uganda’s National Plan for Advancing Environmental-Economic Accounting.

The project also supports the achievement of a number of other targets from Uganda’s NBSAP:

- 5.1, 5.2 and 5.3 (Aichi Target 1) by increasing awareness of biodiversity and its benefits via communications elements of the project and potential integration of outputs into university curricula. Increased awareness among government ministries and institutions that do not typically consider biodiversity will support its better management. This has been consolidated through repeated outreach towards (and after) the end of the project, to disseminate outputs and follow up with stakeholders in all agencies. This is, in itself, building institutional links around a better understanding of the benefits biodiversity provides. Equally, the policy recommendations from each of the accounts help to better take account of biodiversity, while the findings from the accounts, especially the Biodiversity and Tourism Accounts and the Fisheries Resources Accounts, help understand the ‘business case’ for biodiversity conservation.
- 3.1 (Aichi Target 11) by identifying opportunities for conservation and socio-economic development, via activities such as sustainable harvesting and wildlife-based tourism in expanded protected areas. The Biodiversity and Tourism Accounts are particularly relevant to this Target, but equally both the Fisheries Resources and Land and Soils Improvement Accounts also provide opportunities to support its achievement. The accounting structures proposed and being developed provide the type of environmental-economic statistics to understand where better use can be made of biodiversity-related natural capital assets. For instance, the Biodiversity and Tourism Accounts identified national parks around which the development of access and tourism infrastructure would provide local jobs and reduce incidence of poverty, while also providing income to support the conservation of biodiversity. More details of these and others are provided in the green growth development options paper, ‘Using Natural Capital Accounting for Green Growth in Uganda’.
- 3.2 (Aichi Target 15) by fostering investments to restore ecosystems to increase socio-economic benefits, carbon storage and ecosystem resilience. The Land and Soils Improvement Accounts are particularly relevant to this Target, as they propose management actions to increase ecosystem resilience and reduce the propensity to degradation. However, all three sets of accounts set out a clear rationale for managers of biodiversity-related natural capital assets to invest in these assets to support economic activity. In most cases these assets are public, managed by the government. The Land and Soils Improvement Accounts also provide a compelling framework for building capacity in sustainable land management across farmers in certain areas of the country.
- 3.5 (Aichi Targets 5 and 14) by fostering sustainable use of biodiversity-related natural capital by providing economic justification to halt habitat loss/degradation. This is particularly

relevant to the Biodiversity and Tourism accounts, which demonstrate the value of biodiversity-rich areas for tourism and thus justifying investments in conservation and improving iconic species populations.

- 3.9 and 3.10 (Aichi target 6) by supporting the sustainable management of fish stocks. The Fisheries Resources accounts provide a better understanding of the value and dependency on fish, and help target management actions and mitigation measures in order to achieve this target. The integrated analyses set out in the current method notes will help inform sustainable fishing quotas, investments to address post-harvest losses and identify areas for restoration (fish nursery habitats). In particular, the Fisheries Resources Accounts identify a range of areas in which further data would support better management.

Uganda's National Focal Point to the CBD, Francis Ogwal, has overseen the development of the project concept and proposal and its delivery, helping ensure its relevance and alignment to the implementation of the CBD in Uganda.

The Land and Soil Improvement Accounts have direct links to the UN Convention to Combat Desertification, and has the potential to provide a consistent means of measuring and reporting on progress towards the UNCCD, as well as the potential to report on SDG indicator 15.3.1.

4.3 Project support to poverty alleviation

The vast majority of Uganda's population is dependent on natural capital for their livelihoods and well-being, with biodiversity as a key component of this. The ability of those in positions of influence to sustainably manage the country's stocks of biodiversity is therefore critical for the alleviation of poverty in a country where nearly one in five lives below the poverty line. Due to the nature of the project, the effects on poverty will be indirect and will manifest in the long-term, as the project will effect change at national, and potentially sub-national, policy level. However, the project has directly strengthened the community of practice engaged in this project in Uganda, and in advancing the country's work around NCA more broadly, and has built capacity for using and producing NCA. Building awareness raising and understanding of the natural capital approach, as well as NCA, has been a key part of this. This is integral to delivering on the commitments to manage natural capital as a key asset for national development, by producing and using the natural capital accounts. Evidence for this is provided by the evaluation forms from the training workshop held in May 2021 – where participants noted that their skills and knowledge increased on average by 3.5-4 points on a ten-point scale, as well as (anecdotally) from the enthusiasm for project activities and results.

Each of the three sets of accounts contain policy recommendations that will directly impact on poverty levels. The Land and Soils Improvement Accounts suggest the promotion of agricultural technologies and practices that will increase agricultural efficiency and reduce the degradation of land, thus improving yields and livelihoods. The Fisheries Resources Accounts provide recommendations to increase fish stocks, on which many livelihoods depend yet are currently rapidly depleting. The Biodiversity and Tourism Accounts provide suggestions for where to focus development of tourism infrastructure, looking at National Parks with untapped potential for wildlife watching and high incidence of poverty in surrounding areas. All these have clear and direct potential implications for poverty reduction.

The project's outputs and activities have culminated in the production of a green growth development options paper, entitled 'Using Natural Capital Accounts for Green Growth in Uganda'. This paper really consolidates the results from the technical accounts, and their integrated analysis alongside socio-economic data. Its production by NEMA and NPA demonstrates the capacity, and the commitment, in Uganda to not just produce these accounts but to use them to inform investment in natural capital to achieve economic growth and poverty alleviation. Over the 3.5 years of the project, the willingness of government agencies to embrace the accounts, and the results they show, has also become continually clearer. As previously mentioned, the nature of this project means that these impacts are likely to be long-term and, while the project will play an important role, they are unlikely to be directly attributable to the project – many other confounding factors may also influence the long-term impact, including the political and economic context in Uganda.

4.4 Gender equality

Uganda's Gender Inequality Index stands at 0.535 (<http://hdr.undp.org/en/content/gender-inequality-index-gii>). In 2016 Uganda adopted an Environment and Natural Resources Sub-

Sector Gender Mainstreaming Strategy 2016-2021, including specific objectives to improve access and control of environmental resources, and participation in planning and sustainable management of natural resources. It has also committed to gender density targets for decent jobs supported by natural capital (70% for women) in its recent Green Growth Development Strategy (GGDS) 2017-2031.

The accounts compiled under the project can be presented and analysed in conjunction with socio-economic data. Data on poverty incidence and employment have been used to prioritise socio-economic development opportunities for the subnational spatial areas for which the accounts have been compiled for. Whilst poverty data is collected at the household level, data on unemployment statistics is disaggregated by sex. At the planning level, this will enable sectors to identify the gendered impacts of identified green growth development opportunities with respect to female labour force participation, and to align them with the GGDS targets. Each set of accounts contains implied information on gender, depending on different roles within the sector, and this information should be considered when interpreting them. For example, within the fisheries industry, women largely work within the supply chain – what impact will reduced harvests have on them? The results clearly signal that impacts on men and women, e.g. of depleting natural capital or of the COVID-19 pandemic, will be different for diverse groups of men and women across different sectors.

The paper 'Using Natural Capital Accounts for Green Growth in Uganda', led by a team from NEMA and NPA, identifies an estimated 383 permanent employment opportunities, arising from three examples of investment in natural capital, based on the results from the accounts. Of these, 300 are suitable for women (meaning the job opportunities are in industries in which women traditionally work, often alongside men, not that 300 of the 383 would automatically fall to women). For example, it is recognised that in the hospitality industry, women outnumber men at 2:1 on average, meaning that of the potential 28 jobs created by increasing the number of hotel rooms around Kidepo National Park, 18-20 would likely be taken up by women. Stakeholder participation in this project has been of mixed genders, with females making up ¼ - 1/3 of participants at most meetings. This is broadly representative of the gender divide within the agencies and role types of those for whom the project was relevant. Nonetheless, whereas their numbers were generally smaller as mentioned above, the information they shared was considered high calibre. Almost half of the female participants had PhDs and/or held very senior positions in their respective institutions. Women have been among those most heavily involved in the project, including key representatives from UBoS and from NEMA who have been involved throughout. A female staff member from NEMA presented the project results at the WAVES Policy Forum in September 2021.

4.5 Programme indicators

- **Did the project lead to greater representation of local poor people in management structures of biodiversity?** N/A
- **Were any management plans for biodiversity developed and were these formally accepted?** The accounts produced will be incorporated into national plans for biodiversity and natural capital management. The project operated at a national rather than site level.
- **Were they participatory in nature or were they 'top-down'? How well represented are the local poor including women, in any proposed management structures?** N/A
- **How did the project positively influence household (HH) income and how many HHs saw an increase?** N/A
- **How much did their HH income increase (e.g. x% above baseline, x% above national average)? How was this measured?** N/A

4.6 Transfer of knowledge

The project had a strong focus on knowledge transfer and capacity building. This was among government staff from a range of agencies, including both high-level and technical staff members. The NCA developed under the project were novel and adapted to the national context, including the available national data.

The methodological notes produced to guide the production of the accounts, as well as the accounts themselves, were generated through the project. National consultants led on their production, to ensure that the knowledge was generated and retained in-country, with support

from international partners. The involvement of high-level and technical government staff in all aspects of the project, from the inception meeting, through to the final training workshop in May 2021, has ensured that the knowledge produced (both in how to generate and use the accounts) has been transferred to a good number of people in-country to ensure the legacy and sustainability of the project. In addition, through the e-learning modules, the knowledge has also been transferred to a diverse group of stakeholders in Ghana, and it is anticipated that many more will benefit from this in the coming years. There were no formal qualifications from this, and all those who have benefited from the knowledge generated and transferred were from developing countries. A total of 51 individuals attended all or part of the final training course, from 18 different stakeholder institutions. These included high level individuals (e.g. Executive Directors) at the first high-level day, as well as technical staff members (e.g. Analysts and Statisticians) who attended the technical training as well as, in some cases, the high-level day. This representation across such a wide range of institutions demonstrates the engagement and transfer of knowledge throughout all those involved in NCA in Uganda.

4.7 Capacity building

As mentioned under 4.7, capacity building and knowledge transfer was a key element of the project, to ensure its legacy and the continued production and use, and the ultimate embedding, of the accounts. By making the resources all available on a dedicated website, by holding technical and high-level training workshops, and by developing freely available e-learning modules, capacity to generate and use NCA has been strengthened among staff in Uganda. This has also extended more widely, as government staff in Ghana have also used the e-learning modules, which are freely available and will be widely publicised at relevant events to promote uptake. In Uganda, though the compilation of the actual accounts was by consultants, they worked with technical staff from UBOS who were expected to learn from the consultants as they will henceforth be the technical leads in the compilation of natural capital accounts.

Another relevant aspect is the impetus placed on the project being led by staff from the Ugandan team. The three consultants hired to develop the accounts, the project manager, and other key staff members who have been involved in the project, have all had the opportunity to further their knowledge and skills, and demonstrate these in an internationally profiled project. This was under the supervision of internationally renowned experts in field of NCA within the IDEEA group and UNEP-WCMC as well as lead policy analysis experts at IIED. As well as delivering national capacity building sessions and running national meetings, staff have also presented the results in national and international meetings, contributing to their individual and institutional recognition as leaders in the field of NCA. For example, Moses Masiga, a project consultant, presented at the 2021 [Uganda Water and Environment Week](#) held in March. The [African Forum on Green Economy](#) (hosted online through the spring and summer of 2020) provided an opportunity to highlight the importance of biodiversity-related natural capital to green growth in the region. Mr Ronald Kaggwa (NPA project partner) participated in the panel session on data and NCA, he exactly recognised the importance of the Darwin project in contributing data towards key development themes related to biodiversity. UNEP-WCMC contributed a presentation to this event, highlighting both the Darwin and GEF CONNECT projects coordinated by UNEP-WCMC that aim to mainstream biodiversity data into decision-making. Monique Akullo presented at the WAVES Policy Forum in September 2021.

5 Sustainability and Legacy

The project was designed with sustainability and legacy in mind from the outset. While the project was delivered in Uganda by a core team, the project is well known and highly regarded by staff throughout NEMA, NPA and UBOS. This is testimony to the reputation of the project partners and the quality of the project activities and outputs. In addition, the development of the accounts is widely known by those in many other Uganda Government Ministries, Departments and Agencies (MDAs) such as the Ministry of Finance, Planning and Economic Development, Ministry of Water and Environment, Ministry of Tourism, Wildlife and Antiquities, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Lands, Housing and Urban Development, Uganda Wildlife Authority, National Forestry Authority, National Agricultural Research Organisation, National Fisheries Resources Research Institute; academia (such as those from Makerere University and Busitema University), environment-led Non-Governmental

Organisations (such as IUCN, WCS, Nature Uganda); among others. The different organisations have been involved in project implementation and have generally supported delivery of outputs by contributing as members of the project's Expert Working Group.

The involvement of UBoS, throughout the project, as well as stakeholders from all relevant ministries and institutions, has helped to ensure that the accounts are comprehensively validated and supported. In particular, UBoS have provided important levels of review of both methodological notes and the final accounts reports, which has led to their official endorsement. Combined with the fact that the three sets of accounts respond to themes that are explicitly identified in the NPAAEA, the commitment to continuing to produce and use them is clear.

The project also had a focus on capacity building, which addressed not just those directly involved in compiling the accounts, but also those who might support their compilation (e.g. through relevant data holdings) and those who might use them. The aims of this broad capacity building were twofold: firstly, to ensure enough people had received training that there would be sure to be institutional legacy – in all key institutions; secondly, by raising awareness and interest in the accounts, the demand for their production would increase. As such, it is currently clear from anecdotal email correspondence that the accounts will continue to be produced and, importantly, will be improved and developed to respond to user feedback received.

A number of other project outputs will also endure, notably the freely available capacity building materials from the training workshop, and the e-learning modules based on these. Colleagues within Uganda were delighted with this additional output, supported through co-financing by the GEF Connect Project, and have indicated that it will be used by existing and new staff to reduce some of the strain of inevitable staff turnover. These will continue to be freely available on the dedicated project webpage on UNEP-WCMC's website.

A number of opportunities to present and promote the project and its results have occurred, for example:

- Physical, virtual and hybrid workshops with stakeholders from MDAs, academia, civil society, environment-focused NGOs to discuss project matters such as natural capital accounts development, NCA institutionalisation, the future of NCA in Uganda, among others.
- Supporting Mr Moses Masiga, a project consultant in presenting at the 2021 Uganda Water and Environment Week held in March. <https://uwewk.mwe.go.ug/>
- The [African Forum on Green Economy](#) (hosted online through the spring and summer of 2020) provided an opportunity to highlight the importance of biodiversity-related natural capital to green growth in the region. Mr Ronald Kaggwa (NPA project partner) participated in the panel session on data and NCA, recognising the importance of the Darwin project in contributing data towards key development themes related to biodiversity. UNEP-WCMC also contributed a presentation to this event, highlighting both Darwin and GEF CONNECT projects.
- Presentation of the project at [London Group on Environmental Accounting](#) in October 2020.
- Publication of indicative biodiversity and tourism accounts in ESP10 Proceeding Book produced by the Joint Research Centre of the European Commission
- Multi-agency meetings to discuss the potential use of the accounts to identify green growth development options
- Presentation of the final integrated land, soils and agriculture accounts [at London Group on Environmental Accounting](#) in September 2021
- Presentation of the final integrated biodiversity and tourism accounts findings at the [NCA policy Forum for Better Decision Making](#) in September 2021 and inclusion of the findings from these accounts in the associated background document:
- Publishing articles for institutional newsletters such as NEMA, UBOS as well as blogs on project activities and the NCA approach. For example: see [here](#) and [here](#).
- Social media feed via platforms such as Twitter using institutional handles.

Another demonstration of the project's legacy is that it was highlighted in Uganda's State of the Environment Report 2018-19, as a key response to observed trends relating to wildlife.

Momentum for this came entirely from within NEMA. Inclusion in such a high-profile national publication is strong evidence for the intention to use, and continue producing, the accounts. A sign of international interest in the project is a request from a team in Ghana, through the GEF-funded Connect project at UNEP-WCMC, to provide support in developing natural capital

accounts. This provided the justification for additional co-financing from the GEF Connect project to support the development of e-learning modules on NCA. A total of 10 modules were produced, providing an overview of the SEEA, NCA methods and practices, as well as in-depth thematic applications, each based on one of the novel sets of accounts produced under the Darwin project.

6 Lessons learned

Lessons learned have been compiled on an ongoing basis throughout the project, and shared with the project team and included in annual reports. These included:

- **The importance of clear channels of communications:** With the ongoing COVID-19 outbreak, staff members were, for a period, working from home where internet access is more limited, which results in more challenging communications. Even once back in the office, they were able to hold in-person meetings and workshops, but connectivity for those joining remotely (e.g. overseas partner) remained a major challenge.
- **Strong steering or expert working groups:** Broad and inclusive working groups have been essential to steer the development of the accounts. These have benefited from national technical experts in the three accounting themes, as well as the envisaged users of the accounts in their decision-making processes. These have ensured that the national consultants coordinating the compilation of the accounts are basing these on the best and most representative data available, whilst also ensuring the structures and indicators derived respond directly to the identified and evolving needs of users of the accounts and to stimulate demand for institutionalisation of accounts production. Providing resources for enabling regular meetings of these groups was essential for them to deliver their important steering role.
- **A strong in-country project manager drives the project forward despite external challenges:** Despite the restrictions placed upon travel and meetings by the COVID-19 pandemic, the project has continued to make good progress, largely thanks to the efforts of the in-country project manager hired by NEMA. In recognition of this, the project manager's contract was extended by 3 months to coordinate some of the final outputs and ensure success in these final months on which the project's legacy rests.
- **Maintaining the project as a high priority for all involved is important:** The national project teams, including the consultants, have high demands on their time, with a number of competing priorities. As this project was managed remotely by WCMC, it could easily be overshadowed by in-person requests to work on other tasks. As such, keeping communication channels open was critical to ensure the project did not 'slip down' the priority list or get forgotten in the face of other demands. The project manager in NEMA did an excellent job at ensuring the project remains visible to key staff over the past year.
- **Communications activities need to be ongoing and continually assessed:** the requirements for communications activities vary depending on the stage of the project and the current priorities; revisiting the communications plan and ensuring that the activities planned are appropriate and relevant is key. Regular communications meetings also focus attention on activities that are often seen as of secondary importance to delivering the primary project outputs, despite being essential to achieving the project outcomes.
- **Dedicated communications support in-country is extremely beneficial:** a dedicated communications person – either seconded by NEMA or recruited as a consultant – would have been able to work closely with the project manager to make sure that comms and engagement activities were ongoing and the plan implemented, with ongoing evaluation and evolution of activities and content. This would have increased the project's national profile among those who were not directly involved in workshops and meetings.
- **Ownership by the project country is key to buy-in and uptake:** each set of accounts was led by a national expert, providing local knowledge, credibility with necessary agencies, and a visible 'face' behind the accounts. This was critical to ensure the accounts moved forward and were seen as national products.
- **Clearly defined workplans with roles and responsibilities are critical.** As identified in the first year of the project, defining workplans upfront at the start of the year, together with roles and responsibilities, and timings of activities, was key to ensuring outputs and activities are completed in a timely manner. Regular reviews, and providing the opportunity for partners to raise concerns or suggest changes, was also important.

- **Clear policy entry-points are essential for NCA:** Being able to identify clear policy entry points from the UGGDS, Aichi Targets and SDGs was essential to inform the structuring of the accounts around a meaningful set of relevant analyses that would be useful to future users of the accounts.
- **Clear methodological frameworks are essential for consistent outputs:** The method notes were essential in organising discussions and stakeholder interactions around the three project themes in a consistent manner. They were also key to ensuring the national consultancies deliver consistent outputs in a common format, thereby limiting the potential for significant additional effort in harmonising outputs across these themes.
- **Recognition in statistical planning processes is key for getting buy-in:** Specific reference to this project within Uganda’s National Plan for Advancing Environmental-Economic Accounting provided the project with a strong mandate, thus improving buy-in and contributing to an enabling environment for endorsement and uptake.
- **Recruiting an in-country consultant is time-consuming and challenging.** The recruitment of project consultants was essential to start the work on the accounts, but was severely delayed. This was in part due to the delays in approving an agreement between NEMA and UNEP-WCMC, but was also due to internal recruitment processes in NEMA.

6.1 Monitoring and evaluation

Continual M&E was implemented as part of project management. Weekly team meetings were used to check progress against the log frame, flag any potential issues, and discuss solutions. Less frequent (monthly or bi-monthly) formal project team meetings were used to review progress and discuss the project’s intended outcomes and impact, how these were going to be achieved and the project budget. Finally, every six months, the wider project team met to discuss the responses to annual/half-year reports. These regular and semi-regular meetings were extremely useful to ensure that the project was on track, and that all the team members kept the intended impact and outcomes in mind, and were aware of planned activities and outputs – and their role within these. It also allowed for an early warning system, and permitted issues to be escalated early to senior staff in relevant organisations, which helped ensure their resolution.

Over the course of the project, the log frame has been changed a couple of times. Primarily these changes have just been to the expected timings of activities, as activities have been delayed (e.g. due to COVID-19). However, one change to the log frame, in response to comments in the Annual Report Reviews, amended the project impact and outcomes. The original outcome statement related to achieving green growth – something that would not be feasible within the project lifetime, so this was instead reflected in the impact statement. There will be an internal evaluation of the project’s success, as part of project closedown within WCMC. This will involve consulting project Partners and funders on their perceptions of the project and its impact.

6.2 Actions taken in response to annual report reviews

Report year	Comment	Response
AR1	The overarching aim is clear when reviewing the project logframe, however, the overall purpose of NCA (whether it be economic growth, poverty alleviation and/or conservation) is not clearly articulated throughout the report. The reviewer assumes that the aim is to assign economic value to natural resources so that it can be used as evidentiary support (i.e., present a case for economic losses) when describing the loss of biodiversity and environment degradation. In theory this would prevent further loss of natural resources in which people in rural areas of Uganda (as noted in the report) depend on but might be good to clearly state how it might address these issues at the start.	Aims of NCA better articulated in future reports; this became clearer and easier to articulate as the results from the three sets of accounts were revealed.
AR1	Partnership with World Bank WAVES project is said to have been strengthened to improve impact and avoid redundancy. However, the role of the initiative or the partnership is unclear, as is how this might support achievement of the project targets. It would be good to clarify	The World Bank WAVES project is complementary, working in different countries and with different themes; the partnership with WAVES has allowed capitalisation on their

	what their role would be with regards to the project (especially if they have conflicting or complementary objectives with other project partners).	communications activities, and publicity of the project at WAVES events.
AR1	Some clarification on how consultations with government staff and other key stakeholders as part of the inception workshop have been incorporated into planning would help to better assess progress.	The inception workshop provided ultimate direction to the project by selecting the three accounts on which the project would focus. It built on wider consultations held by UBoS prior to the project, and this workshop ultimately defined the focus of the project.
AR1	There seems to be a slight discrepancy between the comments made on the success of the workshop on finding common vision and roles, and the noted challenges of the partnership with competing priorities (given full-time employment in government jobs). Clarification on the partners' roles and how this might impact future years of the programme and how might the project mitigate these risks.	The challenges of the partnership were ongoing challenges with project partners, as opposed to the wider stakeholders involved in the 3-day inception meeting to identify common vision. The challenges of the partnership were resolved by hiring a dedicated project manager and three thematic consultants in Uganda, for whom the primary priority was the project's successful delivery.
AR1	The inception workshop report link leads to a document with several tracked changes and revisions. Not sure if this was intentional, but it does not match final version Annexed in the Annual Report. Link provided.	Updated.
AR1	There seem to be established communications materials as noted under Activity 1.5, however, it is not clear if this has been done separate from the comms strategy, as it has been noted that the document is awaiting further refinement. As noted below, more support is needed on how effective communication material and strategies were in creating awareness of the value of NCA and justification for them.	Communications materials produced under the project used the communications strategy to understand the intended audience and their perspective, and therefore how to successfully communicate about the project or NCA more broadly.
AR1	Clarification of how gender equality and consideration for gender balanced beneficiaries have been considered for future years of the project.	Taken into account, particularly through the production of the paper 'Using NCA for Green Growth', which identified potential jobs and their suitability for women.
AR2	The international team not being able to visit due to COVID-19, and the national team not being able to interact with stakeholders, will likely present a significant challenge that will need to be addressed – it would be useful if the half year report can provide an update on how this challenge is being managed.	This proved challenging but the in-country consultants and project manager ensured the project could still progress.
AR2	Please report on progress with Output 2 activities in the half year report – if there is no significant progress by then it will be of serious concern as Outputs 3 and 4 and the project Outcomes are reliant on the development/finalisation of the NCAs. If Output 2 is not achieved by the next half year report, the score for this project would drop to a 4.	Although delayed, Output 2 activities were completed successfully, in line with an extension granted shortly after this Annual Report.
AR2	Please report on plans/progress with activities under Outputs 3 and 4	Although delayed, Output 3 and 4 activities were completed successfully, in line with an extension granted shortly after this Annual Report.
AR2	The project may want to consider rewording the Outcome statement – green growth is not achievable by this 3-year project and its activities (but is relevant in the impact statement).	Outcome and impact statements reworded through an 'Other' change request.
AR2	If at the half year report there are still delays to progress on outputs, the project will need to consider an extension in order to achieve its outcome and sustainability.	An extension of six months was granted to compensate for COVID-related delays.
AR3	Ensure that the adequate tailoring (and time to do so) is afforded for the 'producer' and 'user' capacity building under Output 3.	Producer and user capacity building was conducted together, on the advice of project partners to ensure relationships were

		strengthened between producers and users, as each is dependent on the other for successful integration of NCA into policies and planning.
AR3	Ensure that adequate resources and focus is afforded to fully complete Activities under Output 4 (Institutionalisation) given the expanded scope from 1 to 3 separate implementation roadmaps.	The three separate implementation roadmaps were all implemented. For each, the interventions to be undertaken, the means of implementation, timeline (short, medium and long term), the responsible parties and likely actors (champions) are highlighted. The document also mentions existing opportunities for financing the institutionalisation of NCA.
AR3	Add/amend Output indicator(s): - under Output 2 to reflect not just the production but also 'testing' of the key methodological tools/outputs being produced under this Output; - under Output 3 to define and reflect a more ambitious definition of 'communities of practice' rather than one off capacity building and online availability of resources;	Both suggested amendments to log frame indicators made.
AR3	Some attention could be paid to acting and reporting on gender equality through project implementation (i.e. project teams and stakeholders engaged) to complement the gender equality focus on the project theory.	Gender composition of project teams, stakeholder groups and meeting participants has been duly noted.
AR3	Attend to the suggestion made in last year's Review on revision of the Outcome and Impact statement, and ensure that reporting is aligned with this revision (see detailed explanation in sections 4.3, 4.4 and 10)	Amendment made.

7 Darwin identity

The Darwin logo has been promoted at all possible opportunities (presentation and written outputs) and the project description, included in all written outputs, notes that the project is funded by the UK Government through the Darwin Initiative. This was a distinct project, and was treated as such; only where specific cofinancing had been received through the GEF Connect project (e.g., for the development of e-learning modules) was the Darwin Initiative acknowledged alongside another funder.

Examples of where the Darwin Initiative Logo has been included:

- In Uganda, UBoS have explicitly recognised the Darwin Initiative as support this project in their National Plan for Advancing Environmental-Economic accounting (see [Section 5.2.9.3](#))
- The Darwin Initiative was highlighted as funding this project at the World Bank & UNSD Global and African Regional Policy Forums in Uganda by the NPA.
- The project has been presented on multiple occasions at national, regional and international meetings and the Darwin Initiative has been explicitly mentioned at all these, including its logo in any presentations.
- In addition, Uganda's National State of the Environment Report 2018-2019 highlighted this project and its intended results as a response to the current trends in wildlife. This report was produced independently of the project, with no input from UNEP-WCMC, which is testimony to the uptake and enthusiasm in Uganda. It also clearly noted the funding source as the Darwin Initiative. The report is available [here](#).
- All project outputs – technical reports, meeting reports, and communication materials – include the Darwin Logo and acknowledge the Darwin Initiative as the source of funding.
- The project was highlighted in a report by PBL, looking at how NCA can support a green recovery from the COVID-19 Pandemic. A specific box highlighted the biodiversity and tourism accounts produced under the Darwin Initiative-funded project as a means of identifying investment opportunities to catalyse the sector's recovery. The report is available [here](#).

8 Impact of COVID-19 on project delivery

COVID-19 had a large impact on the project. Government staff in Uganda were required to work from home for some time, where, for many staff, communications connections were very limited. This caused some delays to the project work. The restrictions on international travel meant that planned visits to Uganda by international partners could not take place since March 2020. In response, a six-month project extension was granted, to allow for the initial delays caused by all staff being forced to work from home and the time it took to find a system of working together successfully with limited communications and connectivity. In terms of specific activities, a number of workshops and meetings took place successfully online, with UNEP-WCMC setting up meetings and providing links for participants as required. This had the advantage of increased flexibility, meaning more meetings could be held than initially planned, e.g., a ‘lessons learned’ workshop with project team members. The main impact was on the training workshop, due to be held in Year 3 of the project but delayed until May 2021. International partners could not attend; this meant that the Ugandan team took full responsibility for organisation and delivery of the workshop, with international partners providing support during planning, and occasional input during the actual meeting (e.g., a pre-recorded presentation or responding to technical questions). This method of delivery was extremely successful and had the added benefit that Ugandan staff presented on each set of accounts, and provided the training, thus demonstrating real ownership of the project’s results.

To ensure safety of project staff, there was no international travel during the pandemic, and Ugandan staff only held face-to-face meetings once safe and permitted to do so following national guidance, taking precautions (e.g. facemasks). The reduced travel had a number of benefits, including those mentioned above – increased flexibility and increased ownership of the project by the Ugandan team. Another benefit was of course that the funds could be used to enhance the impact of the project. The money that was spared through reduced travel was used to fund the Project Manager in NEMA to stay on for an additional three months – essential to the project’s success, as this covered the period in which the training workshop took place, and a number of other key activities for embedding the accounts. It was also used to fund the production of a series of e-learning modules on NCA – these will ensure greater legacy for the project, as they will be freely available from the project webpage and will allow staff in NEMA and other government agencies to build an understanding of NCA and the specific accounts produced under the project. This will reduce the impact of any future staff turnover.

In terms of the project results relevance to COVID-19 recovery, the integrated biodiversity and tourism accounts link tourist spending and biodiversity-related natural capital. This can support planning the recovery of the wildlife watching tourism sector in Uganda, which was the hardest hit by COVID-19. The accounts demonstrate the long-term economic benefits of investment in Uganda’s protected areas. They inform on marketing and investment opportunities for less-visited protected areas, increasing visitor numbers, length of stay and spending in regional areas. This can help catalyse the recovery of the tourism sector, post COVID-19.

9 Finance and administration

9.1 Project expenditure

Project spend (indicative) since last annual report	2020/21 Grant (£)	2020/21 Total actual Darwin Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
Audit costs				

TOTAL				
--------------	--	--	--	--

Staff employed (Name and position)	Cost (£)
Bowles-Newark, Nadine; Deputy Head of Programme	
Ivory, Sarah; Senior Programme Officer	
King, Steven; Environmental Economist	
Moul, Katherine; Programme Officer	
Trust, Elena; Programme Administrator	
Roe, Dilys; Principal Researcher	
Goodrich, Rosalind; Communication Specialist	
Teresa Corcoran, Blog Editor	
IIED Project Management	
Geme, Tom, Project manager	
Masiga, Moses; Specialist Technical Consultant	
Muwanika, Fred; Specialist Technical Consultant	
TOTAL	

Other items – description	Other items – cost (£)
Bank fees for international transfers	
TOTAL	

9.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
GEF 'Connect' Project	
TOTAL	

Source of funding for additional work after project lifetime	Total (£)
TOTAL	

9.3 Value for Money

The project provided value for money in a number of ways. Firstly, the accounts developed under the project were novel and provide a blueprint for other countries that could be adapted to suit data availability and particular interests. Secondly, the project built capacity among the whole team, both in Uganda and international partners. These include a number of technical staff within Uganda who have become recognised as experts in the field, and will continue to be involved within the government, ensuring a legacy for this work. Thirdly, the project capacity building materials – in particular the e-learning modules – provide a learning resource for all those with an interest in NCA, not just in Uganda but around the world. Interested staff in Ghana have already used them to better understand and get started on producing NCA. Finally, the project built on other relevant projects, capitalising on available resources and networks in order to engage stakeholders and secure commitment to continuing its legacy.

10 OPTIONAL: Outstanding achievements of your project during the (300-400 words maximum). This section may be used for publicity purposes

I agree for the Darwin Secretariat to publish the content of this section

As a result of this Darwin Initiative-funded project, Natural Capital Accounting (NCA) has become embedded within Uganda. One of the highlights of this project, and one which has already proven to endure beyond the project's lifetime, is the development of a real community

of practice around natural capital accounting. Rather than just involving ‘traditional’ stakeholders (e.g., from statistics offices and environment ministries), this community draws from ministries, agencies, organisations and universities across Uganda, and brings together individuals with a range of interests and experience, with a common purpose of advancing the use of natural capital accounting in Uganda. This community of practice has manifested not just through project meetings and workshops, but through independently organised meetings, participation in international events, and supportive email exchanges.

Another highlight, and fantastic accomplishment of the project was the release of three published sets of accounts. This achievement is rare in such projects, to not only develop the accounts, but to have them published and endorsed by government agencies. The accounts are available on relevant agency websites, and there has been great interest in their continued production and use.

Annex 1 Project’s original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your Stage 2 application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert the Stage 2 logframe.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Impact: Uganda will deliver on its Green Growth Strategy, Aichi Target Two and SDG 15, through integrated planning that recognises the value of biodiversity and its contribution to poverty alleviation. The project will help deliver green growth that contributes to poverty alleviation (wealth creation) and biodiversity goals by enhancing national capacity to generate and use biodiversity-related natural capital evidence in economic and development planning.</p>			
<p>Outcome: Enhanced national capacity to generate and use biodiversity-related natural capital evidence in economic and development planning, to support identification of planning options for green growth, and selection of those options which are mutually beneficial for biodiversity conservation and poverty alleviation.</p>	<p>0.1 By the end of the project, at least 1 green growth plan incentivising investment in conservation and sustainable use of biodiversity is adopted by a sector.</p> <p>02. By the end of the project, development planners have used biodiversity-related Natural Capital Accounts to identify at least 3 sustainable green growth opportunities that generate 100 jobs for men and women where poverty incidence is high.</p> <p>0.3 By the end of the project, the use of biodiversity related Natural Capital Accounts for economic and development planning is institutionalised into at least 3 sectors / ministries.</p>	<p>0.1 Sectoral planning process documentation that explicitly identifies budgetary provisions for investments in biodiversity-related Natural Capital.</p> <p>0.2 Official, spatially explicit, green growth development options paper for investment in infrastructure to sustainably use biodiversity-related Natural Capital Accounts. The paper will include estimates of job creation suitable for the poor in the areas of high poverty incidence (the selection of these areas will be using the official spatially disaggregated statistics on poverty estimates).</p> <p>0.3 Official request from sectoral lead to UBoS to continue production of biodiversity-related Natural Capital Accounts and commitment to their use.</p>	<p>Environment, Finance and Planning and other key ministries, private sector, civil society are fully engaged and involved in dialogue around natural capital data and capacity to influence sustainable development is increased.</p> <p>Representatives of key development sectors are receptive to integration of natural capital evidence in development planning.</p> <p>The above are unlikely to be a significant issue given the commitment to sustainable use of natural capital in national development planning and Uganda’s Green Growth Development Strategy. The concept of Natural Capital is well understood amongst decision-makers in the country.</p>

			The outputs from the project's 'awareness raising, testing, integration' approach are there to give full confidence in the approach, in order to maximise chance of engagements and use of the approach.
<p>Output 1</p> <p>Awareness of the value of biodiversity-related natural capital raised.</p>	<p>1.1 By the end of Year One, Q3, a context report is produced, drawing on existing intelligence and novel out-reach, to describe the stakeholder and policy entry-point landscape, and to identify user needs.</p> <p>1.2 By the end of Year 1, Q3, a communication strategy has been developed and published that clearly identifies routes for engaging a range of relevant audiences.</p> <p>1.3 At least one policy brief has been developed and widely disseminated to relevant stakeholders and the public: A) relating to user needs and accounting by the end of Quarter one, Year Three, and B) accounting uses and the detailed application of accounting for sectoral planning by the end of the project.</p> <p>1.4 By the end of project the results have been presented at two international events (e.g. CBD</p>	<p>1.1 A combined desk study and inception workshop report is produced that confirms the agreed set of user demands across relevant stakeholders for biodiversity related natural capital accounting in Uganda as a documented User Needs Assessment. To be permanently hosted on at least 1 project partner website.</p> <p>1.2 Strategy provided in a report co-authored by all national project partners and published online.</p> <p>1.3 Web-links and download statistics to at least two policy briefs are hosted and advertised on all project partner websites and at least 2 external on-line for a (e.g. WAVES, GGKP). At least one national news article relating to the value of biodiversity-related Natural Capital. Results disseminated through at least one social media platform.</p> <p>1.4 Agendas and websites for two international meetings confirming presentations.</p>	<p>Continuous support and engagement from relevant Ministries and authorities in Uganda. This is unlikely to be a significant issue given the commitment to sustainable use of natural capital in national development planning.</p>

	meetings, WAVES Policy Forum, World Data Forum).		
<p>Output 2</p> <p>The accounting approach is developed and tested. In order to embed natural capital accounting within national reporting it will be essential to respond both to the technical supply side of the process (via methodologies and data) as well as ensuring accounts meet the demands of their users for informing policy and land-use planning (via user needs assessment).</p>	<p>2.1 By the end of Year 1, Q4, at least three method notes for producing selected Natural Capital Accounts have been drafted for application.</p> <p>2.2 By the end of Year 3, Q3, a metadatabase of relevant national data holdings has been compiled to support biodiversity related Natural Capital Accounting.</p> <p>2.3 By the end of Year 3 Q3 at least three methodically robust biodiversity-related natural capital accounts have been compiled in response to identified user needs, testing the Method Notes produced under 2.1.</p>	<p>2.1 Draft method notes approved by UBoS.</p> <p>2.2 Meta-database is hosted by at least one project partner.</p> <p>2.3 A technical document presenting the accounts and finalised method notes is produced and hosted on at least one project partner website.</p>	<p>Clear policy priorities or themes for biodiversity related natural capital accounting can be agreed upon across all stakeholders. This is not considered a significant issue given the priorities identified in Uganda's Green Growth Development Strategy for natural capital management</p> <p>A methodological approach can be agreed across all stakeholders that robust yet repeatable given the available resources of producers over the long term</p>
<p>Output 3</p> <p>Communities of practice built.</p>	<p>3.1 By the end of Year4, Q1 at least 10 public sector representatives have enhanced technical capacity to produce biodiversity related natural capital accounts by attending in – person or remote producer training sessions.</p> <p>3.2 By the end of Year4, Q1 at least 20 representatives have been trained in the use of biodiversity related natural capital accounts for informing sectoral development planning for green growth, including</p>	<p>3.1 A capacity building producer group session report is produced that lists attendees and their affiliation. Workshop evaluation feedback will demonstrate the self-assessed level of capacity building achieved. A training webinar recording is published online.</p> <p>3.2 A capacity building user group</p>	<p>Capacity needs can be addressed and imbedded through workshops, methodological guidance and online materials. The risk associated with this is mitigated by UNEP-WCMC significant experience in organising capacity building workshops on natural capital and ecosystem assessment</p>

	<p>addressing poverty alleviation and biodiversity objectives.</p> <p>3.3 By the end of Year 4, Q2 awareness of the potential to compile and use biodiversity related natural capital accounts is communicated to all stakeholders (identified under indicator 2.1).</p> <p>3.4 By the end of Year 4, Q2, at least 3 Natural Capital Accounting expert meetings will have been held, organised and led in-country by the national team (not by international partners), bringing together over 30 national experts.</p>	<p>workshop report is produced that details attendees and their affiliations. Workshop evaluation feedback will demonstrate the self-assessed level of capacity building achieved.</p> <p>3.3 Training materials for the production and use of at least 3 biodiversity related natural capital accounting modules are hosted on at least 1 project partner website. E-mails sent to all identified stakeholders introducing the web link. Blog published. Web statistics recorded.</p> <p>3.4 At least 3 meeting reports are produced in-country and disseminated to meeting participants, including participants' lists.</p>	
<p>Output 4 The accounting approach is Institutionalised.</p>	<p>4.1 By the end of Year 4, Q2 at least one ministry / sector has developed a roadmap with the project team to test the integration of at least one biodiversity related natural capital accounting module into their development planning.</p> <p>4.2 By the end of Year 4, Q2 biodiversity related natural capital accounting is integrated within at least one sectoral development process and lessons captured to</p>	<p>4.1 Roadmap to integrate biodiversity-related natural capital accounts into development planning published on at least one partner website.</p> <p>4.2 An impact report detailing the development, implementation and lessons learned from testing the integration of biodiversity related natural capital accounting data into</p>	<p>Suitable entry points for mainstreaming natural capital are identified as occurring within the project period. This is unlikely to be an issue as there are several relevant sector plans and national plans that expire ion 2020/21. This includes the current national development plan (expires in 2020), national tourism sector plan (expires 2020) and the national forestry plan in 2022.</p>

	inform the scaling up of integration across sectors.	planning is published on at least one partner website.	Support from the relevant Ministry and authorities of the chosen sector or policy issues. This is unlikely to be a significant issue given the commitment to sustainable use of natural capital in national development planning and Uganda's Green Growth Development Strategy.
--	--	--	--

Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)

Output 1: Awareness of the value of biodiversity-related natural capital raised:

- 1.1 Desk study of policy demands and entry points, to include: Review and summarise as background document key national policy documents; "Connect" political economy analysis; NBSAP 2.0 stakeholder analysis; and previous experimental ecosystem accounting work.
- 1.2 National Team convene relevant stakeholders to engage in project inception workshop where user demands and sectors/policy entry points (e.g. Forestry, wetlands, fisheries and wildlife & tourism) for accounts are agreed.
- 1.3 National Teams write up User-Needs Assessment as a workshop output with support from IIED and UNEP-WCMC
- 1.4 National Team develop communication strategy with support from IIED and UNEP-WCMC.
- 1.5 Communication Materials developed and hosted via various on-line fora (e.g., IIED, UNEP-WCMC, NEMA, NPA, WAVES websites), international benchmarking for best practice presented at key meetings (e.g., CoP 13, World Data Forum, WAVES Policy Forum, CONNECT Meetings / National workshops) and the findings from the project widely shared via social media.

Output 2: The accounting approach is developed and tested:

- 2.1 UNEP-WCMC, IDEEA Group and National Team to develop method notes for compiling biodiversity related Natural Capital Accounts in response to user needs.
- 2.2 National Team to develop meta-database and establish institutional responsibilities to support biodiversity related Natural Capital Accounting in the long term.
- 2.3 UNEP-WCMC, IDEEA Group and National Team test method notes and compile biodiversity related Natural Capital Accounts.

Output 3: Communities of practice built:

- 3.1 UNEP-WCMC, IDEEA Group and National Team develop draft training materials for producer groups
- 3.2 UNEP-WCMC, IDEEA Group and National Team run capacity building sessions in country and remotely for producer groups
- 3.3 UNEP-WCMC, IDEEA Group and National Team finalise producer training materials on basis of training sessions feedback and host online
- 3.4 UNEP-WCMC, IDEEA Group and National Team develop draft user training materials on how to use natural capital accounting data (e.g., via combined presentations with other statistics to identify synergies and trade-offs)
- 3.5 UNEP-WCMC, IDEEA Group and National Team run capacity building workshop in country and remotely with different sector user groups.
- 3.6 UNEP-WCMC, IDEEA Group and National Team finalise user training materials on basis of feedback and experience of training sessions and host online
- 3.7 National Team to deliver at least 3 Natural Capital Accounting expert meetings with national stakeholders

Output 4: The accounting approach is Institutionalised:

- 4.1 UNEP-WCMC, IIED and National Team select one sector to work with for detailed application of NCA in decision making context, on basis of policy cycles and user workshop outcomes.

- 4.2 National Team develop Roadmap for detailed application of NCA for integrated sectoral development planning.
- 4.3 UNEP- WCMC in-country mission to work with sector to apply NCA Roadmap with remote support from IIED and IDEEA Group.
- 4.4 National Team deliver Roadmap and develop impact report on lessons learned from its application.