



MAKERERE UNIVERSITY

## Concept Note

*for the*

# **Sustainable Development Solutions Network (SDSN) Uganda**

*Establishing a SDSN Network for Uganda*

**College of Agricultural and Environmental Sciences (CAES)  
Makerere University**

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## **1. Background to the SDSN Global Initiative**

SDSN was established in 2012 by the UN Secretary General as a Global Academic expert network to promote practical problem solving around sustainable development challenges globally. The mission of the SDSN is to accelerate practical problem solving for sustainable development, including the implementation of the SDGs at global, national and local levels. It focuses on building global network of universities, research and innovation centers and other knowledge institutions that focus on;

- Providing analysis, recommendations and mobilizing support for the implementation of SDGs;
- Promoting practical solutions initiatives and long-term transformation pathways for sustainable development;
- Promoting high-quality education and research collaboration for sustainable development;
- Supporting governments to understand and address sustainable development opportunities and challenges.

Currently, SDSN has more than 1000 member institutions from nearly 120 countries, and more than 30 national and regional SDSNs. Much of SDSN's work is led by National or Regional SDSNs that mobilize knowledge institutions around the SDGs. SDSN has a Secretariat with offices in New York and Paris.

## **2. Status of Implementation of the SDGs in Uganda**

As Least Developed Country, Uganda is obliged to implement the SDGs to achieve the targets and thus needs a SDSN that can initiate initiatives, mobilizes and supports transformative change towards sustainable development. Uganda is recognized as one of the first countries that localized the UN's 2030 Agenda for Sustainable Development by aligning its Second National Development Plan (NDPII) for the period 2015/16-2019/20 to the SDGs. Uganda also signed and ratified the Paris Agreement on Climate Change and is among the 22 countries that volunteered to conduct a National Review under the auspices of the High Level Political Forum (HLFP) in 2016 and reported that it had integrated 69 percent of the SDG targets and mainstreamed climate action into its NPD II that is aligned to the Uganda Vision 2040 that aims to transition the country into an upper middle-income status by 2040. The SDGs were used as a framework against which all line ministries can trace linkages to national priorities. The SDG targets and indicators are included in the high level NDP II results framework.

However, the country still faces significant challenges that are hampering its efforts to successfully implement and achieve the SDGs and its national development objectives that include among others weak multi-sectoral collaboration planning and implementation as well as inadequate data, human and financial resources, and public-private partnerships.

Globally, Uganda still ranks low on the SDGs performance, currently ranking 140<sup>th</sup> out of 162 with an SDG Index score of 52.6 (Sub-Saharan Africa's regional average score is 53.8) as indicated by the 2019 Sustainable Development Report (that includes the SDG Index and Dashboards).<sup>1</sup> In

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<sup>1</sup> Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G. (2019): *Sustainable Development Report 2019*. New York: Bertelsmann Stiftung and Sustainable Development Solutions Network (SDSN).

Africa, Uganda ranks 18<sup>th</sup> out of 52, with an SDG Index score of 54.9 (East Africa regional score is 48.8)<sup>2</sup>. According to the Africa SDG Index and Dashboards Report 2019, Uganda has achieved only one SDG i.e. SDG 13 (climate action) but still faces major challenges to the achievement of nine SDGs (2,3,5,6,7,9,11,16&17), significant challenges on achieving four SDGs (1,4,8&15), challenges remain on achievement of two SDGs (10&12), and information is not available on achievement of SDG14. The country is on track or maintaining achievement on two SDGs (8&13), is moderately performing on three SDGs (3,9&15), is stagnating on achievement of nine SDGs (1,2,4,5,6,7,15,16&17), and is decreasing on achievement of SDG11. Information on performance is however not available on three SDGs (10,12,14&17).

Although significant challenges persist, the government and civil Society are making efforts. Government Ministries, Departments and Agencies (MDAs) have integrated the SDGs (and their targets) into their policies, plans and programs. Nonetheless, there is a lack of horizontal policy and program design whereby government MDAs, Development Partners/donors, the UN system and Civil Society tend to operate in silos to deliver vertical programs related to the SDGs. This approach does not address the multi-sectoral nature and interlinkages within the SDG framework. Moreover, key stakeholders including the academia, private sector, local communities etc. seem not to be adequately engaged in the journey to implement and achieve the SDGs. Whereas a political will in the MDAs and the Parliament of Uganda is strong, the institutional set-up is not yet fully conducive to finding transformation pathways in an effective and integrated manner. Moreover, government funding for research on SDGS and transformation pathways towards sustainability is limited. SDSN Uganda, once established, will work towards address these gaps by mobilizing and building awareness of the key actors and promoting an integrated approach to the implementation and achievement of SDGs that involves government (national and sub-national/local), academia, researchers, civil society/NGOs, Development Partners/donors, the private sector and communities.

### 3. Our Vision

SDSN Uganda will focus on mobilizing universities, research and knowledge centers, civil society, private sector, communities and special interest groups to identify and implement transformative solutions to achieve the and the Paris Climate Agreement in Uganda and the East African region.

Specifically, SDSN Uganda will:

- i. **Build awareness and knowledge on SDGs:** The network will support the development and delivery short term and professional trainings (including participation in online education massive open online courses –MOOCs – through the SDG Academy), as well as experiential learning will increase SDG awareness across wide spectrum (students,

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<sup>2</sup> SDG Center for Africa and Sustainable Development Solutions Network (2019): *Africa SDG Index and Dashboards Report 2019*. Kigali and New York: SDG Center for Africa and Sustainable Development Solutions Network.

government staff, civil society and private sector) on SDGs in order to address the critical challenges constraining the achievement of SDGs in Uganda.

- ii. **Conduct research on sustainable development solutions:** The network will promote multi-disciplinary research that will generate evidence-based solutions for enhancing the achievement of SDGs at the national and local levels.
- iii. **Building partnership and conducting multi-stakeholder dialogues:** The network will create platforms for building partnerships and dialogues that will strengthen exchange of ideas and experiences on a continuous basis. The platforms will create thinking spaces for academia, government, researchers, private sector, business and civil society to foster sustainable development solutions while at the same building actors' commitments and mobilize action.
- iv. **Advise policy and decision-makers:** The networks, offer evidence-based advice to decision-makers engaged in politics, government, business and society to fill SDG policy gaps and motivate positive change towards implementation and achievement of SDGs.

#### 4. Our Areas of Focus

SDSN Uganda will deploy a multi-disciplinary approach driven by the most pressing challenges and existing opportunities for the country. The network will facilitate and motivate the uptake of transformative solutions in the engines of development in the country that provide pathways to positive change to economic growth and human welfare. The focus areas are:

- i. **Agriculture and food systems:** In support of SDG 2 (End Hunger), SDSN Uganda will seek to ensure the development of climate resilient and sustainable agricultural systems that increase agricultural production to ensure food and nutritional security and household incomes on a sustainable basis. Increased household incomes would in turn contribute to poverty reduction (SDG1) and food and nutritional security would contribute to improve health (SDG3). Working with other key stakeholders, SDSN Uganda will develop transformative pathways related to agriculture, hunger and nutrition (SDG2) through the Agriculture Transformation Solutions Initiative. It will contribute to research, learning and education as well as monitoring progress towards SDG 2, and developing locally appropriate indicators and matrices for monitoring progress towards SDG2. SDSN Uganda will pursue and strengthen research collaboration with other universities and research institutions in Uganda and globally.
- ii. **Improved Health:** In support of SDG3 (good health and wellbeing) SDSN Uganda will contribute to developing policies and practices that support Universal Health Coverage (UHC) and address the social determinants of health in order to improve the health status of Ugandans i.e. ensure equitable access to affordable, accountable, appropriate and quality health services for all Ugandans. A multi-sectoral approach that integrate "Health in All" policies to address UHC shall be adopted.
- iii. **Natural resources and ecosystem health:** In support of SDG 6 (water and sanitation) and SDG15 (life on land), the network will seek develop transformative approaches for sustainable natural resource management, ecosystem management and water quality. The focus will be to reduce forest, wetland and rangeland degradation as well as improved water

quality. Sustainable utilization of land and landscapes, protection of mountain ecosystems, catchment based natural resource management will be promoted to reverse loss in biodiversity as well as forest and wetland cover.

- iv. **Renewable energy and energy efficiency:** Energy poverty remains a serious constraint to the socio-economic transformation of Uganda. In support of SDG7 (affordable and clean energy), SDSN Uganda will work with key local, national and international stakeholders to reduce energy poverty and increase energy security/access in rural and urban Uganda. Evidence based solutions for increasing renewable energy in the countries energy mix (solar, wind, waste to energy etc.) and energy efficiency (efficient cookstoves, bulbs, other home appliances) will be sought.
- v. **Sustainable Cities:** In support of SDG11 (sustainable cities and communities) SDSN Uganda will seek to identify and promote sustainable, resilient and green cities. Practical solutions for addressing urban development challenges such as housing/slums, urban poverty, energy access, transport, air and water quality, solid waste management and unemployment will be sought through evidence based research and dialogues with key stakeholders and supporting integrated urban planning approaches that address economic, social and environmental sustainability. The Ministry of Lands, Housing and Urban Development, Ministry of Local Government, City/Urban Local Governments will be important partners in this initiative. SDSN shall draw from the expertise of national and international institutions.
- vi. **Climate compatible development:** Uganda is highly vulnerable to the impacts of climate change and promoting climate change adaptation and mitigation has a high potential to deliver triple wins (resilience, reduced emissions and enhanced development) and multiple benefits e.g. sustainable agriculture and food security; water security; green energy and energy security, improved health; increased investments, jobs and income etc. that are critical to achievement many SDGs. In support of achievement of SDG13 (climate action), SDSN Uganda will support capacity building and transformative solutions for climate change resilient and low carbon development pathways. Building awareness building, evidence based research and innovations, trainings and demonstrations, knowledge management and stakeholder dialogues are some of activities we can engage in.

## 5. Members and Partnerships

SDSN Uganda will bring together a diversity of stakeholders to develop long term transformation pathways and solutions/initiatives that will support the government of Uganda to implement and achieve the SDGs and the Paris Climate Agreement.

- **Members:** Universities (public and private), Research Centers, Civil Society Organizations (CSOs/NGOs), Think Tanks, other knowledge centers. Members of SDSN Uganda will be officially invited to join the network through the College of Agricultural and Environmental Sciences, Makerere University. The Network will partner and collaborate with other regional and global SDSN Networks and members of the global SDSN are invited to be members of SDSN Uganda.

- **Partners:** partners will support the vision and objectives of SDSN Uganda, and may not necessarily be members of global SDSN Global. Partners could include businesses, foundations, and international organizations.
- **Networks:** SDSN Uganda will seek and establish collaborations with existing networks and forums including the philanthropic organizations, professional bodies/associations, NGO Forum, Uganda Youth Network (UYONET) and other national and international networks based in Uganda.
- **Government:** SDSN Uganda will engage the government in its thematic work and solutions initiatives, including government Ministries, Departments and Agencies (MDAs) and Local Government (LGs) in particular those that have a pivotal role in the implementation of the SDGs and ones that would foster multi-sector approaches and inter-linkages in the implementation of the SDGs.

As of July 2019, over 50 Institutions, including universities, research centers and CSOs/NGOs have been invited to join the initiation of SDSN Uganda (**See Annex 1**).

## **6. Governance and Organization**

SDSN Uganda shall have a governance structure that will facilitate collaboration with national, regional and international SDSN Networks, build partnerships with government, and mobilize technical expertise and resources to launch solutions

- **Leadership Council:** SDSN Uganda will be governed by a National Leadership Council composed of 10-14 members drawn from the government, academia, civil society, private sector. **Annex 2** provides the long list of institutions from which members of the Leadership Council will be drawn, and their selection will take into account gender considerations. The main role of the Council, which shall meet 2-3 times annually, is to ensure that SDSN Uganda fulfills its responsibilities while complying with bylaws that govern national SDSN Centers as set by the Executive Committee of the global SDSN, liaise with Government on sustainable development initiatives, provide intellectual leadership and insight, support resource mobilization efforts on behalf of the national SDSN, increase the visibility of SDSN Uganda It will also act as the link between government, private sector, development partners and SDSN Uganda, mobilize members and government in support of SDSN Uganda, engage business and potential donors on solutions initiatives,
- **Co-Chairs of the Leadership Council:** There will be 2 Co-Chairs of SDSN Uganda, one of whom shall be a Vice Chancellor, to provide strategic leadership and guidance on activities undertaken by SDSN Uganda.
- **Executive Committee:** There will be a 5-member Executive Committee appointed to assist the National Leadership Council in the fulfillment of its responsibilities as already described. The 2 **Co-Chairs of the Leadership Council**, together with the Network Manager and two representative(s) from the Host of the SDSN Uganda, will form the Executive Committee.

- **National Secretariat:** There will be a SDSN Uganda secretariat hosted by Makerere University, College of Agricultural and Environmental Sciences. The Secretariat will be responsible for coordinating the day-to-day business of SDSN Uganda, including its program of work and lead thematic initiatives and resource mobilization. The Secretariat will liaise with member and partner organizations in Uganda, as well as with the global SDSN Secretariat. It will be managed by a Network Manager assisted by a Network Administrator and will be appropriately staffed to support them.

## 7. SDSN Youth

SDSN Uganda shall have a youth wing, the SDSN Uganda – Youth, geared at empowering the youth to create sustainable solutions that address development challenges in Uganda. SDSN Uganda – Youth will focus on:

- Educating young people about the SDGs and create pathways to achieve them;
- Connecting young people to global networks to collaborative in order to achieve the SDGs in Uganda, and;
- Supporting young people in developing and scaling innovative solutions for the SDGs.

## 8. Vision to Action Strategies

- The Uganda Sustainable Solutions Conference:** SDSN Uganda will hold Annual Conferences that bring together members and key stakeholders to identify and promote solutions initiatives that will strengthen transformation pathways towards sustainable development in Uganda. It will also aim to shape the networks agenda and show case the current work and achievements, and promote joint learning and knowledge transfer among stakeholders.
- SDG Dialogue:** SDSN Uganda will establish and maintain a platform (including events) for policy and decision makers, civil society, and business to discuss transformative solutions appropriate for Uganda. The dialogue events will also provide avenues for promoting public awareness of the SDGs. The events will engage experts, researchers, and stakeholders from diverse sectors to share insights on the best multidimensional approaches to achieving the SDGs in a Uganda. Dialogues on issues related to global and regional integration, higher education, public-private partnerships and local community engagement shall provide stakeholders and policy makers with the relevant knowledge required to advance policies related to the achievement of the 2030 Agenda for Sustainable Development and the Paris Agreement in Uganda.
- Localizing the SDGs in Uganda:** SDSN Uganda will organize smaller events, workshops, seminars and public forums with partners, members, local governments, communities, CSOs/NGOs to support the localization of SDGs. The events will also be avenues for disseminate research undertakings/results, education opportunities, innovations and best practices in sustainable development.
- Uganda solutions initiatives:** SDSN Uganda will identify and implement solutions initiatives, drawing on the expertise and existing multi-disciplinary work of its members,

partners and networks. The identification of solutions initiatives can also be done through screening exercises, public calls or other innovative engagement methods.

- v. **International solutions initiatives:** SDSN Uganda will engage in the dissemination of results from international solutions initiatives to Uganda. This will include contextualizing and aligning the international results to the Uganda situation while offering appropriate recommendations and ways forward to decision makers. SDSN Uganda members, partners and networks will be encouraged to participate in international SDSN events and initiatives. Knowledge exchange within the global network will enhance our own reflections regarding transformative solutions.
- vi. **Sustainable development training:** Some universities and higher education institutions in Uganda offer short term and long-term programs related sustainable development (Makerere University inclusive). SDSN Switzerland will encourage the incorporation of sustainable development (SDGs) in the curricula of its members, partners and networks, and will also offer joint learning opportunities, in collaboration with SDG Academy.

## 9. Funding and Resources

SDSN Uganda will need approximately USD 200,000.00 to cover the first year operational costs 2019/2020. The funding will facilitate the launch of SDSN Uganda as well as establishment and operationalization of a Secretariat that will be hosted in the Makerere University Centre for Climate Change Research and Innovations (MUCCRI), a unit in the College of Agricultural and Environmental Sciences, Makerere University. The first year finding will guarantee the incubation and meeting the basic operational of the Secretariat (Network Manager, additional staff, equipment, travel, communication) as well as meetings, events and conferences (including the launch of SDSN Uganda), awareness raisings, some trainings (short-term), thematic work (research for solutions initiatives, publications) and public relations (website, media etc). Makerere University will provide (meet the costs of) office space and utilities (electricity, water and internet) as well as the Network Manager who is a full academic staff of Makerere University. SDSN Uganda will work closely with the global SDSN to secure funding for the launch of SDSN Uganda and first year operation. A resource mobilization Strategy will then be developed to secure funding to secure funding for the next years (up to 2023). Prospective funding partners will include international agencies, foundations, government agencies, private sector and academia.

## 10. College of Agriculture and Environmental Sciences, Makerere University

Makerere University's College of Agricultural and Environmental Sciences (CAES), <http://www.caes.mak.ac.ug>, is recognized as a leading training and research institution in the East African region working to advance training, knowledge generation and service delivery in order to enhance agricultural development, sustainable natural resource utilization and environmental management.

The College comprises three Schools (i) School of Agricultural Sciences, (ii) School of Food Technology, Nutrition & Bio-Engineering, and (iii) School of Forestry, Environment and Geographical Sciences. It has two research institutions: Makerere University Agricultural

Research Institute, Kabanyolo (MUARIK) and Makerere University Biological Field Station in Kibale (MUBFS). CAES offers both Bachelor, Masters and PhD as well as Postgraduate Diploma programs that address the broad areas of agriculture, biotechnology, Land Use Management, Agricultural Engineering and Agricultural Rural Innovation, Food Science and Technology, Agribusiness Management, Crop Science, Animal Science, Environmental Management, Soil Science, Forestry, Meteorology and Climate Change. Through the Continuing Agricultural Education Center at Makerere University, CAES delivers non-degree training to strengthen the technical capacities of Agricultural and Environmental Practitioners.

The College has recently collaborated with REDD+, a policy framework aimed at mitigating climate change through a project titled, “Building capacity for REDD+ in East Africa for improved Health and Sustainable Livelihoods in Eastern Africa.” In order to contribute to reduced greenhouse gas emissions and improved ecosystem health for sustainable livelihoods in East Africa. Through the project, 14 PhD and 27 Master’s students from Makerere University and the University of Dar es Salaam were trained.

The College of Agricultural and Environmental Sciences maintains relationships with funding Institutions including the MacArthur Foundations, McKnight Foundation, Rockefeller Foundation, and the Millennium Science Initiative, Carnegie Foundation, and Edmonton Waste Management Center of Excellence in Canada. Additionally, the college has developed strong collaborative programs with leading Institutions at the national, regional and international levels including; Ohio State University, Iowa State University, Swedish University of Agricultural Sciences, University of Wageningen, the Institute for Water Education in the Netherlands and the National Agricultural Research Organization, UNESCO-IHE, the Ugandan Ministry of Agriculture, Animal industry and Fisheries (MAAIF), National Environment Management Authority among others. [CAES ANNUAL REPORT 2016-2017 FINAL 1<sup>ST</sup> MARCH 2018.pdf](#)

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

SDSN Uganda will be hosted in MUCCRI, <http://muccri.mak.ac.ug>, is a semi-autonomous unit in CAES. MUCCRI supports strengthening of climate change research, innovations, information generation, and dissemination. The Centre’s work encompasses four major themes: (i) Climate Science, (ii) Mitigation, (iii) Adaptation, and (iv) Policy, Training, and Outreach. The Centre thus contributes greatly to the achievement of SDG 13 on climate cation. The Centre has been receiving technical and financial support from USAID and FAO Uganda to implement various climate change projects and trainings.

The Coordinator of MUCCRI, Dr. Revocatus Twinomuhangi is coordinating activities of establishing SDSN Uganda and will be the Network Manager once the Network starts.

### ***10.2 Center for Excellence in Waste Management***

Makerere University, College of Agricultural and Environmental Sciences also established a Regional Center for Excellence in Waste Management at Makerere University Agricultural Research Institute Kabanyolo (MUARIK) The project with, support from SIDA, African Union, European Union, Government of Uganda/Bank of Uganda and Makerere University.

The Coordinator of the Center of Excellence in Waste Management, Prof. E.N. Sabiiti, is very influential in the starting of SDSN Uganda. The center promotes compositing of biodegradable waste for improved agricultural production through developing livestock feed protocols from market crop waste, bio gas technologies for small scale households, and provides training, knowledge dissemination and advisory services in waste management while also, creating linkages with the private sector to enhance technology development and transfer, and the diffusion of sustainable waste utilization technologies and products, as well as regional and international research collaborations. The Centre will support MUCCRI in operationalizing SDSN Uganda and will potentially contribute to the achievement of SDG 2,7,11&12 through advancing sustainable technologies including among others, low-carbon energy systems, sustainable food systems, and urban areas. This is in line with SDSN’s Deep Decarbonization Pathways Project. Through the project, 7 PhD have been trained in waste management.

<https://caes.mak.ac.ug/index.php/news-events/latest-news/680-makerere-university-launches-the-first-centre-of-excellence-in-waste-management-in-uganda-2>

### **Timeline of SDSN Uganda initiation process 2019-2020**

#### **Preparation phase:**

- July 2019: Submission of Application to host SDSN Uganda
- September 2019: Identification and mobilization of members and partners. Setting up a taskforce.
- October 2019: Establishment of a Secretariat at College of Agricultural and Environmental Sciences at Makerere University,
- November 2019: Initial kickoff meeting with partners and selected partners

#### **Setup phase**

- January 2019 Official Launch of SDSN Uganda
- January – March: Establishment of SDSN Uganda Governance Structure
- February – April 2020: Gap analysis on the implementation of SDGs by the Uganda government

#### **Operational Phase**

- May, 2020: First Leadership Council Meeting
- May 2020 Setting up thematic groups, commencement of awareness raising, trainings and commencement of studies/research
- June, 2020: 1<sup>st</sup> Annual Uganda Sustainable Development Conference.
- July 2020: second Leadership Council Meeting

## **Annex 1: List of Institutions invited to join SDSN Uganda and other prospective institutions**

1. Ndejje University (Prof. Eliabu Lugujjo, Vice Chancellor)
2. Kyambogo University (Prof. Eli Katunguja Rwakishaya, Vice Chancellor)
3. Mbarara University of Science and Technology (Prof. Celestino Obua, Vice Chancellor)
4. Aghakhan University (Prof. Sharon Brwonie)
5. Kabale University (Prof. Joy C. Kwesiga)
6. Muni University (Prof. Christine Dranzoa, Vice Chancellor)
7. Busitema University (Prof. Mary Rose Nakandha, Vice Chancellor)
8. Makerere University Business School (Prof. Wasswa Balunya)
9. Uganda Christian University Mukono (Rev. Can. Dr. John Senyonyi, Vice Chancellor)
10. Gulu University
11. Uganda Technology and Management University (Prof. Dr. Benon Basheka, Deputy Vice Chancellor)
12. Center for Research in Renewable Energy and Energy Conservation, Makerere University (Ms. Mary Susan Abbo)
13. National Coffee Research Institute (Mr. William Wamala, Director)
14. Economic Policy Research Center (Dr. Sarah Sewanyana, Director)
15. Makerere University Institute for Social Research, Prof. Muhamood Mamdani)
16. Regional Universities Forum for Capacity Building in Agriculture (Prof. Adipala Ekwamu)
17. Africa Rural University (Prof. Dr. Joseph Mukiibi)
18. Uganda Management Institute (Dr. James L. Nkata)
19. Bishop Stewart University (Prof. Maud Kamatenesi, Vice Chancellor)
20. International University of East Africa (Prof. Dawoud Shenouda)

## **SDSN Uganda anticipates developing collaborations with the following institutions and networks**

1. Uganda National Academy of Sciences (Prof. Nelson Sewankambo, President)
2. KPMG, International Development Advisory Services/IDAS (Mrs. Salome Seruyange, Manager, IDAS)
3. Makerere University, College of Health Sciences
4. National Environment Management Authority (NEMA)
5. Kampala City Council Authority (KCCA, Mr. Andrew Kitaka, Ag. Executive Director)
6. Uganda National NGO Forum (Richard Sewakiryanga, Executive Director)
7. National Agricultural Research Organization (NARO)
8. Uganda Parliamentary Forum on SDGs (Parliament of Uganda)
9. National Planning Authority
10. The Local Development Partners Group (LDPG)
11. Uganda National Council of Higher Education (NCHE)
12. Uganda Coalition for Sustainable Development (UCSD)
13. Inter-University Council of East Africa (IUCEA)

## Annex 2: Proposed list of institutions/members that will form the Leadership Council

No.	Institution	Title	Membership on Leadership Council
1			
2	Makerere University (Public University)	Vice Chancellor/Deputy Vice Chancellor	Chair/Co-Chair
3	National Planning Authority	Executive Director or Deputy Executive Director	Co-Chair
4	Office of the Prime Minister	Commissioner	Member
5	Ministry of Water and Environment	Director Environmental Affairs	Member
6	Ministry of Finance, Planning and Economic Development	TBC	Member
7	Ministry of Energy and Mineral Development	Commissioner, Renewable Energy	Member
8	Kampala Capital City Authority	Director Physical Planning	Member
9	Ministry of Lands, Housing and Urban Development	Commissioner, Urban Development	Member
10	Ministry of Gender, Labour and Social Development	Commissioner Gender	Member
11	Bugema University (Private University)	Vice Chancellor/Deputy Vice Chancellor	Member
12	Kabale University (Public University)	Vice Chancellor	Member
13	Private Sector Foundation Uganda (PFSU)	Representative	Member
14	Banks/Financial Institutions Representation (e.g. Stanbic Bank/Centenary Bank/Standard Chartered Bank)	TBC	Member
15	Uganda Development Bank	TBC	Member
16	UNDP Uganda	Representative	Member
17	FAO Uganda	Representative	Member
18	EU Delegation in Uganda	Representative	Member
19	Uganda NGO Forum	Representing NGOs	Member
20	Audit firms e.g. KPMG, Pricewaterhouse Coopers,	Representative	Member

	Deloitte, Earnest and Young etc.		
21	Youth Go Green	Youth Representative	Member
22	Media (e.g. New Vision)	Media Representation	Member
23	College of Agricultural and Environmental Sciences, Makerere University	Principal	Member