



**Uganda Green Growth Incubation Centre Project –
Songhai Integrated Model Pilot (Songhai Initiative)**

FINAL TERMINAL EVALUATION REPORT

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The completion of this evaluation became possible only because of the freely given time and consideration of the stakeholders and beneficiaries.

In accordance with normal practice, the contents of this report are the sole responsibility of the authors and can in no way be taken to reflect the views of the United Nations Development Programme.

Evaluation Team

Acronyms and Abbreviations

CSOs	Civil society organizations
CPD	Country Programme Document
CPPIA	Consultative Participatory Process and Iterative Approach
EMOs	Effective Microorganisms
FAO	Food and Agriculture Organization
GDs	Focus Group Discussion
FY	Financial Year
IC	International Consultant
IGGPR	Inclusive Green Growth for Poverty Reduction
LG	Local Government
MDAs	Ministries, Departments and Agencies
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, labour and Social Development
M&E	Monitoring and evaluation
MTIC	Ministry of Trade, Industry and Cooperatives
MWE	Ministry of Water and Environment
NC	National Consultant
NAADS	National Agriculture Advisory Services
NIM	National Implementation Modality
NOGAMU	National Organic Agricultural Movement of Uganda
NRM	Natural Resource Management
PB	Project Board
PSC	Project Steering Committee
PWDs	Persons With Disability
SDG	Sustainable Development Goal
SOPs	Standard operating procedures
ToC	Theory of change
ToR	Terms of Reference
UBOS	Uganda Bureau of Statics
UGIP	Uganda Green Incubation Project
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDP CO	UNDP Country Office
UNEG	United Nations Evaluation Group

EXECUTIVE SUMMARY

Background

The terminal evaluation of the Uganda Green Growth Incubation Project (UGIP) – Songhai Model at Kampiringisa commissioned by the United Nations Development Programme (UNDP) Country Office (CO) Uganda was undertaken by an independent Evaluation Team (ET). The evaluation was conducted from 23rd November 2021 to 22nd February 2022. The evaluation process started on 23rd November 2021 was extended from 31st December to 10th April 2022 due to Christmas break and then non-availability of interlocutors mostly suffering from COVID-19. Due to emergence of Omicron, the International Consultant (IC) conducted interviews and managed evaluation process virtually from Canada while National Consultant (NC) conducted field visit and had in-person interviews.

The UGIP is a part of the Inclusive Green Growth for Project Reduction (IGGPR) Programme implemented by the Ministry of Water and Environment (MWE) with a total input of US\$ 17.9 million of which UNDP contributed US\$ 10.28 million. The Ministry of Gender, Labour and Social Development (MGLSD) is the lead institution and mandated to piloting of the Songhai Model pilot.

The overall purpose of the evaluation was to provide an independent assessment of the project progress, record the outputs achieved, identify implementation challenges, and draw lessons to inform the completion of the primary production phase and the design of activities to establish the secondary and tertiary production levels of the pilot, and the roll out of the Songhai Initiative to other regions of the country. The scope of the evaluation covered the entire implementation period from 2016 to December 2021.

Methodology

The terminal evaluation of the Project followed a mixed method approach through multiple methods to satisfactorily respond to the requirements of the evaluation. The primary data was collected through interviews and consultations with the Project team, staff of lead and line ministries and project direct beneficiaries. The secondary data was drawn through in-depth desk review of relevant documents and reports produced by the project, UNDP and Governments of Uganda (GoU). The ET faced a series of challenges during the evaluation process including restrictions imposed due to sudden emergence of Omicron, lack of required data and information, accessibility to stakeholders for interviews, and non-availability of progress reports providing consolidated quantitative and qualitative data on project progress and achievements, etc.

Main Findings

Relevance and Design

Relevance of the project objective and the strategy to the national, regional and local priorities was strong, as it appropriately addressed the international, national and local development priorities and needs and policy agenda of Uganda. In general, the design and output of the project activities were relevant. With majority of the population being the youth who are also unemployed coupled with biting poverty, the project has potential to impact social and technical transformation of the youth and other marginalized groups as well as revamp the economy. The Songhai model is also very relevant as it can also be used as a bedrock in operationalizing the current government anti-poverty strategies and policies such as the Parish Development Model, Operation Wealth Creation, National Advisory Agriculture Services (NAADS), etc. The project's integrated development approach is highly key in ensuring youth and women empowerment and ensuring that community development needs are clearly identified through participatory processes in order to enhance government's response to skills development, employment creation, natural resource management (NRM) and the resultant socio-economic transformation.

Efficiency

Whereas Project management arrangements and implementation are anchored on sound financial management regulations (ATLAS) by UNDP as well as embedded in MGLSD government systems, much as this is good control measure it has also generated red tape and bureaucracy which has adversely affected the operation and implementation of the project activities. The high staff turnover as a result of delayed/low salary payment and delayed release of project funds coupled with banking of the project generated revenues into the consolidated fund have all affected the project's efficacy. However, some efficiency gains can be seen in the way the project is modelled by using locally available resources, material and communities which ensure cost minimization. The reported delays in funds transfer have

hampered timely activity implementation, procurement of equipment and farm inputs, construction of infrastructure and subsequent delays in the realization of the results.

Effectiveness

The project is not on track and is seriously lagging behind contrary to its design strategy as well as regarding its implementation that has affected its medium and long-term realization of the desired outcomes and impact still requires more time. There is current scanty evidence pointing to medium- and long-term project outcome and impact achievement. Nevertheless, should the funding and management aspects of the project be streamlined, there is hope that the envisaged project results would be achieved at full implementation scale within timeframe of additional 3-5 years.

Sustainability

The possibility of project sustainability as the project was at design envisaged to be high so that it can also be rolled over to other regions of the country. At the current level, the project implementation has managed to integrate key tenets of project sustainability namely, use of government structures and systems, skills and empowerment of communities to ensure integration of locally available material and resources, project revenues accruing from open market sale of products, community participation, ownership, contribution and capacity building. The project sustainability however hangs in balance since its progress and funding is hampered and the rest of its value chain stages are not realized yet.

Impact

Whereas Songhai project has lagged behind its schedule and not completed its planned stages, the actual impact cannot be assessed at this stage. The current slight progress production level interventions have got potential to generate some short-term impact especially from the community workers who include Kampiringisa Juveniles and the youth generally who have been skilled and also gained some income and employment as a result of the project. Women community workers have also testified how they have managed to take care of their families and educate their children as single parents as a result of getting employed by the project. On the overall given the broad objectives and strategies of the project, it had not yet generated significant and observable changes in people's welfare indicators. However, the project outcomes are well positioned to yield greater impact over time due to the challenges in funding and completion of the pilot.

Challenges encountered by UGIP

- UGIP has not yet completed even first phase- production due to delayed start, delayed release of funds and high turnover of project staff. At the outset, most of the equipment, seed, and other inputs were to be solicited from Songhai Center in Benin, this was a major challenge as there were extreme delays in shipments and customs clearance. The planned activities at secondary and tertiary levels have not yet been implemented. It appears that the Songhai Centre does not have a systematic way of attracting and selecting trainees. It was also not possible to establish the training targets against which performance could be measured.
- COVID-19 was also a big challenge to the project as it slowed down most of its activities. The Government of Uganda imposed the restrictions physical movement and introduced lockdown affected the businesses.
- As UGIP is a component of the wider IGGPR program. Its primary design lacked a comprehensive Results Framework which caused serious challenges in reporting as well as tracking and monitoring progress against its targets and indicators. Lack of specific measurement indicators against which performance of UGIP could be measured makes it difficult to develop cumulative workplans towards attainment of overall project targets. There was inadequate Management Information System/M&E/Reporting systems and function of the entire project as the evaluators noted serious lack of systematic information and knowledge management.
- At implementing partner (IP) level there is a management challenge since MGLSD does not have dedicated stand-alone project staff as the current ones are also charged with their other mandates. Another limitation of the Green Jobs Structure in effectively guiding UGIP implementation is that the structure in the Ministry is focused with inadequate provision for the various positions critical at the UGIP site.
- The project is prone to government bureaucracies in procurement and service delivery which slows down the pace of implementation of project activities, especially purchase of animal feed and crop seed. The model is built on the concept of ploughing back the proceeds from sales for sustainability.
- Delayed release of funds by UNDP to RP which also links with salaries for the community workers on site and implementation of project activities and inputs such as crop seed could not be procured in time that delayed

the sowing of crops. Centralization of project site revenues to the consolidated government fund generated from open market products created a big challenge.

- High staff turnover due to lower remuneration compared to other jobs, lack motivation yet site is near Kampala City and COVID-19. Out of 14 technical staff trained in Benin, 10 staff left the job due to either one or more of these factors. For instance, there was a delay of 3-5 months in the payment of salaries.
- Given the labor-intensive nature of the model, it was extremely difficult to secure the required manpower from the neighboring communities in Kampiringisa. A foreseen challenge is attracting young entrepreneurs to remain in rural areas and revitalize agricultural, industrial and services, calls for important infrastructure, such as roads and irrigation systems.
- The project also faces competition from farmers who use conventional farming with application of chemicals contrary to Songhai model which emphasizes integrated organic farming which requires certification of Songhai farm products. The yield and profitability in case of conventional farming is more.
- The livestock sector, apart from piggery and poultry units, is generally understocked, and a high mortality rate reported in fish. The district officials of Mpigi District Local Government are invited when the problem has already advanced leading to productivity loss.
- The project has also experienced levels of conflict of interest among line ministries and MDAs since the design was not clear from the start.
- The importation of technology from Benin as opposed to customization of local technology is another factor which would impede the uptake as well as affect the sustainability of the project benefits. A clear distinction between the Songhai model and integrated farming and organic farming systems is not well communicated.

Key lessons learned

- As to setup a high-tech model such as Songhai model requires a heavy investment and technical support it cannot be established without the support of donors and partnerships with private sector, and to reach the desired scale at the longer term.
- Government ownership, political will and commitment is fundamental for the success and sustainability of such model. In case of Uganda, the ownership and commitment of UGIP is evident as H.E. President of Uganda himself launched this project. Additionally, MGLSD is made custodian of Songhai pilot.
- Songhai model once it's all components and stages are completed can be a bedrock and good foundation for the successful implementation of the new Uganda Government Parish Development Model (PDM) as a means of integrated poverty eradication policy.
- When the activities offered match local needs, local communities and individuals are likely to adopt them. Songhai Model is successful because it enables farmers to improve their productivity while regenerating and preserving natural resources. It also offers dignified professional activity for youth by giving them the means to become innovative entrepreneurs.
- Communities by giving them the means to become innovative entrepreneurs, timely release of funds is crucial for the achievement project targets. Delayed releases affect the pace of implementation of project activities adversely.
- Attractive staff remuneration and motivation ensures retention of skilled and qualified staff as well as increased productivity and builds spirit of resilience and commitment. Employing local people/experts in this initiative is more effective as they are aware of the local conditions and system. They can easily learn and have easy adaptability of new technology in the local conditions.
- The organic products have a big demand and market in Kampala. Hence, the organic farming and organic products producing enterprises have a big scope for local as well as export markets.
- Systematic and continuous involvement of stakeholders from initial stages to all stages of project ensures the ownership, sustainability and success of the project's interventions.
- Transfer of knowledge from Songhai Porto-Novo team coupled with training of youth in Benin was timely. Phased approach to showcase quick wins is important for such a model.

- Systematic planning and clear design of project helps in fast tracking progress against targets and indicators. Systematized mechanism of M&E applied within Project initiatives would ensure quality monitoring of the activities, on the one hand and provision of valid information for impact assessment, on the other hand. Sustained and close supervision and monitoring of project activities is also crucial in realizing long term project objectives.
- Localizing and use of locally available resources leads to project sustainability and efficiency gains. There is need to solicit as much as possible inputs and locally fabricated material rather than procuring from overseas. That not only is economically viable but also supports the local businesses.
- Involvement of local communities in project implementation is cost-effective and sustainable. Out-growers with communities can be good model for enhancing the Songhai model. Involvement of indigenous communities is also beneficial in the implementation of project activities. Community's involvement also ensures that the interventions are need-based and demand-driven.
- Once the community is motivated, mobilized and supported, the chances of acceptability and adoptability are higher. It was noticed that the participating farmers around the UGIP-Songhai Center expanded their farming activities to generate more revenue.
- The main objective of Songhai Porto-Novo is to train young agricultural entrepreneurs who, once established, become examples of success and draw the attention of the surrounding populations to the new kind of agriculture practiced by Songhai. This training does not stop with the acquisition and mastery of techniques of agricultural production. Songhai follows up with its farmers from the installation stage to the establishment of their farms and beyond.¹

Conclusion

The pace of Songhai Pilot progress was slow as project activities have partially been completed. The project has started the production phase and training of youth has generated employment for them. Many activities are yet to be completed to advance to value addition and marketing phases due to a variety of challenges. Delayed release of and inadequate funds, lack of full strength of staff and high turnover, bureaucratic procurement process and COVID-19 were the main factors which had adverse effect on the momentum of project. The government has displayed its commitment, political will and ownership of the pilot.

Recommendations

- As UGIP has not even completed the first phase. Enormous amount of time and resources are required to complete all the phases of Songhai pilot. ET strongly recommends for an extension of the pilot phase for 3-5 years to allow consolidation and completion of remaining activities and enhance long term sustainability. Rapid Feasibility Report proposed that UGIP should be established in 3 phases (phase I year 0-year 2, phase II: year 3-5 and phase III year 6-10).² (UNDP, MGLSD, MWE, UGIP)
- Since UGIP is implemented as a component of IGGPR, the specific targets and measurement indicators were not developed against which performance of UGIP could be measured. UGIP should have its own separate project document with clear line of direction, objectives, components, time bound outcome and output targets, activities and performance indicators for all levels with an adequate supporting budget and an organizational structure with clear mandate and jobs description for the staff. The financial support is further required for completing unfinished activities. A comprehensive implementation roadmap (given in BSMP) may be adopted to guide implementation in the short, medium and long term. UNDP should renew its funding window until the pilot project components and stages are accomplished in order to give a meaningful platform for its replication holistically. (UNDP, MGLSD, MWE)
- The financial and technical support is further required for completing the unfinished interventions to operate at full scale capacity. UGIP currently relies on donor support, with minimum funds generated from sales of

¹ An Overview Context, Economic Overview and Performance World Bank, <http://www.worldbank.org/en/country/Benin/overview> (accessed 12 September 2012).

² It is suggested that the comprehensive strategy and recommendations should be adopted given in 'A Business Sustainability Strategy and Marketing Plan (BSMP) for the UUGIP-Songhai Model', Ministry of Gender, Labour and Social Development, June 2021; and Rapid Feasibility Study, 2017.

farm products. UNDP should renew its funding window until the pilot project components and stages are completed in order to give a meaningful platform for its replication holistically. The Rapid Feasibility Study 2017 estimated proposed US\$ 32.38 million for fully piloting UGIP using integrated production system spread over three phases period. The study recommended a budget of US\$ 9.05 million for Phase I, US\$ 14.97 million for Phase II and US\$ 8.35 million Phase III. The total direct income of UGIP from sales of services (training, incubation and hospitality) is estimated at US\$ 32.52 million in 10 years. (UNDP, MFPED, MGLSD, MWE)

- Whereas government through Ministry of Finance Planning and Economic Development (MFPED) is positive in mobilizing the future financing of the program, the project should in addition to the Rapid Feasibility Study develop a Resource Mobilization Strategy which can also be used to mobilize more resources from other sources. There is also a need for Songhai Model to be included in the government budgetary allocations. The profit producing is also essential to demonstrate that its organic and integrated production model is economically sustainable. To cover the costs of operation, maintenance of the programme and for sustainability, various income streams are envisaged including sale of services, products, charge of royalties from incubatees. The programme can also receive endowments in form of, donations, grants, gifts, awards, legacies and government grants / allocation. UNDP, FAO, IFAD, European Union are also the potential donors for funding and technical support. (UNDP, MFPED, MGLSD)
- UGIP should have an independent financial management system. This is because Government financial management regulations do not facilitate or favour a busy and ever changing commercial environment that needs quick financial decisions. (UGIP, MGLSD)
- There is a need to bring on board other key stakeholders including relevant Ministries, Departments and Agencies (MDAs) to play an active role in rolling out Songhai model both at the national as well as sub-national local government levels. The sister ministries, Mpigi District Local Government (LG) and donors should harmonize their inputs and develop synergy especially in the youth training, farming system development, entrepreneurship development, value chain development by integrating UGIP activities with domestic local initiatives. However, the risk of working with development partners should be managed through clear partnership negotiations. A mechanism for regularly meeting with the different stakeholder categories should be developed to foster information sharing and project ownership. UGIP may sign Memorandums of Understanding (MoU) with all partners defining the roles and responsibilities. The Mpigi District LG should mainstream Songhai initiatives into its district development planning processes for financial and programmatic sustainability. (UGIP, MGLSD)
- UGIP faced problems of delayed approvals and release of funds which has adversely affected the pace of implementation of its activities. The restructured project management systems and structures allowing it to become semi-autonomous with its own project finance accounts and management system may help to resolve this crucial issue. (UNDP, MGLSD)
- There is a need for an effective and systematic monitoring and reporting mechanism in UGIP presenting a comprehensive picture of achievements against specified performance measures and problems and actions taken to resolve them. Baseline and SMART targets indicators should be determined for the project activities. The quarterly and annual progress reports should be prepared encompassing the progress against the targets, financial data, problems encountered, actions taken to resolve them, good practices, success stories, lessons learned and recommendations for informed decisions. The reports should be shared with partner ministries and other key stakeholders. (UGIP, MGLSD)
- The capacitating is an iterative process. Therefore, there is a need for continuous capacity building, trainings and sensitization in order to enhance the conceptualization of the model comprehensively as well as change the mind sets of participating communities. (UGIP, MGLSD)
- UGIP should be more open to research and to more objective analysis which would allow its development approach to reach higher echelons. The role of research in this context will be to analyse flanking measures to assist the trained farmers in setting up successful enterprises. To achieve this objective the project should develop networking with the academia, research institutes and Makerere University. (UGIP)
- For the project to improve its visibility and inclusivity and get the communities sensitized about its benefits, a costed comprehensive marketing as well as multimedia communication strategy should be developed and implemented. The project should launch an effective publicity and visibility campaign for UGIP activities to

create awareness among communities and partner ministries on all concepts of the organic products. The effective tools include attractive advocacy material, brochures, pamphlets, videos, etc. The project achievements and success stories should be documented in the form of videos, newsletters and reports and shared with partners in the conferences, workshops on its website, Facebook, Instagram and Twitter. (UGIP)

- The high turnover of project staff and trained persons has been a serious problem for the project. The project should work out innovative ways to stimulate good work morale and high performance through financial incentives. These ways include performance-based enhanced salary, training opportunities, performance-based awards, study tours, in- service staff development program, establishment of staff Savings and Credit Cooperative Organisation etc. to attract and retain qualified staff. (UGIP, MGLSD)
- The project organizes a “market garden” for farm produce especially fresh vegetables. This market is organised at the MGLSD head office in Kampala and targets the ministry officials, hence the farm produce is sold to the MGLSD staff, under a “monopoly market” and distorts the market prices, which may not give an accurate market scenario.³ The Center generated approximately UGX 800,000 per week through the sale of its products in MGLSD. The volume of revenue generated by the project will increase beyond the current estimated amount once all the project phases are completed and market outlets are expanded beyond the MGLSD market. (UGIP, MGLSD)
- Public private partnership (PPP) is essential for the success of UGIP Model as it involves processing, value addition and marketing of organic products. Also, such a model requires partnerships with private sector given the high investments required to reach the desired scale. The return on investment for Songhai model is 10 years to ensure that it becomes self-sustaining, such investments need private sector partnership other than relying on public and donors/development partners funds. The project may explore the opportunities to collaborate with National Organic Agricultural Movement of Uganda (NOAMU), GoU Private Sector Development Programme, Rural Industrialisation Development Program and Farmers’ Associations. (UGIP, MGLSD)
- The project should foster and improve collaboration with FAO, IFAD and other international agencies to benefit from their resources such as advanced technology and knowledge. Linkages should also be developed with Samuel Undong Community Project at Ministry of Local Government and Parish Development Model (PDM) for sharing resources, knowledge and experience. UGIP can extend its training facilities to PDM. (UGIP)
- It was prudent for UGIP to procure some resources from Benin e.g., Effective Microorganisms (EMOs) which is imported from Benin to make pesticides and fertilizers for the market garden. That the sourcing of some materials from Benin was proper, however going forward, the UGIP needs to domesticate such technologies. (UGIP)
- There is a need to revamp and strengthen the Project Steering Committee (PSC) which because of its unique nature is chaired by UNDP Resident Representative and Co-Chaired by Permanent Secretary MGLSD. A review meetings’ plan for PSC may be developed and implemented. The Technical Committee formed for the project should also be strengthened and hold regular project reviews. (UGIP, UNDP)
- It is strongly recommended the project should implement the strategy proposed in the Business Sustainability Strategy and Marketing Plan Study and adopt the recommendations of Rapid Feasibility Study 2017 in their entirety to complete the all phases of Pilot and then upscale it to other regions of the country. (UGIP, MGLSD, UNDP)
- COVID-19 pandemic has provided the organizations, governments and academic institutions the opportunities to explore and try various approaches of management, performing jobs and conducting academic activities. Many governments and institutes have successfully performed these activities virtually. UGIP can conduct training and other information services via digital platforms; harnessing digital platforms for communication and marketing as well as adoption of a hybrid model that takes into considerations for remote learning and collaboration in order for the model to benefit a wider and larger audience. (UGIP)

³ Ibid 2

MAP OF UGANDA SHOWING MPIGI PROJECT CENTER



1. THE EVALUATION BACKGROUND

1.1. Evaluation purpose

The objective of this assignment is to conduct a comprehensive terminal evaluation of the Uganda Green Growth Incubation Project (UGIP) – Songhai Model at Kampiringisa to assess the overall performance of Songhai pilot initiative, which was a component of the Inclusive Green Growth for Poverty Reduction (IGGPR) Flagship Project. The consultants assessed the progress, outputs achieved, identify implementation challenges, and drew lessons that will inform the completion of the primary production phase and the design of activities to establish the secondary and tertiary production levels of the pilot, and the roll out of the Songhai Initiative to other regions of the country.

The evaluation process started on 23rd November 2021 by the Evaluation Team (ET) following the signing of contract. The completion date was extended from 31st December to 22nd February 2022 and then to 10th April 2022 due to Christmas break and then non-availability of interlocutors mostly suffering from COVID-19. The in-country mission by the IC could not be undertaken due to threat of spread of *Omicron* a new variant of COVID-19 that emerged in Southern African countries, and due to travel complications in this situation.

1.2. Evaluation Scope⁴

The terminal evaluation looked at the following areas: Songhai Initiative management; activities; reflection of engagement and partnerships between Government and other development partners. It assessed the results achieved, the partnerships established, as well as issues of capacity and approach. The evaluation looked at the success in strengthening the local technical capabilities, and the viability and sustainability of the model. The evaluation generated knowledge to make corrective adjustments to the implementation of the pilot primary production phase and the design of activities to establish the secondary and tertiary production levels, as well as to inform the strategy for rolling out the model to other areas of the country. The scope of the evaluation covered the entire implementation period from 2016 to date.

The key tasks undertaken included (but not limited to):

- ✓ Review the Country Programme Document (CPD) 2016-2020 and the IGG Flagship Programme to understand the programmatic context of the (UGIP) Songhai Model – here referred to as the Songhai Initiative.
- ✓ Conduct a comprehensive literature review of the Songhai Initiative including the profile, progress reports and annual reports.
- ✓ Hold consultative meetings with stakeholders to review the relevance of the Songhai Initiative objectives to the national development objectives and priorities, the NDP III areas of interest and the needs of beneficiaries and recommend means of incorporating those priorities in the roll out of the project.
- ✓ Review the appropriateness and clarity of the roles and responsibilities of stakeholders and the level of coordination between them.
- ✓ Review the Songhai Initiative profile and identify ways of resource mobilization for its roll out.
- ✓ Assess the performance of the Initiative in terms of results achieved, the timeliness, quality, quantity, and cost effectiveness of the interventions undertaken including its management.
- ✓ Assess the prospects for the sustainability of the results and benefits and recommend measures for its further improvement, including the financial resources needed for its roll out.
- ✓ Identify and describe the main lessons learned from the performance of the Songhai initiative.
- ✓ The terminal evaluation should be in position to address the issues of relevance, effectiveness, efficiency and sustainability. The recommendations should provide comprehensive proposals for the

⁴ToR of Terminal Evaluation of UGIP – Songhai pilot

- roll out of the model based on the evaluation findings.
- ✓ Develop an exit strategy clearly outlining a roadmap on how the UGIP Centre will continue beyond UNDP support.

The consultants were backstopped by a panel of experts drawn from the Ministries of: Finance, Planning and Economic Development; Trade, Industry and Cooperatives; Agriculture, Animal Industry and Fisheries; Water and Environment; Gender, Labour and Social Development; UNDP and the Private Sector Foundation of Uganda.

The evaluation is structured around the UN Evaluation Group's (UNEG) five evaluation criteria: relevance, effectiveness, efficiency, results/impacts and sustainability.

The main deliverables listed in the Terms of Reference (ToR) are as follows:

- i. An Inception Report with evaluation methodology and a work plan*
- ii. A draft terminal evaluation report*
- iii. Final terminal evaluation report*

The detail on objectives and scope of the review is given in ToR attached as [*Annex I*](#).

1.3. Evaluation approach and methodology

The evaluation provides evidence-based, credible, reliable and useful information. The evaluation methodology was designed on the basis of key questions outlined in ToR and adopted good practices in evaluation, encompassing the UNDP key evaluation principles – focusing on areas of relevance, efficiency, effectiveness, impact and sustainability.⁵ The evaluation adopted multi-faceted and methodological approach used mixed (qualitative and quantitative) methods, as the best vehicle for meeting the evaluation's needs, and in order to enhance the validity of the findings. Evidence has been obtained and triangulated from document reviews, interviews and focus group discussions. The Evaluation Team followed a Consultative Participatory Process and Iterative Approach (CPPIA) with an intention of involving all key stakeholders at all stages of the assessment and to ensure that all relevant national and local government stakeholders, the community and the project beneficiaries have participated and consulted. This approach, among other things allowed the evaluation to critically analyze achievements, performance, results and impact of the programme; and the extent to which the Programme, partners' initiatives and synergies among partners contributed to its achievement.

United Nations Evaluation Group (UNEG) Norms, ethical guidelines⁶ and Standards of Evaluation, principles and guidelines⁷ were strictly adhered to in conducting this evaluation. While collecting information the evaluation team respected the stakeholders' rights, dignity, security, privacy and self-worth in accordance with UN Universal Declaration of Human Rights.⁸ Reliability and quality of information/data, and impartiality and independence were taken care of while conducting interviews and collecting the data. Following gender-responsive methodologies, the data was also collected on the UNDP cross-cutting issues of gender equality, women empowerment and environment. All data gathered was disaggregated to the largest extent possible.

⁵ UNDP's Evaluation Policy, Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services, July 2016.

⁶ UNEG Ethical Guidelines for Evaluation, UNEG, March 2008

⁷ UNDP Handbook for Planning, Monitoring and Evaluating for Results, 2009/ Addendum June 2011 Evaluation; UNEG's Guidelines for Impact Evaluation in UN Agency Evaluation Systems, Aug. 2013; UN Evaluation Group Norms and Standards for Evaluation, 2017; UNEG's Guidelines for Impact Evaluation in UN Agency Evaluation Systems, Aug. 2013.

⁸ UNEG Integrating Human Rights and Gender Equality in Evaluation -Towards UNEG Guidance, UNEG/G (2011)2, March 2011.

The Team developed and followed an Evaluation Matrix based on ToR's requirements which provided the Team an analytical framework for conducting evaluation. (*Annex 2*) An attempt was also made to take into account the counterfactual analysis and concept of theory of change (ToC) in the process of evaluation.

Using both physical and remote and virtual tools the evaluation team has tried to conduct as many interviews as possible in order to ensure the integrity and the comprehensiveness of the evaluation. For conducting interviews, consultations and FGDs interview protocols were developed separately for each group of stakeholders and beneficiaries. The Evaluation Team strictly followed *COVID -19 Standard Operating Procedures (SOPs)*.

The detailed approach and methodology to conduct evaluation is presented in the Final Inception Report.

The following steps were followed to undertake and complete this evaluation:

Phase 1 – Preparatory/Inception Phase

Phase 1 focused on the desk research, in-depth review of documents and preparation of the Inception Report (IR), including the evaluation matrix and the data collection tools and instruments. In addition, preliminary discussions were held with UNDP project team. The documents reviewed included, IGGPR/UGIP project documents; project monitoring reports; field mission reports; relevant Government policies and strategies; UNDP documents, and other international donor reports. The documents reviewed are listed in *Annex 3*. The IR encompassed approach, tools, evaluation phases and evaluation matrix. The IR was reviewed and approved by UNDP team and Government stakeholders on 10th December 2021, followed by a go ahead signal to and the Evaluation Team to start data collection.

Phase 2 – Evaluation Phase

Phase 2 embraced important activities of evaluation exercise physical and virtual data collection at the national, local government and project site visits of community levels, analysis and validation, and preparation of draft terminal evaluation report.

Data collection

Triangulation of data and sources were used to minimize possibility of errors and discrepancy. Both qualitative and quantitative data was collected for this evaluation. Reliability and quality of information/data was ensured through critical review and analysis and cross checks during the process of data collection. Impartiality and independence were observed in the selection of respondents for interviews and analysis. The purposive sampling technique was followed for a wider coverage of all stakeholders (50:50 ratio of female to male participants) and to provide them equal opportunity of participation in the evaluation process, as well as efforts to ensure that all geographical locations where the project is implemented are represented. The following sources, tools and approach was adopted for gathering data:

Primary data was gathered through important tools including vigorous consultations, interview protocols, focus group discussions (FGDs) with the stakeholders and beneficiaries. Field visits were conducted by the national consultant for direct observations and rapid appraisal to validate results reported in the progress reports and documents. Field visits and survey focused the target beneficiary groups to seek their opinion about the benefits and impact of the Project activities. Vigorous consultations and one-on-one interviews were conducted with

UNDP staff, project team, partner ministries,⁹ departments, local government, Private Sector Foundation Uganda (PSFU, CSOs, and other partners involved in the Project to seek their perceptions about the model and collect relevant information. The list of persons interviewed is attached as [Annex 4](#). Interview protocols for key informants are attached as [Annex 5](#).

Secondary data were mainly through desk review and analysis of relevant documents, including project related documents (UGIP, IGGPR), periodical progress reports, annual work plans, Songhai Center Feasibility Study, previous internal and external reviews/evaluations, strategic country development documents, budget revisions, project files, minutes of the Project Board meetings, UN and government ministries' documents, and any other materials that the evaluation team considered useful for this evidence-based evaluation.

Data analysis

The data analysis process involved synthesis, consolidation, classification, summarizing and interpretation of the findings and results. Data from different primary sources was triangulated with data obtained from secondary sources, direct observations and any other data sources to produce a comprehensive report that adequately addresses the assessment and analysis requirements. The data on cross-cutting issues of gender equality, women empowerment and persons with disability was segregated during analysis. Data was disaggregated by relevant criteria in order to assess whether benefits and contributions were fairly distributed by the interventions being evaluated.

Preparation of Draft evaluation report

The contents and structure of the evaluation report is consistent with UNDP structure and ToR requirements. Following ToR, the draft report provided an assessment on the projects' achievements, shortcomings, lessons learnt, relevance, effectiveness, efficiency and sustainability, as well as any effects other on the project on vulnerable groups especially in rural and previously disadvantaged communities.

Phase 3 – Final Phase

This phase embraces the revision and finalization of final terminal evaluation report. Upon receiving the comments from stakeholders, the evaluation team incorporated all comments offered by the stakeholders are incorporated in the final report. The final terminal report encompasses a set of clear, lessons learnt to improve the future strategies, forward-looking and practical recommendations logically linked to the findings and conclusions.

1.4. Challenges and limitations of the evaluation

Timely feedback on draft inception and evaluation reports from stakeholders to the evaluation team was crucial for timely completion of the final evaluation report. Prompt provision of relevant documents and files to the consultant is also critical for timely completion of deliverables

There were several challenges encountered and limitations confronted in this evaluation. The ET has put an all-out effort to overcome those challenges and limitations through various approaches. The main challenges and limitations are given below:

⁹ Ministries of: Gender, Labour and Social Development; Finance, Planning and Economic Development; Trade, Industry and Cooperatives; Agriculture, Animal Industry and Fisheries; Water and Environment; UNDP and the Private Sector Foundation of Uganda.

- i. UNDP originally planned to complete the evaluation by 31st December 2021. However, this posed a threat of limited time for evaluation to be completed given the Christmas holidays. In the meeting held on 10th December 2021 on the IR, it was suggested and agreed to extend the completion date of evaluation report to 31st January. The deadline was again extended to 10 April, 2022 due to effects of Omicron virus.
- ii. UGIP is broadly meant to contribute to the overall project development goal of IGGPR; to reduce high levels of unemployment and low labour productivity among the educated and uneducated in Uganda. However, no specific measurement indicators were not developed against which performance of UGIP could be measured. This made it difficult for the ET to assess the progress against the unknown targets.
- iii. Timely provision of relevant documents and files to the teams was a prerequisite for timely completion of deliverables. In order to track progress towards the outputs and activities, the evaluation team required all type of data and information from the project and implementing partners. However, the team struggled and had to try all sources to obtain progress reports, data on progress and achievements of the pilot project.
- iv. The emergence of *Omicron* a new variant of COVID-19 at the end November 2021 in the Southern African countries posed another challenge in the smooth implementation of evaluation activities. Many governments reacted quickly and imposed travel ban on passengers coming from those affected countries. The International Consultant had to cancel his visit to Uganda. He then conducted all interviews and consultations virtually from Canada. The COVID -19 pandemic still prevails in Uganda. Many respondents were not accessible since they were affected by COVID-19.
- v. Another challenge related to the time differences with team members based in disparate locations, i.e., IC in Canada and NC in Uganda and trying to coordinate meetings during working hours. The Evaluation Team, UNDP in collaboration with NPM did their best to schedule and reschedule meetings. The Team relied on UNDP and NPM to facilitate this process to the greatest degree by sending out official letters of introduction and requests for meetings in advance as far as possible. However, the Team did not succeed in securing the meetings with stakeholder ministries before Christmas with the exception of Ministry of Finance, Planning and Economic Development (MFPED) and MWE.

2. UNDP ASSISTANCE AND BACKGROUND

2.1. The Country Context

The Uganda's economic indicators showed good progress as economy grew by an average of 4.5% between FY2015/16 and FY2017/18, (UBOS 2018) and the economy was projected to grow by 6.2% in FY2019/20. In spite the challenges of dealing with the COVID-19 pandemic and the related restriction measures, the Ugandan economy remained resilient, expanding by 3.4% in real terms during FY2020/21 compared to 3.0 percent in FY2019/20, while the pace in Sub-Saharan Africa is expected to accelerate to 3.7% from -1.7%. This recovery was reinforced with the fiscal measures to mitigate the impact of the pandemic on businesses and households. The services recovered strongly, but agriculture remains volatile, due to limited adoption of improved farming practice to manage weather variability. Furthermore, at 3.4%, growth in FY2021 continues to be well below pre-COVID-19 projections of over 6%. In nominal terms, the economy expanded to an estimated US\$ 148 trillion in FY2020/21 from US\$ 139.7 trillion in FY2019/20.¹⁰ Over the Third National Development Plan (NDPIII) 2020/21 - 2024/25 period, an economic growth rate average of close to 7 percent is expected. This is expected to yield an annual average of 520,000 jobs. The GDP per capita is expected to reach USD 1,198 therefore putting the country into middle income status. The economic growth outlook is 4.6% in the 2022, and acceleration to 6.4% in the 2023 fiscal year, as domestic demand conditions improve, and global recovery continues as COVID-19 vaccines are rolled out.¹¹ All the major sectors of the economy recorded positive rates of growth. The services sector and industrial output – the most pandemic-affected sectors gradually recovered and achieved growth rates of 2.7% and 3.4%, while performance by the agricultural sector was recorded at 3.8% during FY2020/21.¹²

Household incomes fell when firms closed and jobs were lost, particularly in the urban informal sector. Following the job losses and closure of small businesses, many people returned to agriculture and other natural resources dependent activities to manage and survive the crisis. These further strain natural resources, which were already under pressure from rapid population growth, urbanization, a refugee influx and the country's drive for industrialization.

Between 2015/16 to 2018/19, overall, 8.4% of the households moved out of poverty whereas 10.2% slipped into poverty. According to the latest Uganda National Household Survey (UNHS),¹³ even though overall poverty in 2019/20 was slightly lower than in 2016/17 – 20.3% versus 21.4%. On June 18th 2020 the President HE Yoweri Museveni announced the start of a second 42-day lockdown. The effects on the economy in as far as declining GDP growth, limited markets, constrained cash flow, unemployment and increasing poverty & vulnerability are widespread. The poverty in the COVID-19 period was significantly higher than in the pre-COVID-19 period. It increased from 18.7% to 21.9% during the first COVID-19 wave in Uganda. The growing population places a huge burden on employment, labour productivity, and natural resources. On the other side Uganda's recent high economic growth rates have not been accompanied by high growth in jobs which situation has retarded poverty reduction.

The unemployment situation remains critically high and above the average unemployment rate in Sub-Saharan Africa. According to UBOS in 2017/18 unemployment in Uganda stood at 9.2% while Sub-Saharan stands at just below 7%. In 2019/20. The Unemployment rate was 8.8% with not much sex differentials a national level.¹⁴ It was 6.3% in rural areas while it stood at 14.5% in urban areas.¹⁵ The unemployment rate (14-64

¹⁰ Macroeconomic & Fiscal Performance Report, Financial Year 2020/21. Ministry of Finance, Planning and Economic Development, October 2021.

¹¹ The 17th Uganda Economic Update (UEU), [From Crisis to Green Resilient Growth: Investing in Sustainable Land Management and Climate-Smart Agriculture](#), The World Bank, Washington DC. 2021/06/07.

¹² Ibid 10.

¹³ Uganda Bureau of Statistics (UBOS) (2021). UBOS has recently announced poverty rates based on UNHS 2019/20.

¹⁴ Uganda National Survey Report 2019/2020, UBOS, Uganda.

¹⁵ Statistics Abstract, 2020, UBOS, Uganda.

years) has been increasing and stood at 9.2% in 2017, and is most prevalent among women at 11% compared to men at 8%. Based on Uganda's rapid population growth, this implied that three quarters of the population were under the age of 30 years and majority not employed. Youths who remain unemployed or underemployed and do not exploit their full potential, are often associated with high incidences of drug abuse and gambling.

The country has vast opportunities that can benefit all Ugandans, especially the young and dynamic population – over 80% under the age of 35 years. There were differentials by residence, with the levels of unemployment being higher among rural residents (10%) than urban residents (8%) (UBOS NLFS, 2017). Unemployment and under employment levels are even higher amongst the female youth and youth with disabilities who are sometimes denied job opportunities due to negative attitudes and stigma. Uganda has a low labour productivity compared to its East African neighbours (ILO 2018), largely a result of poor technology and skills gaps, and negatively impacts on direct foreign investment and economic expansion and hampers the country's labour competitiveness within the region and internationally. Causes of youth unemployment are believed to be multifaceted, ranging from an inadequate investment/supply side of jobs, insufficient employable skills (i.e., youth possess skills that are not compatible with available jobs) and high rates of labour force growth at 4.7% per annum.

Uganda's natural resource base is declining rapidly largely due to human activities and the use of chemicals pose a wide range of health risks including fertility problems, respiratory problems and several cancers including the increase in the Human Papilloma Virus. Ecosystem degradation arising, in part, from unsustainable agricultural practices; increased demand for fuel by 94% of households, endangered forest cover; and rapid urbanization –5.2% annually – increased pressure on natural resources such as urban wetlands. Uganda is the 14th most-vulnerable country in the world, and the 49th-least-ready to adapt to climate change, with about 7% and 40%, respectively, of land highly or moderately susceptible to floods and drought, mainly in the eastern and northern regions. Unsustainable ecosystem management could severely affect the poor, especially women, whose activities depend largely on nature.¹⁶ estimates show that gross returns to the national economy from biodiversity alone can be as high as US\$ 63.9 billion per year. As such environmental resources, if used properly, can contribute significantly to Uganda's national economic development.

The livelihoods of about 60% of Uganda's population is engaged in agriculture, forestry and fishing and the agriculture sector in Uganda comprises about 80% of family farms focusing essentially on mixed food crop farming and small animal farming. The Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) estimates that agriculture has grown at an average rate of 2.8% per year in the last eight years. Such an important sector which is literally the heartbeat of the Ugandan economy primarily depends on small-scale farmers whose practices have been passed down from generations before. They have to cope with weather changes -- sometimes drastic, pests and diseases and increasing pressures on land. These uncertainties affect food production, nutritional standards and living standards. The sector has the potential to transform Uganda's economy in general and that of specific sectors such as manufacturing and services.

2.2. UNDP Assistance – Uganda Green Growth Incubation Project (UGIP)

It was against the above-mentioned background that the Ministry of Gender, Labour and Social Development (MGLSD) in partnership with United Nations Development Programme (UNDP) has implemented Uganda Green Growth Incubation Project (UGIP) – Songhai Model at Kampiringisa, Mpigi. This was because the Songhai model has been adopted in Benin and is being replicated in 15 African countries, building on its growing numbers of incubated entrepreneurs who reinvest in their communities to create new opportunities.

The initiative is a part of the interventions under the Inclusive Green Growth for Project Reduction (IGGPR) Project implemented by the Ministry of Water and Environment (MWE) with a total input of US\$ 17.9 million of which UNDP contributed US\$ 10.28 million. The Songhai Model is an integrated production

¹⁶ UN Country Programme Document for Uganda (2021-2025).

system that seeks to reduce poverty, unemployment and food insecurity by strengthening the technical and organizational capacities of communities to produce efficiently and sustainably using scarce resources. Ministry of Gender, Labour and Social Development (MGLSD) is mandated to implement and the lead institution in the piloting of the Songhai Integrated Agricultural Production Model.

In February 2017, a UNDP Uganda at the request of MGLSD commissioned a rapid feasibility study to assess the possible adoption of the Songhai Model within the Ugandan context of integrated natural resources management, livelihoods improvement and green job creation. The Study recommended the establishment the Uganda Green Incubation Programme - a long-term scientific, technological and educational system that allows for the development of innovative solutions or adoption of existing solutions into the green job sector to fit local conditions and provide continuous support for refining technologies and practices on continuing, accessible and sustainable forms. The Study also recommended that the pilot center be established on land provided by the Government of Uganda in Kampiringisa, Mpigi. It also detailed contextual specifics of how the pilot center could be set up in Uganda. At the request of the Government of Uganda, UNDP Uganda, in May 2017 contracted the Songhai Regional Centre in Benin to design and setup the pilot at Kampiringisa, Mpigi.

The model aims at building the entrepreneurial capacity of local communities to expand green employment for youth, women and other interest groups through the application of regenerative technology to harness environmental capital to produce more and better-quality food for a growing population, while protecting and enhancing it. The Pilot was intended to demonstrate the possibility of sustainably harnessing natural resources to create green and decent jobs and livelihoods for young people whilst enhancing environmental sustainability. The model applies principles and practices of regenerative agriculture. Through an ecosystem, approach the Songhai model draws on nature's contributions to crop and animal growth, such as soil organic matter and soil micro-organisms, rainfall, pollination and biocontrol and integrated pest management, Eco services (water shades and landscapes) to promote a real “greening” of Agriculture. irrigation methods, recycling of animal dung to make manure using animal waste to feed the chicken, growing organic vegetables, fruits and medicinal plants for both animal and human consumption.

The overall objective of the Songhai Project component (under IGGPR) is to improve the livelihoods of communities through creating green jobs and enhancing microbiological capital for productivity through:

- i. promoting integrated climate smart production systems
- ii. enhancing rural employment and productivity of youth, PWDs and women
- iii. promoting mind set transformation, business skills development and behavioural change among youth and other vulnerable groups
- iv. promoting informal skills development in integrated climate smart production systems and value addition technologies

The model utilizes local labour (women and youth/young people) especially those being rehabilitated at Kampiringisa and surrounding villages from neighbouring districts. The activities to be undertaken and completed include bioenergy, livestock, irrigation system, and processing units among others.

On 12th August 2018 - international youth day – H.E. Yoweri K. Museveni, President of the Republic of Uganda launched the Uganda Green Growth Incubation Centre – Songhai model pilot site. H.E Yoweri K. Museveni, President of the Republic of Uganda directed the completion of project scientific integration model activities to enable the commercial rollout of the Project to the entire country. He further stressed the need for the use of cost-effective methods of production and encouraged cost benefit analysis of the project to be undertaken. The pilot is in the process of establishing primary production systems and is yet to embark on secondary and tertiary production levels of the integrated model before it can be rolled out.

3. EVALUATION FINDINGS

This chapter presents the analysis on project achievements and simultaneously identifies the recommendations to be addressed for future strategy. The contents of this chapter are based on the data available in the documents, and information provided by the project team, key informants, and detailed interviews with stakeholders and beneficiaries, and personal judgment and observations during field visits.

3.1. Relevance and appropriateness

Relevance of project activities and initiatives concerns the extent to which a development initiative and its intended outputs or outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. Relevance also considers the extent to which the initiative is responsive to UNDP corporate plan and human development priorities of empowerment and gender equalities issues.

Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2009.

UGIP relevance is assessed in terms of degree of alignment to Government policies, plans and programmes. Its integration and complementarity to domestic agenda such as the youth employment, food self-sufficiency drive, broad based growth inclusiveness agenda.

The overall objective of IGGPR programme contributes to the natural resources management (NRM), livelihoods and green jobs component of *Sustainable and Inclusive Economic Development (SEID)*. UGIP in particular is aligned to Sustainable Development Goal (SDG) 1- No Poverty, No. 8 – Good Jobs and Economic Growth, No. 5 – Gender Equality, SDG 7 – Renewable Energy, No. 10 – Reduced Inequality and No. 12 – Responsible Production and Consumption.

At the national level, the project is aligned to Uganda Vision 2040 and contributes to the achievement of National Development Plan (NDP) III - 2020/21 – 2024/25 goal “*Increased Household Incomes and Improved Quality of Life of Ugandans*”. The goal will be pursued under the overall theme of Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation. NDP III aims to pursue achievement of these goals under the overall theme of Sustainable Industrialization for inclusive growth, employment and sustainable wealth creation. It is also aligned with United Nations Development Assistance Framework (UNDAF) 2016-20 Outcome 3.1. Natural Resource Management and Climate Change Resilience;¹⁷ Outcome 3.3. Employment¹⁸ and it also contributes to Outcome 1.2. Human Rights and Gender Equality.

The UGIP combines three of the five Uganda Green Growth Development Strategy (UGGDS 2017/18 – 2029/30) (UGGDS) focus areas on sustainable agriculture, natural resource management and energy for green growth. UGIP also will play a great role in achieving United Nations Sustainable Development Cooperation Framework (UNSDCF) 202-2025 Outcome 2.1. By 2025, people especially the marginalized and vulnerable, benefit from increased productivity, decent employment and equal rights to resources; and Outcome 2.2. By 2025, Uganda’s natural resources and environment are sustainably managed, protected and people especially the vulnerable and marginalized, have the capacity to mitigate and adapt to climate change and disaster risks. Next phase of UGIP will directly contribute to the Agro-industrialisation, and Natural Resources, Environment, Climate Change, Land and Water Management programmes of Third National Development Plan (NDP III) 2020/21 - 2024/25.

¹⁷ By end 2020, NRM and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

¹⁸ By end 2020, Uganda has an expanded and well-regulated labour market with safe and decent jobs benefiting all, particularly women, youth and other vulnerable groups.

The Songhai integrated production model which focuses on innovation to create a network of hubs excelling in sustainable production while establishing local markets for organically produced goods was found as the solution to the Ugandan needs. The Songhai model fits properly in Uganda's perspective. The UGIP initiative is also aligned to the needs and priorities of the local government through addressing unemployment, enhancing local agriculture production, local enterprises, needs of PWD and NRM.

3.1.1. Project design

Overall, IGGPR Programme emphasized a wide embracing goal relating to capacity building of the ministries, local institutions including LGs, CSOs and CBOs, and target communities. In general, the design and output of the IGGPR's activities were relevant. There had been a conscious decision to link the Programme objective with the wider UNDP corporate goals and the national development strategy. The activities were well defined covering purpose of the programme. The Results Framework and table on resources and expected results clearly spell out activities, responsibilities, targets and progress indicators. Interventions corresponded to the output and are consistent with country's requirements, local needs, development priorities and UNDP policies in contributing to rural development, green jobs, NRM, strengthened capacities of public support institutions at the national as well as local level and partners. The programme activities were implemented through Annual Work Plans. The project budget and co-financing commitments were appropriate for the level of intervention, the intended outputs were achievable for the planned five-year duration of implementation, the capacities of the executing agencies were appropriately effective for the level of project intervention. The programme provided the flexibility which allowed pursuing of different options (Songhai Model) according to the needs of its beneficiaries and the willingness of UNDP to fund project components consistent with their own objectives.

UGIP is broadly meant to contribute to the overall project development goal of IGGPR; to reduce high levels of unemployment and low labour productivity among the educated and uneducated in Uganda. However, specific measurement indicators were developed against which performance of UGIP is measured. This made it difficult for the Evaluation Team to assess the progress against the unknown targets.

3.2. Efficiency

Efficiency measures how economically resources or inputs (such as funds, expertise and time) are converted to results. An initiative is efficient when it uses resources appropriately and economically to produce the desired outputs. Efficiency is important in ensuring that resources have been used appropriately and in highlighting more effective uses of resources.

Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2009

Efficiency of the project was assessed based on its outputs and how the entire activities were managed. Particular focus was placed on how productively the resources were used to realize the results paying particular attention to project management and financial management.

The project was highly focused on a demand-driven and results-based approach to the interventions. The project followed a rights-based approach in their work through publicity in media providing stakeholders from all groups and gender with an equal opportunity to compete and participate in the project activities ensuring accountability, participation, non-discrimination and the rule of law as key principles. NIM ensured the adequate level of accountability, efficiency and effectiveness.

The project commenced on 1st May 2016 and its end date was extended from 31st December 2020 to 31st December 2021 due to certain delays.¹⁹

Originally planned start date	Actual start date	Originally planned completion date	Revised completion date
01 April 2016	01 May 2016	31 December 2020	31 December 2021

3.2.1. Financial resources management

In financial terms, UNDP was the main donor of IGGPR with US\$ 10.28 million contribution, 57% of the project's total input of US\$ 17.9 million. As of December 2021, GoU has invested approximately US\$ 2.45 million²⁰ while UNDP, US\$ 1.41 million on UGIP activities.

As reflected in Table 1, as of 31st December 2020, UGIP project's aggregate actual expenditures were estimated at US\$ 1.41 million that exceeded by about 12 % against planned allocation of US\$ 1.15 million. An additional US\$ 130,928 were spent in 2021 on various inputs such as animal feed. As the project activities progressed the delivery rate increased from US\$ 106,112 in year 2016 to US\$ 513,939 in year 2018 and US\$ 336,312 in 2019. The data on planned expenditures are drawn from annual work plans.

Table 1: Planned and actual expenditures of the UGIP

(As of 31st December, 2021 in US\$)

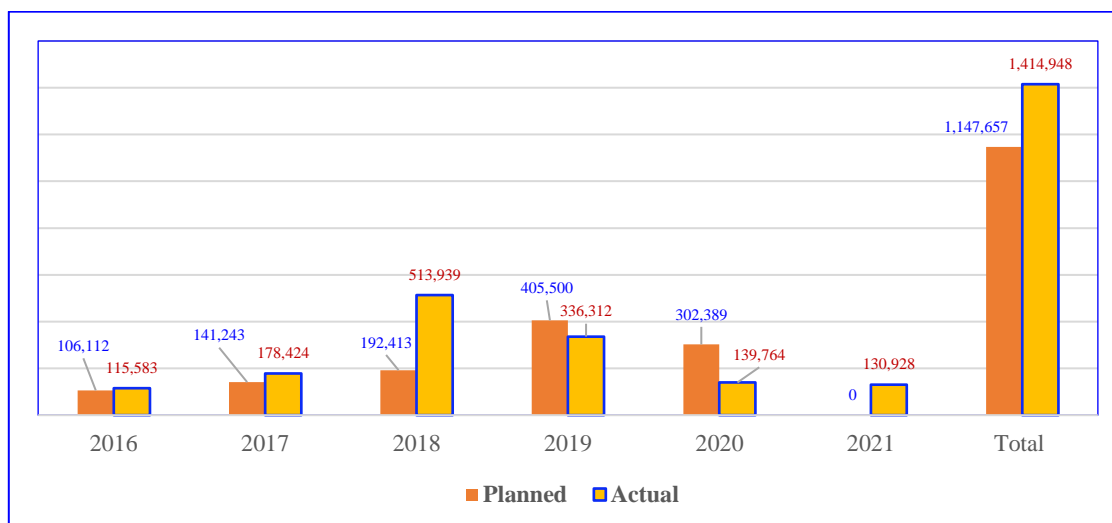
Year 1 (2016)		Year 2 (2017)		Year 3 (2018)		Year 4 (2019)		Year 5 (2020)		Year 6 (2021)		Total Planned Expenditures	Total Actual Expenditures
Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditure	Actual Expenditures		
106,112	115,583	141,243	178,424	192,413	513,939	405,500	336,312	302,389	139,764	NA	130,928	1,147,657	1,414,948

Source: UNDP Uganda, 2022.

¹⁹ UNDP Uganda, January 2022.

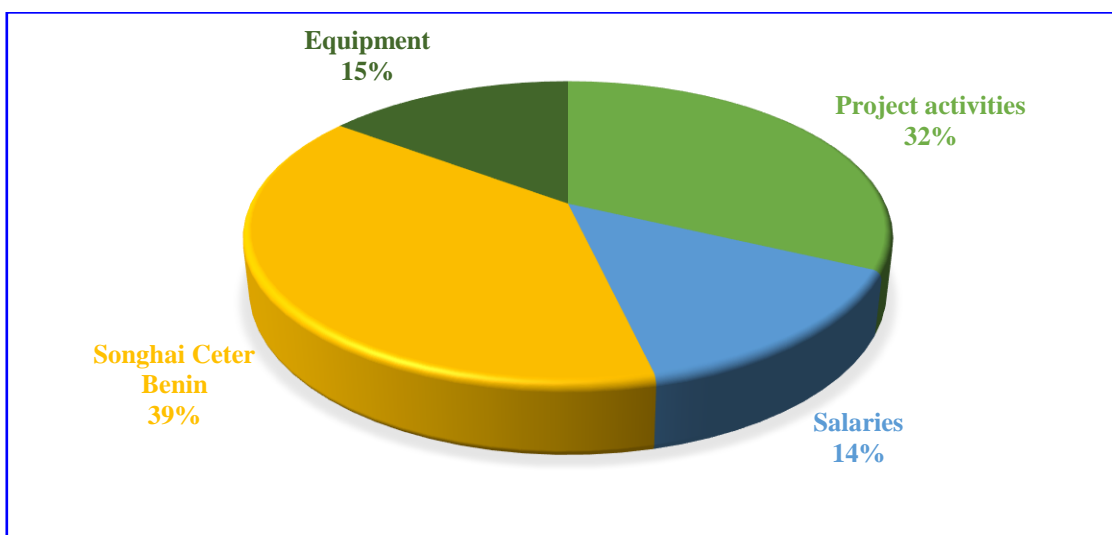
²⁰ The detail on financial data on allocations and expenditures by GoU were not available.

Figure 1: Planned and actual expenditures on UGIP activities



Of US\$ 1.28 million availed for UGIP from 2016 to 2020, much of the resources were allocated to professional fee and related expenditures for Songhai Center Benin, i.e., 39%, followed by project activities 32%, staff salaries 14% and equipment and input only 15%. The trend of activities highlights the absorptive capacity of the project management. It appears that in the beginning the main focus was on the establishment and capacity building of the UGIP Center. Given that the project operated under the NIM modality, the use of staff resources is considered consistent with the scope of activities. However, the proportion of budget spent (US\$ 498,343 or 39%) on the technical support from Songhai Center Benin is higher than expenditure on other more important activities of the project. More funds should be diverted to main project interventions. In the following stages more focus should be on the provision of inputs and equipment essential for running the project activities and development of enterprises.

Figure 2: Share of expenditures on Project activities



The financial reports reflect that overall, the project installed comprehensive and strong financial management systems for tracking all payments and for ensuring transparency and accountability of expenditures, reflecting the role of UNDP as custodian of donor funds. Evaluation found that under the UNDP national implementation modality (NIM), the fund utilization was efficient. The evaluation did not observe any financial issues and discrepancy. The programme maintained robust financial management systems and strong accounting practices. UNDP ATLAS was adopted by the project management to reflect the approved budgets as per project document. This evaluation, based on the financial statements noted that standard financial management approaches were being used in the way project funds were handled and managed. Staff strength was allocated along the approved budgets. Procurement and recruitment were made in line with the UNDP rules and regulations and UNDP Standard Operating Procedures. The project had in place mechanisms to reduce possibilities of fiduciary risks. These included having a well-defined authorization and approval terms for any fund disbursements, which were also dependent on project activities and timelines. UNDP arranged thematic discussion meetings with relevant counterparts with relevant regular reporting and information packages to facilitate the dialogue.

The UGIP encountered delayed fund release problems that in turn delayed procurement of inputs and equipment for the project activities. There was also delay in disbursement of staff salaries, for instance, this led to delays in payment of salaries for 3-5 months.

3.2.2. Human resources (Staff input)

An experienced and well-motivated team was assembled for the Project. The evaluation found project staff to be performing their duties conscientiously and with determined interest. Project management displayed UNDP standards, procedures and transparency in the recruitment of staff, operational procedures and selection of beneficiaries.

The evaluation revealed that there was a serious shortage of technical staff. At the time of field visit there were only 3 core technical staff against strength of 15 members indicating a very high staff turnover among the technical employees. Similarly, it was reported that there are only 24 casual workers out of 60. There was a need to enhance the capacities of UGIP Center in terms of human as well as financial resources essential to handle its magnitude.²¹ In terms of financial input, expenditures on staff salaries were estimated at US\$ 184,130 representing 14.34% of the projects' total expenditures.

Project displayed UNDP standards, procedures and transparency in the recruitment of staff, operational procedures and selection of project beneficiaries. The project implementation was focused on a results-based approach to its activities. From the comments offered by the persons met and interviewed the evaluation has drawn the conclusion that more efforts are required to establish working relations with stakeholders, beneficiaries, CSOs, private sector, other projects and donors.

3.2.3. Organization and management

UGIP is implemented as an extract component of IGGPR following NIM modality which is mainly motivated by its high potential for maximum cost-effectiveness and tailored flexible capacity development of local governments, community institutions and local associations. UGIP is structured as a semi-autonomous business unit headed by a National Project Coordinator (NPM) who is a Commissioner Labor at the MGLSD. The National Project Manager is also based at MGLSD. At the Center site there is a Project Supervisor supported by the core staff trained by Songhai Center in Benin. Then there are the community workers who

²¹ UGIP Pilot Center, Kampiringisa, February 2022.

do the physical work and activities at the ground such as digging the lands, feeds animals and taking care of other activity.

The IGGPR has a structure and by design it was supposed to be implemented by the existing government institutions within the government structures. The Project Board is the overall policy organ of IGGPR chaired by the representatives of the MWE and attended by the representative of the other. The project has 4 implementing partners, MGLSD, NEMA, Ministry of Energy and Mineral Development and the representative from the CSOs. Each of those nominated officers at the policy level to constitute the Board meeting and then beyond the Board the UGIP has a Project Steering Committee (PSC) and a Technical Committee. The project has a lower layer of technical people chaired by NPM.

It was noted that the project has sought strong involvement of different partners, with focus on the local institutions. UGIP has developed coordination with UNDP, FAO, MFP, LG, CSOs. Ministry of Trade and National Organic Agricultural Movement of Uganda (NOGAMU). But the Center's coordination with LG is need based.

The roles and responsibilities for the implementation of the project framework were in line with the UNDP Rules and Regulations for Project Management that define minimum requirements to ensure UNDP's accountability for programming activities and use of resources. The UNDP Uganda took full responsibility for the achievement of immediate objectives as well as for the administration of financial and human resources. However, the envisaged organizational structure was not implemented up to now. UGIP is not a stand-alone project but still a part of the MGLSD up to when the planed concept will be approved and funded.

3.2.4. Monitoring and evaluation

Monitoring and evaluation (M&E), an essential activity of the project cycle management is crucial for the smooth implementation of the project activities and to achieve the desired results.

NPM reported that MGLSD has developed its own monitoring mechanism for UGIP. Personnel of the Department of Labour in the MGLSD conduct a quarterly monitoring visit followed by a quarterly report. Four quarterly reports are consolidated to an Annual Report.²² The quarterly report is submitted to UNDP for review and taking necessary actions. The Ministry also conducted a joint monitoring visit to the Project site with UNDP and FAO in 2021. Monitoring was carried out through the analysis of the results-based quantitative targets outlined in the Project's work plan and the budget allocation tables.

Since UGIP is broadly meant to contribute to the overall project development goal, no specific measurement indicators were developed against which performance of UGIP is measured. This makes it difficult to develop cumulative workplans towards attainment of overall project targets. Whereas the project document emphasizes inclusiveness and wide sensitization, there was no evidence of sustainable mechanisms implemented to specifically attract youth, women and PWDs to tap into the opportunities at UGIP. There is a need to develop a separate M&E Framework for UGIP reflecting detailed indicators and targets for the intervention logic of the proposed activities, the inputs, outputs and impacts to guide implementation in the short term, medium term and long term. ET noted that a comprehensive report on progress, achievements and issues was lacking. There is a to develop and implement a mechanism for systematic monitoring and reporting for informed decisions and accountability.

NPM maintained the responsibility for the day-to-day monitoring of implementation progress based on the project's Annual Work Plan and its indicators. The Project Board is the overall policy organ chaired by the

²² Evaluation Team did not have access to those reports.

representatives of the Minister of Water and Environment and attended by the representative of MWE, MAAIF, MTIC, MFPED and UNDP.

3.3. Effectiveness

Effectiveness is a measure of the extent to which the initiative's intended results (outputs or outcomes) have been achieved or the extent to which progress toward outputs or outcomes has been achieved.

Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2009

The effectiveness of the project was assessed based on noticeable changes on the ground and the entrepreneurial capacity of local communities. The sources of data include the documents and limited number of progress reports available to ET, interview and consultations held with the beneficiaries, key stakeholders and UNDP staff.

The Songhai Center is designed for training, production, research, and development of sustainable agricultural practices as a means to create “decent” jobs for youth, women and persons with Disabilities. Production is predominantly based on extensive systems and remains unattractive to youths who prefer to invest in non-agricultural activities. Increasing costs of production have been a constant challenge to farming, limiting profits. The Songhai model focuses on the need to raise entrepreneurial skills, while providing effective solutions to food insecurity, climate variability, wasteful use of natural resources and constant increase in youth unemployment.

At the outset, the project encountered some challenges that delayed the start of Songhai initiative and it did not gain momentum. Following the learning visit to Songhai Centre in Benin in 2016 by various political and professional persons, it took long to kick start the project. The process of conducting a Rapid Feasibility Study was delayed which was required to start the project. The targets and objectives of Songhai model have not yet been fully realized. The Project staff and MGLSD representatives stated that as of December 2021, only 20% of the project milestones were achieved.

Small oasis of success made by the project are narrated below:²³

- i. UGIP Centre with necessary infrastructure has been partially established and is now operational as a pilot site for the Songhai Integrated model in Kampiringisa, Mpigi. The pilot site has introduced an integrated production system which ensures integration of crops, livestock and aquaculture activities. Fishponds, a piggery unit, poultry, livestock, crop and forestry gardens on 25 acres and value addition infrastructure is not yet completed.
- ii. The activities planned for secondary and tertiary levels have not yet started. Construction of the cassava processing unit and animal feed complex is still underway. It is estimated that value addition will commence in 2022. At the tertiary level, a training centre has been constructed, and community sensitization has also been started. However, most of the training is non-formal, largely through casual employment and does not utilize the constructed training rooms. Agrotourism is one of the planned system integration activities however no related infrastructure and design documents have been put in place.
- iii. In two groups, 36 political leaders, policy makers, entrepreneurs, development practitioners and youth were trained at Songhai Center in Benin enhancing their knowledge and skills in harnessing natural

²³ Project Brief for the Minister of State for Labour, Employment and Industrial Relations, UGIP, MGLSD- September 2021; Report on the Uganda Green Growth Incubation Centre – Songhai Integrated Model Pilot.

resources to create green and decent jobs and livelihoods for young whilst enhancing environmental sustainability. The learning visits facilitated the adoption of the model by the Parliament of Uganda, and the Cabinet including the President of Uganda.

- iv. A 14-member team underwent a 6-month training programme in the Songhai Model in Benin so as to support project implementation as well as skills transfer. The training covered crop husbandry, animal husbandry, aquaculture, bioenergy and value addition.
- v. 202 rural community workers including youth and women were trained and mentored various organic farming techniques, mostly of agronomic nature and are employed by the project. 20 youth (Juveniles in conflict with law, serving court orders) from Kampiringisa Rehabilitation Center were mentored and trained in agricultural activities. No follow up was taken to track their progress in their respective places where they came from. In addition, over 100 households in Kampiringisa have adopted the integrated approach of harnessing natural resources sustainably for improved livelihoods and job creation. Out of 60 community workers originally engaged, 30 are currently employed at the centre, others left due to COVID-19 pandemic and delayed payments of salaries. Those remaining community workers are not enough for undertaking all the on-site activities.²⁴
- vi. A Rapid Feasibility Study for adoption of the Songhai Model for youth and women empowerment in Uganda was completed. A study on “A Business Sustainability Strategy and Marketing Plan for the Uganda Green Incubation Project” was also prepared in June 2021. However, the Business Strategy and many recommendations for Phase 2 and Phase 3 of these studies have not been adopted since the Project has not yet completed even Phase 1- production. The Project organizational structure has not been developed. To implement the Strategy in its entirety and adopt those recommendations will require enormous amount of time and resources.
- vii. The National Work-based Learning Policy for Uganda was also completed. The Policy intended to avail opportunities for out of school youth with limited formal education to gain practical skills and certification for the labour market developed. The Uganda National Green Jobs Strategy and Plan that provides the strategic direction on green jobs creation in the country was also completed. The project supported the preparation of the final draft National Graduate Scheme Bill to help youth transition from school to work and gain employability skills.
- viii. The project also supported the development of the National Guidelines and Manual for Innovation Fund and Volunteerism; Guides, tools, manuals for replication of the Songhai Integrated Model in Uganda; Awareness and Dissemination Strategy; and a Sustainability, Business and Marketing Plan for UGIP - Songhai model in June 2021.

The detail on achievement and unfinished outputs is given in **Table 2**.

²⁴ Pius Bigirimana, Former PS, MGLSD, February 2022.

Table 2: Key Project outputs planned and achieved

(As of 31st December, 2021)

Output Planned	Output Achieved
200 Juveniles skilled in UGIP Songhai Model Project	20 youth (Juveniles in conflict with law, serving court orders from Kampiringisa National Rehabilitation Center) mentored and trained
500 adjacent community households trained	<ul style="list-style-type: none"> 202 community workers trained and mentored 56 community workers employed (now 24 working) Over 350 employment opportunities have been created for rural communities - youth and women at the UGIP Centre in Kampiringisa 100 households in Kampiringisa have adopted the integrated approach
Equipped and functional 6 value addition processing/production facilities	<ul style="list-style-type: none"> Partially finished A feed mill, BRF and a cassava processing equipment are on site but have no shelters
Functional Nutrient sink	unfinished
Irrigation system with a reservoir tank constructed	unfinished
A zero-grazing facility (cows and goats) constructed and equipped	unfinished
Roadside Songhai market for women and youth	unfinished
36 functional fish ponds	18 operational fishponds with understock fish
A functional piggery unit with a stock of 50 pigs is in place	A piggery unit with a stock of 113 pigs (including 102 piglets)
A free-range poultry unit with a stock of 2,000 birds	A poultry unit with a flock of 189 birds
Ruminant section	Ruminant section with 5 cows, 16 goats and 13 sheep
A poultry unit with layers stock of 5,000 birds	unfinished
Functional Market gardens (Pepper, Cabbage, Tomatoes, Sukuma wiki, sweet corn, green pepper, African egg plants, Carrots, Okra, Lettuce, Strawberry, Spinach, Beetroot) and agroforestry gardens (acacia, eucalyptus, tick tree, paw paw, palm tree, oranges and mangoes) of 25 established	Market gardens for organic vegetables and agroforestry on 25 acres, cassava and maize crops on 12 acres are in place
One administration block and a security house in place	One administration block and a security house in place
Seven (7) accommodation units for core staff have been rehabilitated	Seven (7) accommodation units for core staff have been rehabilitated
Hostel to accommodate 200 trainees/farmers	unfinished
Construction of an agricultural tourist facility	unfinished
4 training facilities constructed and equipped	unfinished
Solar system installed	10 solar lights installed on the farm
Purchase of 2 transport vans	unfinished
6 scientists, 4 marketing and operations technical officers and 20 agricultural technicians recruited	<ul style="list-style-type: none"> only 3 core technical staff against strength of 15 members only 24 casual workers out of 60
Quality assurance and ICT lab constructed and equipped	unfinished
Establishment of the grass cutter/rabbit facility	unfinished
Fencing of the Centre	complete
UGIP Business Sustainability and Marketing Strategy	Complete
Youth mentorship and training manual developed	Completed and piloted
National Workplace Based Learning Policy for Uganda developed	Draft Policy in place
National Strategy and Plan for Green jobs developed	Draft Plan in place

Sources: Project Brief for Minister of State for Labour, Employment and Industrial Relations, MGLSD September 2021; Status of Implementation Report, for presentation to the TPMM, MGLSD, 2021

The production volume at the centre is relatively low compared to the level of investment. It is estimated that the market garden has so far generated over UGX 49 million through sale of organic products which was deposited to MGLSD account.²⁵ This money needs to be ploughed back to sustain some of the project activities. Majority of gardens operated on small plots and other enterprises may not independently be economically viable, notwithstanding, it's a skilling centre that will have a big multiplier effect through increased productivity of the youth and women that are mentored through the centre.

The project started organising a “market garden” for farm produce especially fresh vegetables at the MGLSD head office in Kampala and the farm produce is sold to the MGLSD staff, under a “monopoly market” and distorts the market prices, which may not give an accurate market scenario. The farm is a price setter contrary to what happens in the other fruit and vegetable markets in country where farmers are price takers.²⁶ The livestock sector, apart from piggery and poultry units, was understocked, and a high mortality rate reported in fish, largely due to the procurement of poor or inappropriate breeds, delayed purchase of animal feeds. More care is needed for the fishponds as the fish were dying due to lack of oxygen.

The model has three levels, first level – production; second level – marketing; and third level value -addition. Following the achievement of first level, the model will roll out to secondary and tertiary levels. The project has not yet reached that level. As reflected in Table 2, there are still so may unfinished interventions of the pilot phase due to many challenges. The main unfished interventions include, construction and equipping value addition units, establishment of irrigation system, construction of unfinished infrastructure (nutrient sink, zero-grazing facility, solar system, poultry cage unit, feed mill shelter, hostel, etc.) and recruitment of required number of technical staff. Construction of the cassava processing unit and animal feed complex was underway. The value addition is expected to commence in 2022. At the tertiary level, a training centre has been constructed, and community sensitization has also been started. However, most training is non-formal, largely through casual employment and does not utilize the constructed training rooms. Agrotourism is one of the planned system integration activities however, no related infrastructure and design documents have been put in place.

Evaluation found beneficiary satisfaction particularly centered on the training component covering a broad range of topics related to agriculture, main areas of their interest.

²⁵ Status of Implementation Report, Uganda Green Incubation Programme – Songhai Model at Kampiringisa, for presentation to the TPMM, MGLSD, 2021.

²⁶ Ibid 2.

Administration Block



Songhai Center Master Plan



Vegetable garden



Vegetable garden



Goat Farm



Community site workers



Market Garden



Water tank



Fish Ponds



Incomplete structure and Solar Light



Banana Plantation



Canteen



3.4. Sustainability

Sustainability measures the extent to which benefits of initiatives continue after external development assistance has come to an end. Assessing sustainability involves evaluating the extent to which relevant social, economic, political, institutional and other conditions are present and, based on that assessment, making projections about the national capacity to maintain, manage and ensure the development results in the future.

Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2009

Sustainability was determined by examining not only the degree to which the outcomes are continuing and have been or will be continued with other funding, but also the socio-political, institutional framework and governance and environmental aspects of sustainability.

Originally, it was planned that UNDP will exit from the programme in a step-wise manner by progressively moving away from capacity building support at the downstream level, followed by midstream and lastly at the upstream policy level. Further this programme will build on and work through the existing government structures and resources including securing land for piloting the Songhai model. It will be integrated and scaled up while leveraging resources from government and other development partners.²⁷

Since the UGIP is implemented through IGGPR, a separate sustainability plan was not elaborated. Itself, the project is an effective mechanism and tool to sustain its achievements. Its sustainability is safeguarded through various measures. The project is implemented through government's existing structures and systems by establishing Pilot project on government owned land of about 100 hectares. For high level of success in reaching sustainability, the implementation will be rooted in sound business principles, it will generate profits which will be reinvested in UGIP for sustainability.

Government's ownership of Songhai Pilot, political will and commitment to invest in it is the strongest factor that contributes to the sustainability of this project. This was evidenced by the interest taken by the apex management of the Government of Uganda. The project was launched by the H.E. President of Republic of Uganda.

The sustainability of the project outcomes was ensured through built-in strategy of the project, which is characterized by being fully inclusive, supportive of participatory processes both at the local and national level, with a strong emphasis on networks of learning and capacity building activities to ensure a meaningful project legacy. The sustainability of the project's interventions is being addressed by ensuring the proper level of capacity development of the national and local partners (youth, women, PWDs) and that interventions are technically viable. Well trained rural youth can help to sustainably harness the potentials in their communities to improve their livelihood and income levels as they enhance their natural resource base. The youth trained by UGIP will transfer their technical knowledge and skills to other youths. This was evidenced by their various individual small projects in their homes and communities.

The farming approach of zero waste, zero emission, and organic system integrated agriculture is environmentally sound. Since the outcomes of the project will be expanded and sustainable activities of rural enterprises engaged in Agro business (input supply, marketing, and processing), the rural zones will become socio-economically viable. These activities will generate employment in rural areas; increase the value addition of traditional crops and commodities.

²⁷ Programme Document, 'Inclusive Green Growth for Poverty Reduction (IGGPR)', UNDP, Uganda, April 2016.

Formation of a high-level forum represented by all partner ministries and private sector will be crucial to take the role beyond the project life cycle. The project also adopted an approach of formation and institutionalization of various fora, such as PSC and Technical Committee. Organizational structure of MGLSD was strengthened by establishing a Songhai Model Center at Kampiringisa. These fora should continuously provide support to strengthening service delivery, innovation incubation, agribusiness and agro industry value chain development. Public-private partnerships with Private Sector Foundation as well as NGOs e.g., PSF, NOGAMU, etc. will also play a great role in the sustainability of Songhai initiative as witnessed in other countries which adopted Songhai model.

Songhai is designed to be a self-supporting institution. Therefore, it must be developed and supported enabling it to generate its own resources, with systems and procedures in place that will account for all resources generated in the programme. UGIP has started generating funds from the sales of its farm products and upgrading its processing unit to add value for better sales as a long-term sustainability strategy.

The infrastructure developed at the project site will remain there even after the termination of project for other successor programs to utilize.

The objectives of UGIP have not yet been fully realized, as so far only about 20%²⁸ of the targets have been achieved. All the remaining interventions need to be completed for the sustainability of Songhai initiative and roll it to next phases.

3.5. Impact

Impact is referred to measure changes in human development and people's well-being that are brought about by development initiatives, directly or indirectly, intended or unintended. Evaluation of impact generates useful information for decision making and supports accountability for delivering results.

Handbook on Planning, Monitoring and Evaluation for Development Results, UNDP, 2009

It was difficult for ET to assess the impact at this stage. However, through the review of documents, meetings with project staff, interviews with key informants and stakeholders, the ET had an approximation of the degree of the project impact of its activities.

The Songhai model has created an awareness among the Government officials, communities, private sector and other stakeholders and sensitized them and changed their mind-set about the concept of green jobs and results of Songhai Model. The UNDP and the government investment on Songhai initiative has imbibed a sense of ownership and commitment among the government circles and paved the way for further investment by the government and donors to upscale this model to other regions of the country.

The project design and activities are need-based which have directly impacted the household incomes. Before starting project activities, consultations were held with the farming communities and other stakeholders to identify the crops with potential for consideration in the Songhai initiative. Therefore, the acceptability level of the Songhai initiative by the farming community is pretty good. The pilot has promoted rural tourism as people visit the Center and see demonstration plots.

²⁸ Moses Mwesigwa Rwaheru, National Project Coordinator, Partnerships and Resource Mobilisation Specialist, MGLSD, January 2022.

Most of the participating households not only now use homegrown food but also their income has grown by marketing surplus farm products. Further, most of the women beneficiaries are single mothers who invest their earnings to educate and raise their children. The communities' access to public services has improved thorough construction of road infrastructure. Also, the community benefits by fetching water from the Center.

I have been able to build 6 rentals out of this project, I am able to pay school fees for my kids. I trained also my neighbour and family member how to grow greens and vegetable on a small space after getting those skill from Songhai project. I wanted to add to personal income generation activities home, but I can't be able to do so since our salary can delay up to 4 months.

Geoffrey from Kalangala District, Community Worker

I went to Rehabilitation center at 17 years old, I am from Masaka and I stay in Mbute. I have been able to open an electronic shop with the money I earn from this project. I train youth in my community about organic farming. As a former juvenile I learn more from this project, I am able to sensibelize other Juvenile youths about working hard. I wish the project could build hostels for us here to easier our life.

Sebuwufu Ivan- Former Juvenile

The harnessing of natural resources will trigger off economic activities that promote wealth creation, employment and incomes. This will create a snowball effect if these resources are reinvested. Socio-economic return appraisal is beyond the scope of this evaluation but suffice it to say indications are that UGIP has positive prospect in terms of job creations, income returns, and qualitative social benefits such as improved food sufficiency, nutrition standards, and poverty reduction.

Through training and capacitating, UGIP has developed a human capital capable of running small self-sustained enterprises. Young people who have been capacitated in Songhai new farming techniques are now very active and heavily involved in developing their own farms, thereby taking their minds and attentions away from criminal activities. With continued coaching and support, they will eventually become not only self-sustained entrepreneurs but also produce marketable surplus of organic farm products, and source of employment for other community members. The results on natural resource management are yet to be seen.

Table 2: Project rating

Evaluation Criteria	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Relevance and Design					5	The project's integrated nature of interventions is highly relevant as they resonate well with both the international, national and local/community level development priorities and policy agenda of Uganda. With majority of the population being the youth who are also unemployed coupled with biting poverty, the project has potential to affect social and technical transformation of the youth and other marginalized groups as well as revamp the economy. The Songhai model is also very relevant as it can also be used as a bed rock in operationalizing the current government anti-poverty strategies and policies such as the Parish Development Model, Operation Wealth Creation, National Agriculture Advisory Service (NAAS), etc. The project's integrated development approach is highly key in ensuring youth empowerment and ensuring that community development needs are clearly identified through participatory processes in order to enhance government's response to skills development, employment creation and the resultant socio-economic transformation.
Efficiency			3			Whereas Project management arrangements and implementation are anchored on sound financial management regulations as well as embedded in MGLSD government systems, much as this is good control measure it has also generated red tape and bureaucracy which has adversely affected the operation and implementation of the project activities. The high turnover of staff as a result of delayed/low salary payment and release of project funds coupled with banking of the project generated revenues into the consolidated fund have all affected the project's efficacy. However, some efficiency gains can be seen in the way the project is modelled by using locally available resources, materials and communities which ensures cost minimization. The reported delays in funds transfer have hampered timely activity implementation and subsequent delays in the realization of the results.
Effectiveness			3			The project is not on track and is seriously lagging behind contrary to its design strategy as well as regarding its implementation hence this has affected its medium and long-term realization of the desired outcomes and impact still requires some time. There is current scanty evidence pointing to medium- and long-term project outcome and impact achievement. Nevertheless, should the funding and management aspects of the project be streamlined, there is hope that the envisaged project results shall be achieved at full implementation scale within timeframe of additional 3-5 years.
Sustainability			3			The possibility of project sustainability as the project was at design envisaged to be high so that it can also be rolled over to other parts of the country. At the current level, the project implementation has managed to integrate key tenets of project sustainability namely; use of government structures and systems, skills and empowerment of communities to ensure integration of locally available materials and resources, project revenues accruing from open market sale of products, community participation, ownership, contribution and capacity building. The project sustainability however hangs in balance since its progress and funding is hampered and rest of its value chain stages are not realized yet.

Evaluation Criteria	Rating (1 low, 5 high)					Rationale
	1	2	3	4	5	
Impact				4		Whereas Songhai project has lagged behind its schedule and not completed its planned stages. The current slight progress production level interventions have got potential to generate some short-term impact especially from the community workers who include Kampiringisa Juveniles and the youth generally who have been skilled and also gained some income and employment as a result of the project. Women community workers have also testified how they have managed to take care of their families and educate their children as single parents as a result of getting employed by the project. On the overall given the broad objectives and strategies of the project, it had not yet generated significant and observable changes in people's welfare indicators. However, the project outcomes are well positioned to yield greater impact over time due to the challenges in funding and completion of the pilot.

5- Highly Satisfactory (HS): exceeds expectations and/or no shortcomings

4 - Satisfactory (S): meets expectations and/or no or minor shortcomings

3 - Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings

2 - Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings

1 - Unsatisfactory (U): substantially below expectations and/or major shortcomings

3.6. Cross-cutting issues

The programme document advocated promotion of gender equality, women's stronger representation and empowerment, youth (males and females) and PWD especially poor so that their productive and income generation capacities and livelihood opportunities are improved in an environmentally sustainable manner.²⁹

As such a separate component on gender mainstreaming was not a part of the project design. However, the project has made efforts to ensure equal participation of women as partners and beneficiaries across its activities. The project considered gender aspect in each activity, especially while planning for training and workshops. Of the 202 beneficiaries trained, 56% were women. Similarly, out of 65 youth beneficiaries, female representation was 43%. Following the inclusive approach 10 PWD were also considered for imparting training for income generating activities. The training imparted included various technologies in agronomic practices, horticulture, livestock management, poultry, aquaculture and NRM.

Programme's primary focus is on NRM to address the Environment sustainability/climate change. The programme in implementing interventions to capacitate Ministries, Departments and Agencies (MDAs) and non-state institutions.

3.7. Challenges encountered by UGIP

UGIP has encountered a variety of challenges during its implementation and management. These challenges have been identified from desk review of documents and during the interviews held with the stakeholders. Main challenges are given below:

²⁹ Ibid 2.

- Following the learning visit to Benin Songhai Centre in 2016, it took long to kick start the project and the process of a Rapid Feasibility Study was delayed which was required to start the project.
- UGIP has not yet completed the first phase- production, hence the planned activities at secondary and tertiary levels have not yet been implemented. The Government of Uganda allocated 100 hectares to pilot project in Kampiringisa in 2018. However, only 20% of the that land is now being utilized due to various challenges.
- UGIP is broadly meant to contribute to the overall IGGPR development goal. However, no separate measurement indicators were developed against which performance of UGIP could be measured. That made it difficult to develop cumulative workplans towards attainment of project targets. Whereas the project document emphasizes inclusiveness and wide sensitization, there was no evidence of sustainable mechanisms implemented to specifically attract youth, women and PWDs to tap into the opportunities at UGIP.³⁰
- The project much as its component of the wider IGGPR program in its primary design lacked a comprehensive Results Logical Framework embracing all elements which caused serious challenges in reporting as well as tracking and monitoring progress against its targets and indicators.
- At implementing partner level there is management challenge since the MGLSD has not dedicated stand-alone project management staff as the current ones are also engaged with their other mandates. Another limitation of the Green Jobs Structure in effectively guiding UGIP implementation is that the structure is ministry (MGLSD) focused with inadequate provision for the various positions critical at the UGIP site.
- There was high project staff turnover due to low remuneration compared to other jobs and COVID-19. Out of 14 technical staff trained in Benin, 10 staff left the job due to low salaries and COVID-19. The Project staff reported that there was a delay of 3-5 months in payment of salaries. The replacement of staff was difficult due to the challenge of funding and to get someone with the required background of the Songhai model. It appears that the Centre lacks a systematic way of attracting trainees. It was also not possible to establish the training targets against which performance could be measured.
- At the outset, most of the equipment, seed, and other inputs were to be solicited from Songhai Center in Benin, this was a major challenge as there were extreme delays in shipments and customs clearance.
- The procurement process is bureaucratic and affects the smooth running of the project activities especially timely purchase of animal feed. The model is built on the concept of ploughing back the proceeds from Centre's sales for sustainability.
- There were inadequate funds to complete the integration activities such as bio-energy, livestock, industrial shelters, irrigation system, and processing/value addition units, support to out-growers among others. In as much as the project acquired some value addition equipment such as the cassava processing mill, the feed mill and a BRF machine, most of them are still kept in the store awaiting construction of shelters where they can be operated from.
- Centralization of project site revenues to the consolidated government fund generated from open market products created a big challenge as project cannot easily access these funds to finance its immediate needs and requirements, such as farm inputs, etc.

³⁰ Ibid 2.

- Delayed release of funds by UNDP to IP which also links with delayed salaries for the community workers on site. Delayed release of funds affected the implementation of project activities. The inputs such as seed and animal feed could not be procured in time that delayed the sowing of crops. Also, the project is prone to government bureaucracies in procurement and service delivery which slows down the pace of activity implementation.
- This project is labour intensive and, therefore all resources required such as hostels for accommodation and other welfare amenities which are not on the site, constrain the achievements of the project's objectives. Further, given the labor-intensive nature of the model, it was extremely difficult to get the required manpower from the neighboring communities in Kampiringisa.
- COVID-19 was also a big challenge to the project as it slowed down most of its activities. The restrictions on physical movement and lockdown imposed by GoU affected the businesses.
- The project also faces competition from farmers who use conventional farming with application of chemicals contrary to Songhai model which emphasizes integrated organic farming requiring certification of Songhai farm products.
- The livestock sector, apart from piggery and poultry units, is generally understocked, and a high mortality rate reported in fish. The district officials of Mpigi District LG are invited to provide technical support when the problem has already advanced leading to productivity loss.
- The project has also experienced levels of conflict of interest among line ministries and MDAs since the design was not clear on the roles and responsibilities from the start.
- There was inadequate MIS/M&E/Reporting systems and function of the entire project as the ET noted serious lack of systematic information, knowledge management and reporting.
- The importation of technology from Benin as opposed to customization of local technology is another factor which would impede the uptake as well as affect the sustainability of the project benefits. A clear distinction between the Songhai model and integrated farming and organic farming systems is not well communicated.
- There are on site challenges as crop sector is doing better at the expense of animal husbandry sector. The project lacks a balanced approach.
- Lack of 3-phase power supply has led to delayed installation and operationalization of the cassava processing plant.
- The project team showed serious concern as insecurity and vandalization of project assets and facilities since the site wasn't well secured and fenced.
- Negative publicity from stakeholders who are not familiar with the project delivery system. Some say that the project fall under the mandate of the Ministry of Agriculture which is not true. This project focuses on integrated production system. Agriculture is partially involved at the primary level.
- A foreseen challenge is attracting young entrepreneurs to remain in rural areas and revitalize agricultural, industrial and services, calls for important infrastructure, such as roads or irrigation systems.

3.8. Key lessons learned

- To setup Songhai model requires a heavy investment and technical support. This objective cannot be achieved without the support of donors and partnerships with private sector, and to reach the desired scale. At the longer term, to ensure that it becomes self-sustaining, such investments need private sector partnership other than relying on public and donors/development partners funds.
- Songhai model once it's all components and stages are completed can be a bedrock and good foundation for the successful implementation of the new Uganda Government Parish Development Model (PDM) as a means of integrated poverty eradication policy.
- When the activities offered match local needs, local communities and individuals are likely to adopt them quickly. Songhai is successful because it enables farmers to improve their productivity while regenerating and preserving natural resources. It also offers dignified professional activity for youth by giving them the means to become innovative entrepreneurs.
- People by giving them the means to become innovative entrepreneurs Timely release of funds is crucial for the achievement project targets. Delayed release affects the pace of implementation of activities adversely.
- Attractive staff remuneration and motivation ensures retention of skilled staff as well as increased productivity and builds spirit of resilience and commitment.
- The organic products have a big demand and market in Kampala. Hence, the organic farming and organic products producing enterprises have a big scope for local as well as export markets.
- Government ownership, political will and commitment is fundamental for the success and sustainability of such model. In case of Uganda, the ownership and commitment of UGIP is evident as H.E. President of Uganda himself launched this project. Additionally, MGLSD is made custodian of Songhai pilot.
- Systematic and constant involvement of stakeholders from initial stages to all stages of project ensures the ownership, sustainability and success of the project's interventions. Stakeholders' involvement also ensures that the interventions are need-based and demand-driven.
- Systematic planning and clear design of project helps in fast tracking progress against targets and indicators. This is approach to showcase quick wins is important for such a model.
- Constant engagement of stakeholders and sharing of information and knowledge is key in successful project implementation.
- Employing local people/experts in this initiative is more effective as they are aware of the local conditions and system. They can easily learn and have easy adoptability of new technology in the local conditions.
- Localizing and use of locally available resources leads to project sustainability and efficiency gains. There is need to solicit as much as possible inputs and locally fabricated material rather than procuring from overseas. That not only is economically viable but also supports the local businesses.
- Involvement of local communities in project implementation is cost-effective and sustainable. Out-growers with communities can be good model for enhancing the Songhai model. Involvement of indigenous communities is also beneficial in the implementation of project activities.

- Once the community is motivated, mobilized and supported, the chances of acceptability and adoptability are more. It was noticed that the participating farmers around the UGIP-Songhai Center were expanding their farming activities to generate more revenue.
- Systematized mechanism of M&E applied within Project initiatives would ensure quality monitoring of the activities, on the one hand and provision of valid information for impact assessment, on the other hand. Constant and close supervision and monitoring of project activities is also crucial in realizing long term project objectives.
- The main objective of Songhai Porto-Novo is to train young agricultural entrepreneurs who, once established, become examples of success and draw the attention of the surrounding populations to the new kind of agriculture practiced by Songhai. This training does not stop with the acquisition and mastery of techniques of agricultural production. Songhai follows up with its farmers from the installation stage to the establishment of their farms and beyond.³¹

³¹ An Overview Context, Economic Overview and Performance World Bank, <http://www.worldbank.org/en/country/Benin/overview> (accessed 12 September 2012).

4. CONCLUSION AND RECOMMENDATIONS

4.1. Conclusion

The Songhai model has demonstrated success in many African countries and hence has potential of delivering the expected results. The progress of UGIP- Songhai Pilot is very slow and many interventions of all the three phases are remain unfinished due to various challenges mentioned in section 3.7. The UGIP Center has partially been constructed and some of its paraphernalia is in place. The project has started some activities of Phase I including training of youth that has generated employment for them. Many equipment has not been installed (e.g., cassava processing, feed mill) and construction work of some infrastructures is pending, hence the project cannot move to advance to value addition and marketing phases. Delayed release of and inadequate funds, lack of full strength of staff and high turnover, bureaucratic procurement process and COVID-19 were some other factors that had adverse impact on the momentum of project. There is also a challenge of project management since the MGLSD has not dedicated stand-alone project management staff as the current ones are also charged with their other mandates.

The supporting documents including project implementation manuals and guides, Rapid Feasibility Study and Business Sustainability Strategy and Marketing Plan were prepared for adoption to complete the pilot and upscale it to other regions of the country.

4.2. Recommendations

The following recommendations are based on the in-depth analysis of documents, personal judgement and interviews and consultations with the project staff, representatives of government ministries, other stakeholders and target beneficiaries:

- The Phase I of UGIP i.e., production has not been completed. All the planned activities at secondary and tertiary levels have not yet been implemented. Without completing the first phase, the Songhai model cannot move to value addition and marketing phases and cannot be upscaled to other regions of the country. Therefore, ET strongly recommends for an extension of the pilot phase for another period of 3-5 years to allow consolidation and completion of remaining activities and enhance long term sustainability. (UNDP, MGLSD, MFPED, MWE)
- The UGIP is being implemented under the umbrella of IGGPR. The separate specific measurement indicators of UGIP were not developed against which its performance could be measured. This makes it difficult to develop cumulative workplans towards attainment of overall project targets. UGIP should have its own separate project document with clear line of direction, objectives, components, time bound outcome and output targets, activities and performance indicators for all levels with a supporting budget. There should be UGIP's separate organizational structure with clear mandate and jobs description for the staff. A comprehensive implementation roadmap may be adopted to guide implementation in the short term, medium term and long term. (UNDP, MGLSD, MWE)
- The financial and technical support is further required for completing many activities including, the irrigation system, value addition, farmers' training, training of staff at the center, addressing various other gaps, and to operate at full scale capacity. UGIP currently relies on donor support, with minimum funds generated from sales of farm products. UNDP should renew its funding window until the pilot project components and stages are accomplished in order to give a meaningful platform for its replication holistically. The Rapid Feasibility Study 2017 proposed an estimated budget of US\$ 32.38 million for fully piloting UGIP using integrated production system. The study recommended a budget of US\$ 9.05 million, Phase II, US\$ 14.97 million and Phase III, US\$ 8.35 million. The total direct income of UGIP from sales of services (training, incubation and hospitality) is estimated at

US\$ 32.52 million in 10 years. There was an urgent need to support the sustainability efforts for this project for this investment not to be put to waste.³² (UNDP, MGLSD, MFPED)

- Whereas government through MFPED is positive in mobilizing the future financing of the project, it should develop a Resource Mobilization Strategy which can also be used to mobilize more resources from other sources. Songhai Model to be included in the government budgetary, UGIP should have an independent financial management system. This is because the Government financial management regulations do not facilitate or favour a busy and ever-changing commercial environment that need quick financial decisions.³³ To cover the costs of operation, maintenance of the programme and for sustainability, various income streams are envisaged including sale of services, products, charge of royalties from incubatees. The project can also receive endowments in form of, donations, grants, gifts, awards, legacies and government grants / allocation. The profit producing is also essential to demonstrate that its organic and integrated production model is economically sustainable. The potential donors include UNDP, FAO, IFAD, European Union for funding and technical support. (UNDP, MGLSD, MFPED)
- There is also a need to bring on board the MDAs to play an active role in rolling out Songhai model both at the national as well as sub-national LG levels. UGIP, MGLSD, partner ministries particularly Ministry of Agriculture, Animal Industry and Fisheries; MFP, CSOs. Ministry of Trade, NOGAMU, UGI-CERT and Mpigi District LG should harmonize their inputs and develop synergy. A mechanism for regularly meetings with the different stakeholder categories should be developed and implemented to foster information sharing and project ownership. This will enable better utilization of technical expertise resident in the project partners, enhance conformity to standards and ease certification processes. MGLSD would play a coordination role and ensure that other MDAs and stakeholders are involved and effectively utilized in the project. UGIP may sign MoUs with all partners defining the roles and responsibilities. (UNDP, MGLSD)
- It is strongly recommended to implement the comprehensive strategy given in ‘A Business Sustainability Strategy and Marketing Plan for the UGIP -Songhai Model’ and adopt recommendations of Rapid Feasibility Study, 2017. (UNDP, MGLSD, MWE, MFPED)
- The Project may foster and improve collaboration with FAO, IFAD and other international agencies to benefit from their advanced technology. Linkages should also be developed with Samuel Undong Community Project at Ministry of Local Government and PDM for sharing resources, knowledge and experience. UGIP can collaborate with PDM in training facilities. (UGIP)
- PPP is essential for the success of UGIP as it involves processing, value addition and marketing of organic products and has potential for export. The project may explore the opportunities to collaborate with private sector including NOAMU, Private Sector Development Programme,³⁴ Rural Industrialisation Development Program and Farmers’ Associations. (UGIP)
- The Mpigi District LG should mainstream Songhai initiatives into its district development planning processes for financial and programmatic sustainability. (UGIP, Mpigi District LG)
- The project faced problems of delayed approvals and releases of funds that adversely affected the pace of implementation of its activities. The project management system needs to be restructured to allow it to become semi-autonomous with its own project finance accounts, and management system that may help to resolve this crucial issue. (UNDP, MGLSD, MFPED)

³² Ibid 23

³³ Rapid Feasibility study, 2017.

³⁴ Private Sector development, Programme Implementation Action Plan FY2020/21-2024/25 Uganda 20/2040, Republic of Uganda, November 2020.

- Capacitating is an iterative process. Therefore, there is a need for continuous capacity building, trainings and sensitization in order to enhance the conceptualization of the model comprehensively as well as change the mind sets of participating communities. (UGIP)
- UGIP should be more open to research and to more objective analysis which would allow its development approach to reach higher echelons. The role of research in this context will be to analyse flanking measures to assist the trained farmers in setting up successful enterprises. To achieve this objective the project should develop interaction with the research institutes and academia such as Makerere University. (UGIP)
- For the project to improve its inclusivity and visibility as well as get stakeholders and communities more sensitized about its benefits, it should develop a costed comprehensive marketing as well as multimedia communication strategy. The project should launch an effective and strong publicity and visibility campaign on UGIP activities to create awareness among communities and partner ministries on the concept of green jobs, benefits of organic farming, advanced farming technology, NRM, processing, marketing, etc. The effective publicity tools include attractive advocacy material, brochures, pamphlets, videos, etc. (UGIP)
- The high turnover of project staff and trained persons has been a serious problem for the project. The project should work out innovative approaches to stimulate good work morale and high performance through financial and other incentives. These ways include performance-based enhanced salary, training opportunities, performance-based awards and certificates, study tours, in service staff development program, in-service staff development program, establishment of staff Savings and Credit Cooperative Organisation, etc. to attract and retain qualified staff. (UGIP, MGLSD)
- The unfinished infrastructure and facilities should be completed to carry on the project activities. Those include, operationalizing the cassava processing unit, feed mill, water reservoir and a stronger pump, plough to cultivate and till the land, enough EM solution to produce more organic pesticides, cow, goat and sheep pens, fence around the Mpigi Center. (UGIP, MGLSD)
- The project organizes a “market garden” for farm produce especially fresh vegetables. This market is organised at the MGLSD head office in Kampala and targets the ministry, hence the farm produce is sold to the MGLSD staff, under a “monopoly market” and distorts the market prices, which may not give an accurate market scenario.³⁵ UGIP will be in a strong position to expand market centers for the Songhai produce beyond the MGLSD market and earn more revenues beyond the current estimated UGS 800K per week, once all the phases are complete. (UGIP, MGLSD)
- There is a need to revamp and strengthen the Project Steering Committee (PSC) which because of its unique nature is chaired by UNDP Resident Representative and Co-Chaired by Permanent Secretary MGLSD. A review meetings’ plan for PSC may be developed and implemented. The Technical Committee may also be reactivated. (UGIP, UNDP)
- The project should build and put-up hostels and accommodation facilities like any training centre as its already attracting trainees from other parts of the country. (UGIP, UNDP)
- As a result of COVID-19, the governments and organizations have adopted innovative approaches in management and implementation of programme, for example digitization. The training and other information services can be provided via digital platforms; harnessing digital platforms for communication and marketing as well as adoption of a hybrid model that takes into considerations for remote learning and collaboration in order for the model to benefit a wider and larger audience. (UGIP)

³⁵ Ibid 2.

A N N E X E S



Annex 1: Terms of Reference



Terms of Reference

Terminal Evaluation of the Uganda Green Growth Incubation Center Project -Songhai Integrated Model Project (Songhai Initiative)

General Information

Duty Station:	Kampala
Expected Places of Travel:	Within Kampala, Wakiso and Mpigi
Type of Contract:	International/National Consultant
Languages Required:	English
Starting date:	Upon signing contract
Expected Duration of Assignment:	25 days spread over the period October – November 2021

Background

Uganda's population has grown from 9.5 million in 1969 to 45.5 million in 2019 (UBOS, 2019) and is projected to reach 75 million by 2040. With a growth rate of 3 per cent per annum, Uganda has the second fastest growing population in the world (UBOS 2019). The growing population places a huge burden on employment, labour productivity, and natural resources.

While the medium-term growth of the economy is very positive with government projecting the economy to grow by 6.2% in 2019/20, and agriculture, industry and services projected to grow at 3.8%, 5.6% and 7.8% respectively (PCW, 2019), the unemployment situation remains critically high and above the average unemployment rate in Sub-Saharan Africa.

Uganda's recent high economic growth rates have not been accompanied by high growth in jobs which situation has retarded poverty reduction. UBOS (2018) reports that although the economy grew by an average of 4.5% between FY15/16 and FY17/18, the number of people living in poverty increased in the same period from 19.7% in FY15/16 to 21.4% in FY17/18.

The unemployment rate has been increasing and stood at 9.7% in 2017, and is most prevalent among women at 11% compared to men at 8%. Youth unemployment is even higher at 13 % and worst for those with higher levels of education and are living in urban centres (UBOS NLFS, 2017). Unemployment and under employment levels are even higher amongst the female youth and youth with disabilities who are sometimes denied job opportunities due to negative attitudes and stigma. It is estimated that out of 700,000 individuals who enter the labour market each year, only 90,000 get employed and yet it is projected that the number entering the job market will increase to over 1.5 million per annum by 2040 (MFPED, 2014).

According to ILO (2018), Uganda has a low labour productivity compared to its East African neighbors, which negatively impacts on direct foreign investment and economic expansion and hampers the country's labour competitiveness within the region and internationally. Low labour productivity in the country is largely a result of poor technology and skills gaps.

Declining natural resources. Uganda's natural resource base is declining rapidly largely due to human activities. A recent study by the Uganda National Association of Community and Occupational Health (UNACOH, 2019) conducted in all regions of the country found out that a lot of tomatoes were contaminated with harmful pesticide residues. A more worrying situation is the community water source pollution, where there were up to 23 different pesticide contaminants. These chemicals pose a wide range of health risks including fertility problems, respiratory problems and several cancers including the increase in the Human Papilloma Virus.

It is against this background that the Ministry of Gender, Labor and Social Development in partnership with United Nations Development Programme (UNDP) is implementing Uganda Green Growth Incubation Project (UGIP) – Songhai Model at Kampiringisa. The Songhai Model is an integrated production system that seeks to reduce poverty, unemployment and food insecurity by strengthening the technical and organizational capacities of communities to produce efficiently and sustainably using scarce resources.

The model aims at building the entrepreneurial capacity of local communities to expand green employment for youth, women and other interest groups. The model applies authentic technology to harness environmental capital to produce more and better-quality food for a growing population while protecting and enhancing it.

The Songhai model applies principles and practices of regenerative agriculture. Through an ecosystem, approach the Songhai model draws on nature's contributions to crop and animal growth, such as soil organic matter and soil micro-organisms, rainfall, pollination and biocontrol and integrated pest management, Eco services (water shades and landscapes) to promote a real "greening" of Agriculture.

The overall objective of the Songhai project component (under the inclusive Green Growth Project) is to improve the livelihoods of communities through creating green jobs and enhancing microbiological capital for productivity through:

- a) promoting integrated climate smart production systems
- b) enhancing rural employment and productivity of youth, PWDs and women
- c) promoting mindset transformation, business skills development and behavioral change among youth and other vulnerable groups
- d) promoting informal skills development in integrated climate smart production systems and value addition technologies

Following Cabinet approval of this Programme on 7th December 2016, a rapid feasibility study for adopting the Songhai model was conducted. The study recommended the pilot be established at Kampiringisa. Prof. Rev. Godfrey Nzamujo, the founder of Songhai Model and Centre was contracted to design and set up Kampiringisa rehabilitation center land as a model site. Initial mapping, design and setup of the pilot site was completed in December 2017. The model utilizes local labour (women and youth/young people) especially those being rehabilitated at Kampiringisa and surrounding villages from neighboring districts.

The pilot initiative was launched by H.E Yoweri K. Museveni, President of the Republic of Uganda on 12th August 2018, who further directed the completion of project scientific integration model activities to enable the commercial rollout of the Project to the entire country. The activities to be undertaken and completed include bioenergy, livestock, irrigation system, and processing units among others. The President stressed the need for the use of cost-effective methods of production and encouraged cost benefit analysis of the project to be undertaken.

Similarly, Cabinet under Minute No. 359 (CT 2018) directed the Minister of Finance, Planning and Economic Development to prioritize funding for the scaling up of Songhai Model in the different regions of the Country. The pilot is in the process of establishing primary production systems and is yet to embark on secondary and tertiary production levels of the integrated model before it can be rolled out.

The consultants will assess the performance of the Songhai Initiative, highlight achievements, identify bottlenecks and constraints to implementation, and draw key lessons learned during the implementation of the pilot phase and make recommendations on the strategies for completion of the primary production phase and the implementation of the secondary and tertiary production levels of the pilot.

Purpose of Evaluation

The objective of this assignment is to conduct a comprehensive terminal evaluation of the Songhai pilot initiative to assess the overall performance of the Songhai pilot initiative, which was a component of the IGG Flagship Project. The consultants will be required to assess the progress, record the outputs achieved, identify implementation challenges, and draw lessons that will inform the completion of the primary production phase and the design of activities to establish the secondary and tertiary production levels of the pilot, and the roll the out of the Songhai Initiative to other regions of the country.

Scope of Evaluation

The terminal evaluation will look at the following areas: Songhai Initiative management; activities; reflection of engagement and partnerships between Government and other development partners. It will assess the results achieved, the partnerships established, as well as issues of capacity and approach. The evaluation will look at the success in strengthening the local technical capabilities, and the viability and sustainability of the model. The evaluation will generate knowledge to make corrective adjustments to the implementation of the pilot primary production phase and the design of activities to establish the secondary and tertiary production levels, as well as to inform the strategy for rolling out the model to other areas of the country. The scope of the evaluation will cover the entire implementation period from 2016 to date.

The key tasks to be undertaken include (but not limited to):

- a) Review the Country Programme Document (CPD) 2016-2020 and the IGG Flagship Programme to understand the programmatic context of the (UGIP) Songhai Model – here referred to as the Songhai Initiative.
- b) Conduct a comprehensive literature review of the Songhai Initiative including the profile, progress reports and annual reports.
- c) Hold consultative meetings with stakeholders to review the relevance of the Songhai Initiative objectives to the national development objectives and priorities, the NDP III areas of interest and the needs of beneficiaries and recommend means of incorporating those priorities in the roll out of the project.
- d) Review the appropriateness and clarity of the roles and responsibilities of stakeholders and the level of coordination between them.
- e) Review the Songhai Initiative profile and identify ways of resource mobilization for its roll out.
- f) Assess the performance of the Initiative in terms of results achieved, the timeliness, quality, quantity, and cost effectiveness of the interventions undertaken including its management.
- g) Assess the prospects for the sustainability of the results and benefits and recommend measures for its further improvement, including the financial resources needed for its roll out.
- h) Identify and describe the main lessons learned from the performance of the Songhai initiative.
- i) The terminal evaluation should be in position to address the issues of relevance, effectiveness, efficiency, and sustainability. The recommendations should provide comprehensive proposals for the roll out of the model based on the evaluation findings.
- j) Develop an exit strategy clearly outlining a roadmap on how the UGIP Centre will continue beyond UNDP support.

- k) The consultants will undertake consultations with government in particular the Ministries of Gender, Labour and Social Development; Agriculture, Animal Industry and Fisheries; Water and Environment; Finance, Planning and Economic Development; Trade, Industry and Cooperatives; the Mpigi District Local Government and UNDP Uganda Country Office as well as Private Sector Foundation. The consultant must also use gender-responsive methodologies and tools and ensure that gender specific issues are captured.

Expected Deliverables

The expected deliverables of the assignment are detailed in the table below:

#	Deliverable	Timeline
1	Agreed and approved upon inception report outlining the consultant teams' understanding of the assignment, detailing the methodology of undertaking the assignment, work plan and evaluation questions	Within 5 days from the date of signing the contract
2	Draft technical evaluation report presented to key stakeholders for input/comments/validation. This should include the various options for completion of the establishment of a sustainable Songhai Model Pilot at the Uganda Green Growth Incubation Centre	17 days
3	Final Terminal Evaluation Report with clear recommendations on the most feasible strategies for the completion of the establishment of a sustainable Songhai Model Pilot at the Uganda Green Growth Incubation Centre	3 days

The draft report shall include the following at a minimum (as per evaluation report template that will be shared):

- 1) Executive Summary
- 2) Introduction and Background
- 3) Purpose of the evaluation and the methodology
- 4) The main findings: project relevance, efficiency, effectiveness, outputs achieved, impact of project activities, sustainability with recommendations for Pilot completion and scaling up.
- 5) Lessons learned: Assessment of attainment of indicators, operational and developmental lessons.
- 6) Conclusions and recommendations

Schedule and Method of Payment

Payment will be made after satisfactory acceptance and certification of the deliverables/outputs in accordance with UNDP procedures and as per below percentages:

#	Deliverables/ Outputs	Target date	Payment terms (% of contract value)	Review and Approvals Required
1	Upon submission of an agreed and approved upon inception report outlining the consultancy team's understanding of the assignment, detailing the methodology of undertaking the assignment, work plan and evaluation questions	Within 5 days from the date of signing the contract	25%	UGIP Project Steering Committee/Team Leader-Inclusive and Sustainable Growth
2	Upon submission of an acceptable draft terminal evaluation report to be presented to key stakeholders for input/comments/validation. This should include the various options for completion of the establishment of a sustainable Songhai Model Pilot at the Uganda Green Growth Incubation Centre	22 days from the date of signing the contract	25%	UGIP Project Steering Committee/Team Leader-Inclusive and Sustainable Growth
3	Final Terminal Evaluation Report with clear	Within 25 days	50%	UGIP Project

	recommendations on the most feasible strategies for the completion of the establishment of a sustainable Songhai Model Pilot at the Uganda Green Growth Incubation Centre	from the date of signing the contract		Steering Committee/Team Leader-Inclusive and Sustainable Growth
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The method of payment is an output-based lump-sum scheme. The payments shall be released upon the UGIP steering committee and UNDP's satisfaction of the consultancy team's submission of each deliverable by or before the due dates as agreed with the UGIP steering committee and UNDP Uganda team.

Management Arrangements

The consultants will work under the overall guidance the UNDP Resident Representative working closely with the Permanent Secretary, Ministry of Gender, Labour and Social Development, who is the accounting officer of the Ministry. The Team Leader of the Inclusive and Sustainable Growth Portfolio working with Management Support Unit (MSU) will be responsible for quality assurance of all the deliverables of the assignment. The consultancy team will work closely with the Uganda Green Incubation Program Steering Committee, the Technical team from MGLSD headed by the National Project Coordinator, as well as the public and private sector in undertaking the assignment.

Team Composition

The evaluation will be undertaken by a national and international consultant. UNDP will sign the contract with a National and International Consultant in accordance with the approved UNDP procurement procedures for contracts for national and international consultants, respectively.

Required Skills and Experience

The International consultant is expected to possess the following competencies and qualifications:

Education:

- Master's Degree in Development Studies, Business Administration, Monitoring and Evaluation, Social Sciences, Development Economics, international relations, public administration, project planning and management or related field.

Experience:

- Minimum of 7 years' development project/programme evaluation experience, with evaluations in the area of agriculture/agribusiness/green growth
- Demonstrated sound knowledge of and experience in results-based management evaluation methodologies; and in conducting gender responsive evaluation and analysis
- Demonstrated understanding of issues related to project management, agriculture and agribusiness.
- Excellent oral and written skills; excellent drafting, formulation, reporting skills
- Strong ability to work effectively in multi-disciplinary and multi-cultural teams
- Solid overall computer literacy, including proficiency in various MS Office applications (Excel, Word, etc.) and email/internet; familiarity with database management; and office technology equipment.
- Project evaluation experience with UNDP, or another UN agency will be considered an asset;
- Experience in conducting evaluations remotely will be considered an asset.

Competencies

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Strong project management skills;
- Positive, constructive attitude and consistently approaches work with energy;
- Demonstrates openness to change and ability to receive / integrate feedback.

Language Requirements

- Fluency of English language is required

The national consultant is expected to possess the following competencies and qualifications:

Education:

- Master's Degree in Development Studies, Business Administration, Monitoring and Evaluation, Social Sciences, Development Economics, international relations, public administration, project planning and management or related field.

Experience:

- Minimum of 7 years' development project/programme evaluation experience, with evaluations in the area of agriculture/agribusiness/green growth
- Demonstrated sound knowledge of and experience in results-based management evaluation methodologies; and in conducting gender responsive evaluation and analysis
- Demonstrated understanding of issues related to project management, agriculture and agribusiness.
- Excellent oral and written skills; excellent drafting, formulation, reporting skills
- Strong ability to work effectively in multi-disciplinary and multi-cultural teams
- Solid overall computer literacy, including proficiency in various MS Office applications (Excel, Word, etc.) and email/internet; familiarity with database management; and office technology equipment.
- Project evaluation experience with UNDP, or another UN agency will be considered an asset;
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- Demonstrates integrity by modelling the UN's values and ethical standards;
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- Demonstrates openness to change and ability to receive / integrate feedback.

Language Requirements

- Fluency of English language is required

ANNEX 2: EVALUATION MATRIX

Evaluation criteria	Key questions	Data collection methods / tools	Data sources
Relevance	<ul style="list-style-type: none"> • Were the projects' objectives and outputs relevant to the needs of the country and consistent with the partner governments policies and priorities, CPD for Uganda 2016-2020, and other effective strategic frameworks? • To what extent the projects' objectives addressed the real needs and interests of the targeted groups in the specific geographic area? • Whether the activities are in line with the local needs and national priorities (as well as with donor policies) 	<ul style="list-style-type: none"> • In-depth desk review of relevant documents and literature • Structured interviews with key informants, partners and stakeholders • Vigorous consultations • Field visits, observations and personal judgment 	<ul style="list-style-type: none"> • UGIP Project document, Annual work plans and periodical progress reports, Results Framework, MTRs • IGGPR 2016 • CDP 2016-2020 • Roadmap for SDGs 2020/2021 • Human Development Report 2020 • The Uganda Green Growth Development Strategy 2017/18 – 2030/31
Efficiency	<ul style="list-style-type: none"> • To what extent the outputs achieved derive from efficient use of financial, human and material resources? • How much time, resources and effort it took to manage the portfolio and where were the gaps, if any. More specifically, how do UNDP practices, policies, decisions, constraints; capabilities affect the performance of the outcome? • To what extent M&E contributed to increased outcome efficiency? What were the roles, engagement of and coordination among various stakeholders in the Sector in programme implementation? • To what extent project was successful in developing synergies between national institutions for UNDP support in project and implementation including between UNDP and donors. 	<ul style="list-style-type: none"> • In-depth desk review of documents and literature relevant to project • One-on-one interviews • In-depth consultations • Interview protocols and questionnaires • Vigorous consultations • Field visits verification • Personal observations and judgment 	<ul style="list-style-type: none"> • Periodical progress reports (annual, quarterly), annual work plans, budget revisions, project files, minutes of Project Board • /Steering Committee • Perceptions of key informants, and stakeholders, government staff members • Budget revisions • Audit and evaluations
Effectiveness	<ul style="list-style-type: none"> • Were the project's actions to achieve the projects objectives effective? • The extent which objectives have been achieved? • To what extent the projects' intended results (outputs and outcomes) have been achieved? • How these outputs and outcomes contributed to higher level changes or to the achievement of UNDP Country Programme Document (CPD) and UNDAF? • To what extent initiatives were successful in the capacity development of target communities and private institutions? • What are the achievements in terms of positive changes in the knowledge, attitude, practices and skills of the beneficiaries? 	<ul style="list-style-type: none"> • In-depth desk review of project and UNDP documents • One-on-one interviews • Interview protocols and questionnaires • Vigorous consultations • Personal observations and judgment • Focus group discussion with target beneficiaries • Field visits verification 	<ul style="list-style-type: none"> • Annual work plans and periodical progress reports (annual, quarterly) MTRs. • UNDP CO and other partners, local governments, Civil society organisations, local communities, private sector, national and local governments • Projects target beneficiaries – farmers.

Evaluation criteria	Key Questions	Data collection methods / tools	Data sources
Sustainability	<ul style="list-style-type: none"> • To which extent Project was successful in establishing mechanisms to ensure sustainability of the interventions? • Are local capacities, set in place for sustaining achieved results and maintaining economic growth trends while ensuring a more inclusive economic development with strong involvement of social actors? • Will the projects results lead to potential actions beyond the lifespan of the projects? • To what extent are environment, gender equality and human rights principles respected and mainstreamed within the project implementation? • What and to what extent are the outputs that may be sustained and mainstreamed or used for future programming? • What are the key lessons learnt during the project implementation process? • What results and successful practices of the projects could be scaled up/replicated to other regions of the country? 	<ul style="list-style-type: none"> • In-depth reviews • One-on-one interviews • Vigorous consultations • Field visits and surveys • Focus groups discussion • Direct observations and personal judgment 	<ul style="list-style-type: none"> • Relevant documents, other donor reports • Perceptions of the representatives of participating ministries, donors, local government, SMEs, local communities, CSOs, target beneficiaries • Internal assessments • Evidence from project technical reports • Mid-term review and assessment reports

Annex 3: Literature Cited

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Annex 4: List of persons met/consulted

S/No	Institution /Organisation	Contact person	Position	Telephone/email
1.	UNDP Country Office	Wilson Kwamya	Team Leader	Wilson.kwamya@undp.org
2.	UNDP Country Office	James Muge	Project Specialist	James.muge@undp.org
3.	UNDP Country Office	Nicholas Burunde	Project Specialist	Nicholas.burunde@undp.org
4.	UNDP Country Office	Justine Kabirizi	Project Finance and Administrative Assistant	Justine.kabirizi@undp.org
5.	MGLSD	Alex Asiimwe	Commissioner, LIRP	0784 224448 asiimwealex1@gmail.com
6.	MGLSD	Hillary Businge	AC/LP	0776 004403 hillary.businge@mglsd.go.ug
7.	MGLSD	Enoch Mutambi	Green Skills Specialist	0702 836594 enoch.mutambi@yahoo.com
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9.	MGLSD	Mbabazi Pamela	Field Supervisor	0705 418008 mbabazipamela1@gmail.com
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Songhai Pilot Center

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Annex 5: INTERVIEW PROTOCOLS

Annex 5a: Questionnaire for meeting with UGIP National Project Manager/Team

(December 2021)

A. PROJECT MANAGEMENT AND IMPLEMENTATION INFORMATION

Q1. Programme Status

Originally planned start date	Actual start date	Originally planned completion date	Revised completion date

Q2. Main **implementation, management and administration problems** encountered in the start of Programme and lessons learned?

Q2.a. Which manuals and guidelines have been developed for the implementation of project activities?
.....

Q2.b. Opinion of the following issues:

- Approval, recruitment, turnover of staff and TORs.
- Procurement of equipment.
- Recruitment of consultants.
- Security.
- Any staffing issues.
- Any administration issues.
- UNDP rules and regulation
- Any other issues

Q3. How was the experience on national implementation modality (NIM)? In terms of learning, momentum of implementation, approvals, etc.

B. FINANCIAL MANAGEMENT

Funding sources, annual planned and actual expenditures, component/output/activity wise expenditures

Q4. What is the funding history and sources? (in US\$)

	Year 1 (Apr. 2016/ Mar. 2017)		Year 2 (Apr. 2017- Mar. 2018)		Year 3 (Apr. 2018 – Mar. 2019)		Year 4 (Apr. 2019 – Mar. 2020)		Year 5 (Apr. 2020– Mar. 2021)		April 2021 – December 2021		Total Planned Expenditures	Total Actual Expenditures
Source of Funding	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditures	Actual Expenditures	Planned Expenditure	Actual Expenditures		
UNDP														
....														
Total														

Comments, if any

C. **HUMAN RESOURCES/STAFF INPUT** – national and international staff, UNV

Q 5. **Component/Activity wise Financial Input in US\$ (As of 31st Dec. 2021)**

Project component/ Expenditures	Project Management	Output 1		Output 2				Output 3			Total
		Activity 1.1	Activity 1.2	Activity 1.3	Activity 2.1	Activity 2.2	Activity 2.3	Activity 3.1	Activity 3.2	Activity 3.3	
Planned											
Actual											

Q 6. **Staffing/Management Expenditures according to each category in US\$ (As of 31st December 2021)**

Staff	Staff Input (<i>Person Months</i>)	Expenditures (April 2016- 31 Dec. 2021)	% of total Expenditures
International			
National			
Consultants			
Total			

Q 7: Expenses as of 30 Nov. 2021

Component	Expenditures	% of Project's total expenditures
Management (staff)		
Project Activities		
Equipment		
Misc.		
Total		

Q 8 . Fund release problems, if any and how those were resolved?

Q9. Were UNDP audit procedures and rules were adhered to in fund utilization, allocations and procurement (ATLAS, etc.)? Pl. provide comments by Auditors.

D. MONITORING AND EVALUATION MECHANISM

10. Was an M&E plan prepared, if so how did it work? Did you face any problem in implementing M&E plan?

Q10a. What the mechanism/tools were applied for M&E of project activities?

Q10.b. Were the targets and deadlines determined for monitoring of project activities?
If targets were not developed, what the criteria was followed to monitor the project progress?

- Frequency of field visits
- Frequency of meetings held with various partners
- Any review meetings held with beneficiaries' groups fora, CSOs, beneficiaries and what was the frequency?
- Have you adopted participatory monitoring i.e., with beneficiaries/partners?

Q11. Frequency of Project Board meetings, total # of meetings held and impact on decision making process.

Were any Tripartite Review (TPR) meetings held? Frequency?
Any other project monitoring forum?

Q 12. Were any criteria developed and applied for the selection of beneficiaries, CSOs, municipalities to ensure impartiality and coverage of, women, youth, all ethnic groups and PwD?

E. PROJECT IMPLEMENTATION AND PERFORMANCE

- Q13. Please provide aggregate update data (as of 30th November 2021) on **Uganda Green Growth Incubation Centre – Songhai Integrated Model Pilot's** each output/activity? Achievement/results against targets??? (Effectiveness)

Intended Output	Targets	Progress	Comments/reasons of not achieving the targets
Output 1 -			
Activity 1.1			
Activity 1.2			
Activity 1.3			
.....			
Output 2			
Activity 1.1			
Activity 1.2			
Activity 1.3			
.....			
Output 3-			
Activity 1.1			
Activity 1.2			
Activity 1.3			
.....			
Output 4-			
Activity 1.1			
Activity 1.2			
Activity 1.3			
.....			

Comments, if any

-
-
-

Q 14: Since its inception in April 2016, overall, what **qualitative changes have been brought about** by the project interventions at national and local levels?

- Capacity of stakeholders
- Employment
- Household economic development
- Business development and trade
- Gender mainstreaming
- PwD
- Ethnic stability
- Youth
- Environment
- Synergy and partnerships with other projects, donors, etc.
- Attitude of the communities, businesses, CSOs, municipality administrations, governments and donors

Q 15. Which **challenges** were encountered during implementation of the project activities and achieving the targets, and how those were overcome? (e.g. Political, economic, financial, human resources, etc.)

Q 16: Theory of change (ToC)

The project documents have a section on ToC. Has change been monitored to local conditions? If yes, please provide information.

Q 17. Project Team's opinion on progress, problems and suggestions will be discussed in the meeting.

Q 18. Has any **sustainability plan** for the project interventions been developed? What are the **factors that might influence the sustainability** of the results?

- Availability and structure of the sustainability plan
- Likelihood for project sustainability
- Opportunities and threat to project sustainability
- Action plans for enhanced project sustainability

Q. 19. Have plan been developed for project **exit strategy**??? If **yes**, pl provide if **no**, what is your opinion?

Q 20. Has any **opinion poll survey/client satisfaction** survey been conducted on project and results, if yes Pl. provide results/report....?

F. CAPACITY BUILDING OF MINISTRIES/DEPARTMENT/LG, COMMUNITIES AND CSOs

Technical, technological, operational and financial capacities in NRM- in managing development, and

what use the local authorities are making of these developed capacities?

Q 21. What is the current situation and what impact the project has made? How was the capacity of partners before the start of project and what change it has brought?

Q 22. Pl. provide **updated figures (as of 30th Nov. 2021) on training/capacity building (# of trainings, # of participants, distribution on gender basis, and ethnic basis)**

Q 23. Are the stakeholders and government staff making the best use of development assistance provided by the project and international donors? Any evidence?

Q 24. How did the political, administrative and legislative context of the national and local level impact on the project objectives?

G. SYNERGIES/COOPERATION/PARTNERSHIP WITH OTHER PROJECTS AND DONORS

Q 25. What was the role of project in promoting cooperation and partnership and what are the results?

- Among ministries
- Among departments
- Partnership and cooperation of government institutions???
- Cooperation among participating communities
- Cooperation among participating communities/CSOs

Q25b. What strategy was developed and implemented to build cooperation among partners?

Any success stories???

Q 26. Any difficulties encountered in working with partners?

Any suggestions

F. CROSS-CUTTING ISSUES

Q 27. How did project ensure the UN rights-based principles in project activities?

Q 27a. How did project ensure **gender streaming**? Had the gender issues been appropriately addressed to meet the rights-based principles?

Q 27b. Any evidence/figures? Pl. provide **segregated data** on this aspect, eg, male and female participants who benefitted from project interventions (e.g. training or other benefits)

.....

Q27c. **PwD/vulnerable**? Data please

Q27d **Youth? Segregate male and female** Data please

Q 27e. **Ethnic consideration**? Any data or evidence that should reflect that all the **ethnic groups** participated or were facilitated equally by the project?

Q 27f. Did **rights-based approach** work well in the project area and how?

.....

Suggestions.....

Q 28. Overall, how did the project contribute to the following?

- i. Institutional strengthening
- ii. Capacity building
- iii. Rural development
- iv. Social development
- v. Local economic stability
- vi. Community participation
- vii.

Q 29. **UPSCALING OF SONGHAI MODEL**

Q29a. How was project **team's experience** in adopting Songhai model?
Any success stories?

Q29b. Do you foresee **any challenges** in upscaling Songhai model? Pl. elaborate

Q29c. What will be the **funding sources** for upscaling this model?

Q29d. Do you have any **recommendations** for the upscaling this model? Pl. explain
.....

G. MAIN LESSONS LEARNED

.....

I. ANY SUGGESTIONS:

.....

Annex 5b: Interview Protocol for participating ministries/departments/local governments

(December 2021)

Name of ministry/department/LG:

Persons with designation met:

A. PARTICIPATION IN THE PROJECT AND PROJECT ASSISTANCE

Q. 1. Project assistance starting date: End date:(Month/year)

Q.2. What type of assistance did the ministry/department/LG receive from the UGIP/UNDP project?

- Financial (US\$)

- Equipment
- Technical assistance
- Study tour
- Capacity building/training, in what areas
 - i)
 - ii)
 - iii)
 - iv)

Q.3. How and in what activities did the ministry/department/LG participate in the project?

.....

B. RELEVENCE AND APPROPRIATNESS

Q. 4. Were the projects' objectives and outputs relevant to the needs of the country and consistent with the partner government policies and priorities, CPD for Uganda 2016-2020, and other effective strategic frameworks?

.....

Q 5. To what extent the projects' objectives addressed the real needs and interests of the target groups in the specific project area?

Q 6. Whether the activities were in line with the local needs and national priorities (as well as with donor policies)?

Q 6.a. Did project adopt an inclusive approach?

EFFICIENCY

Q7. Were the project resources appropriately utilized?

Q7a. Do you think UGIP was the best option to utilize the financial and human resources?
Were there any other options for better utilization of resources?

Q7b. Is the project economically viable?

Q7d. Do you have any comments on financial and human resources utilization?

Q8. **EFFECTIVENESS of UGIP-**

- Key **project achievements** at output levels
- Possible impact indicators
- **Facilitators and inhibitors** of project results
- Lessons learnt from the level of project achievement
- Best/promising and **poor practices**
- Recommendations for enhanced project effectiveness

Q9. How did your ministry/department/staff **benefit from the Project**?

- Q 10. Is ministry/department/LG staff now able to apply technology and knowledge that they gained from project?
- Q 11. Has ministry/department staff started **applying those technology and knowledge** in your work?
- Q 12. What is role of the ministry/department/ LG in the project?
- Q11.a. Are you satisfied with the role of ministry/department/LG in the project?
- Q11.b. What role of should ministry/department/LG play in roll out in the project?
- Q 13. What is your opinion about the **project's performance and did project achieve its objectives**?
.....
.....
- Q 14. How did the project benefit the targets groups? Women, youth and persons with disabilities (PwD)?
.....
- Q 15. **Challenges encountered by UGIP** – Songhai model during implementation during design and implementation
- Q 16. What **changes the project** has brought about in the following areas?
- Institutional and individual capacity building
 - Employment
 - Women empowerment
 - Youth development
 - Economic development of PwD/vulnerable
 - Environment
 - Natural resources
 - Governance
 - Social impact
 - Businesses/trade/export,
 - Partnership with private sector/businesses
 - Collaboration with private sector, CSOs, donors
 - Human rights
 - Ethnic consideration
 - Quality of life
- Q 17. Behavioural change of communities about organization, local economic development opportunities, rights, etc.

SUSTAINABILITY

- Q. 18. How the project could be made sustainable? Has any strategy been developed to **sustain the activities** started and how?
- Availability and structure of the sustainability plan
 - Likelihood for project sustainability

-
- Opportunities and threat to project sustainability
 - Action plans for enhanced project sustainability
- Q 19. What potential **challenges do you** foresee during upscaling the Songhai pilot in other regions?
E.g., financial, political will, communities, etc.,
- Q. 20. Do you have any **recommendations for the upscaling** this model? Pl. explain
- Q17.a. What actions should be taken to improve the implementation and more effectiveness of the project?
- Q. 21. Any **lessons learned**; pl. explain
- Q 22. Any **suggestions** for rolling out project activities to other regions
-

Annex 5c: Focus Group Discussion Guide for Project Beneficiaries

Background information about the group

District..... Sub county

Parish.....

Village

Group name

FGD type (participants)

FGD No

Date

Place..... Start time..... End time.....

Project Concept and Design

1. How were you selected to participate in this project?
2. What preparatory activities for this project did you participate in?
3. Are you aware of the objectives of this project?
4. Do you believe that the selection criteria used ensured the selection of the most appropriate beneficiaries? Give reasons
5. Are the project activities and outputs in line with your key needs and priorities? Give reasons for your answer.
6. What key changes would you recommend in the way the project was designed and is being implemented?
7. What type of assistance did you receive from the project?
 - a. Support in kind/material (seed, fertilizer, equipment, etc.)

- b. Cash
- c. Training
- d. Study tour
- e.

8. What have you liked the most or not liked in the way this project is being implemented?
9. Are and how the women do participate the project activities?

Project efficiency

10. In your opinion, are the project resources being used efficiently? Give reasons
11. How well can the project resources be put to proper use?

Effectiveness

12. How did you benefit from this assistance?

- House hold income
- Awareness about development opportunities, rights and participation
- Economic and social empowerment
- Employment
- Building assets
- Any other benefit?

13. What do you consider to be key project achievements at output levels?
14. Have there been any significant changes in the way your group or community functions now as a result of the project?
15. In your observation, is the project on course in achieving its set results?
16. What are the facilitating or inhibiting factors?
17. How best can the project be positioned to achieve its set targets?

Sustainability

18. Are the benefits you have received from the project likely to continue beyond the project period?
19. How will you manage your activities once the project assistance is withdrawn?
20. What challenges do you foresee in future in running your activities in your community?
21. What are your suggestions for the project to become more effective and helpful?

Annex 5d: Interview Guide for beneficiary CSOs/CBOs/Organizations

District..... Sub county

Parish.....

Village _____

Group name_____

FGD type (participants)_____

FGD No_____

Date _____

Place_____ Start time_____ End time_____

1. What type facilities/assistance did you receive from the UGIP project?
 - Financial (US\$)
 - Equipment
 - Technical assistance
 - Capacity building/training, in what areas
 - i)
 - ii)
 - iii)
 - iv)
2. How the need for assistance was identified, e.g., did you participate in the need identification process?
3. Are the project activities and outputs in line with your needs and priorities? Give reasons for your answer?
4. How did your CBO/CSOs participate in this project? For example, contribution in terms of money, labour, premises, etc.
5. Number of members/families participating in this facility?
 - Women
 - Youth
 - Persons with disabilities vulnerable/handicap
 - Any other beneficiaries?
6. Did you face any difficulty in receiving assistance from this project?
7. How did your organization/community benefit from the UGIP project? For example
 - What is the impact on income levels?
 - Employment
 - Are you applying skills/knowledge gained from the project?
 - What is impact on women empowerment/development?
 - Did the youth gained any benefits? If yes, how?
 - What impact has been made on PwD/vulnerable/exclusives?
 - Has the attitude of community towards development and participation changed?
 - Overall, what changes have been brought about by the Project in your area?
8. Have you done networking with the local businesses? If yes with whom and how?
9. What have you liked the most or not liked in the way this project is being implemented?
10. Has there been any significant changes in the way your group or community functions now as a result of the project?
11. Are the benefits you have received from the project likely to continue beyond the project period? Give supporting evidence.
12. How will you manage and continue your activities when the UNDP/Government support is withdrawn?

13. What challenges do you foresee for the sustainability in your group's activities?
14. How best can project sustainability be enhanced?
15. Has any mechanism been developed to sustain these benefits? If yes, then what and how?
 - Skills/training
 - Funds (contribution from community)
 - Coordination with other CBOs
16. Have you any plan to expand this initiative? If yes, how?
17. What is your opinion about project's contribution to the local economic development? For example, to incomes, living standards, awareness about skills and technology, awareness about NRM, etc.
18. What lessons have you learned from the project?
19. Any suggestions for improvement in the project?
20. The government is planning to upscale the Songhai model in other regions of the country, do you have any suggestions in this regard?