



FINAL TERMINAL EVALUATION REPORT AUGUST 2023  
FOSTERING SUSTAINABILITY AND RESILIENCE FOR FOOD  
SECURITY IN KARAMOJA SUB-REGION (F-SURE) PROJECT-  
**August 2023**

## Final Terminal Evaluation Report August 2023

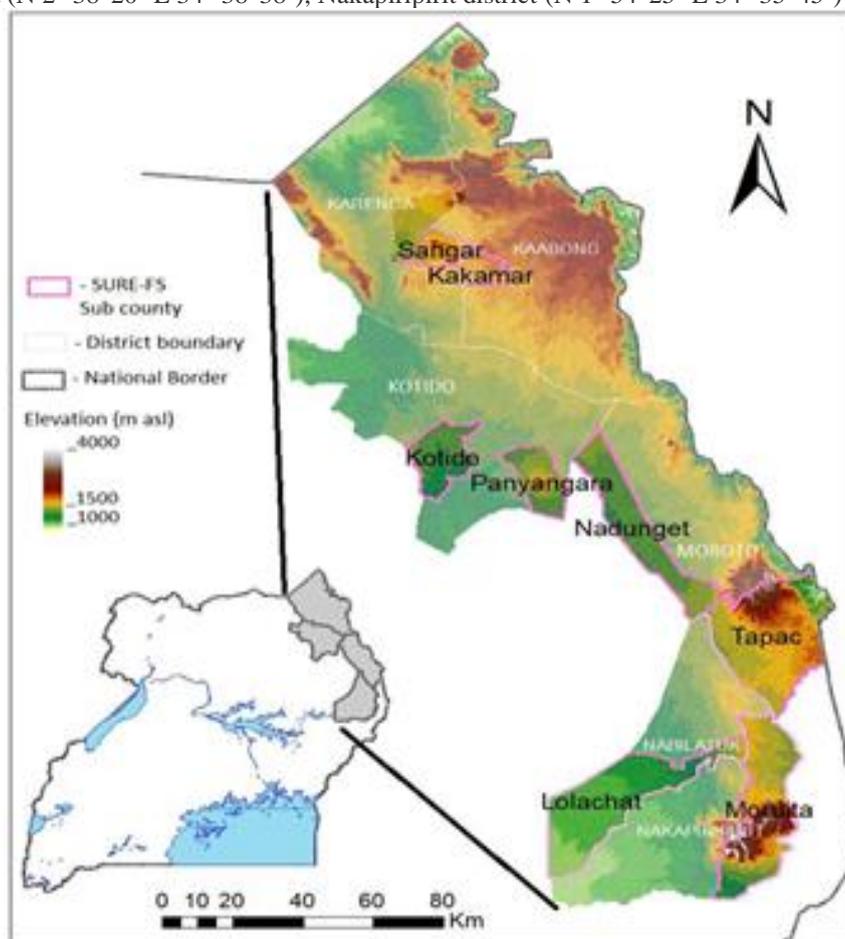
### FOSTERING SUSTAINABILITY AND RESILIENCE FOR FOOD SECURITY IN KARAMOJA SUB-REGION (F-SURE) PROJECT

GEF PROJECT ID: 9137

PIMS NO: UNDP 5577  
FAO PROJECT ID: 63212

<b>Country:</b>	Uganda
<b>Region:</b>	Africa
<b>Focal Areas:</b>	Climate Change, Land Degradation, Small Grants
<b>GEF Agency:</b>	UNDP, FAO
<b>Implementing Partner:</b>	Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
<b>Consultants</b>	Dr. Aggrey Ochieng Adimo (International) and Mr. Ben Busizori Twinomugisha (National)

**Project Location:** Kaabong District (N 3° 35' 0" E 34° 0' 0"), Kotido district (N 3° 0' 0" E 34° 6' 0"), Moroto district (N 2° 38' 20" E 34° 38' 38"), Nakapiripiri district (N 1° 54' 25" E 34° 35' 45")



Date	Version	Comments
19 July 2023	V1	Presented to TE Reference group
26-July to 17 <sup>th</sup> August 2023	V2	Comments received from TE Reference group and RTA incorporated
21 August 2023	V3	Submission of final report with Comments Audit Trail

**(i) Acknowledgment**

The consultant would like to acknowledge the information, interviews, feedback and support provided by the stakeholders of the FSURE Project, including the Project Team at the Project at UNDP and FAO, in particular Ms Tasila Banda (RTA), Ms. Sarah Mujabi, Joshua Okiror, Tom Sengalama, Paul Emuria, officials of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) the District Local Government authorities of Moroto, Nakapiripirit, Kaabong, Kotido, Nabilatuk and Karenga and local communities. The consultant expresses gratefulness for the facilitation and the contributions by the project TE reference group.

## (ii) EXECUTIVE SUMMARY

*Table 1: Project Summary Table*

<b>Project title: Fostering Sustainability and Resilience for Food Security in Karamoja Sub region</b>		
<b>Country:</b> UGANDA	<b>Implementing Partner:</b> Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)	<b>Management Arrangements :</b> National Implementation Modality (NIM) for UNDP and Operational Partner Implementation Modality (OPIM) for FAO
<b>UNDAF/Country Programme Outcome:</b> Outcome: 3.1- By end 2020, natural resources management 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.		
<b>UNDP Strategic Plan Output:</b> Output 3.1: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals, and waste		
<b>Contribution to FAO's Strategic Framework:</b> The project directly contributed to FAO's Strategic objective SO2 "Increase and improve provision of goods and services from agriculture, forestry and fisheries in a sustainable manner" in particular the major areas of work on "Sustainable food and agriculture" (SFA) and on "Ecosystems services and biodiversity" (ESB) and the work stream on promoting Integrated Landscape Management (ILM). Through capacity development for adapted, more reliable and diverse production systems and linking to value chains, it will also indirectly contribute to: SO5 "increase the resilience of livelihoods to threats and crises" through reducing vulnerability to drought and other impacts of climate change. SO1 "Contribute to the eradication of hunger, food insecurity and malnutrition" and S04 "Enable Inclusive and efficient agricultural and food systems".		
<b>UNDP Social and Environmental Screening Category:</b> Low <b>FAO Environmental Impact Assessment Category:</b> Moderate risk	<b>UNDP/FAO Gender Marker: 2</b>	
<b>UNDP's Atlas Project ID/Award ID number:</b> 00096870	<b>UNDP's Atlas Output ID/Project ID number:</b> 00100758	
<b>UNDP-GEF PIMS ID number:</b> 5577	<b>GEF ID number:</b> 9137	
<b>FAO Project Code:</b> GCP /UGA/044/GFF	<b>FAO Project ID:</b> 636212	
<b>Start date:</b> 28 February 2018	<b>Planned end date:</b> 27 February 2023	
<b>LPAC date:</b> 25 <sup>th</sup> May 2017		
<b>Project Description (Brief):</b> This project sought to respond to chronic food insecurity in the Karamoja region, which is a result of combined pressures, including environmental degradation and climate change. Most people in Karamoja are facing food shortages, either year-long or seasonal, and the region has been exposed to increasing droughts. The project sought to achieve its objective through three outcomes. Outcome 1 focused on strengthening the enabling policy and institutional frameworks through the creation of multi-stakeholder platforms that enable better planning, including local landscape-based planning. Outcome 2 channelled investments into the food production systems and value chains using a Farmer Field School approach adapted to the realities of the agro-pastoral societies of Karamoja. The project intended to increase production through climate resilient production techniques, and also support efforts to diversify production to increase income and reduce vulnerability to food insecurity. A strong emphasis was placed on rehabilitating ecosystem services through restoration, agro-forestry, natural regeneration, and sound pasture management. The project also targeted specific activities towards women and youth, who are among the most vulnerable, to ensure equality of participation and remove underlying vulnerabilities. Finally, Outcome 3 was supporting the development and implementation of a monitoring and assessment framework for global environmental benefits, and socio-economic benefits.		
<b>FINANCING PLAN</b>		
GEF Trust Fund	USD 7,139,450	
<b>(1) Total Budget administered by UNDP</b>	<b>USD 3,589,426</b>	
<b>(2) Total Budget administered by FAO</b>	<b>USD 3,550,024</b>	
<b>CO-FINANCING</b>		
Government	USD 45,000,000	
UNDP	USD 13,000,000	
<b>(3) Total co-financing</b>	<b>USD 58,000,000</b>	
<b>(4) Grand-Total Project Financing (1) +(2) +(3)</b>	<b>USD 65,139,450</b>	

*Table 2: Evaluation Rating Table*

Ratings and Achievement Summary Table		
<b>Measure</b>	<b>Rating</b>	<b>Achievement</b>
1. Project Strategy	N/A	n/a
2. Progress Towards Results	Objective Achievement Rating: [rate 6 pt. scale]	5
	Outcome 1 Achievement Rating: [rate 6 pt. scale]	5
	Outcome 2 Achievement Rating: [rate 6 pt. scale]	4 (Implementation was still going on)
	Outcome 3 Achievement Rating: [rate 6 pt. scale]	4
3. Project Implementation & Adaptive Management	[rate 6 pt. scale]	4
4. Sustainability	[rate 4 pt. scale]	3

*Key for rating: 1- 6. Six being the best. UNDP/GEF TE guidance.*

Table 3: Recommendations

Recommendations table		
Rec #	Recommendation	Entity Responsible
<b>A</b>	<b>Outcome 1: Supportive policies and incentives in place at district level to support improved crop and livestock production, food value-chains and INRM</b>	MAAIF, UNDP
A.1	All the six districts lacked the most updated agriculture and livestock resilience plans. There is a need to develop or update district-level agriculture and livestock development plans through comprehensive needs assessment to identify the specific challenges and opportunities related to agriculture and livestock production in the district. Such plans can be a crucial step in promoting sustainable and equitable economic growth in a region. The plans will identify the specific needs and challenges faced by farmers and livestock keepers in the district and develop strategies to address these challenges.	MAAIF, DLGAs
A.2	Farmers lack incentives for value-addition and agro-processing. Therefore, districts should offer incentives such as tax exemptions or reduced licensing fees to encourage the establishment of value addition and agro-processing industries.	DLGAs
A.3	The current extension worker to farming household ratio in Uganda is about 1:1800 yet internationally accepted ratio is 1:500. The district local government authorities need to establish/revamp farmer support programs such as training, extension services, and credit facilities to help farmers adopt sustainable agriculture practices and increase their productivity.	MAAIF, DLGAs,
<b>B</b>	<b>Outcome 2: Increased land area under integrated natural resources management and SLM practices for a more productive Karamoja landscape</b>	FAO, MAAIF
B.1	Capacity building- <b>Community</b> involvement is critical for the successful implementation of Integrated Natural Resources Management (INRM) and Sustainable Land Management (SLM) practices. It is essential to build the capacity of local communities to implement these practices. This can be achieved through training programs, workshops, and demonstration plots/farm and farmer to farmer learning. In addition, education and awareness-raising campaigns can help to ensure that local communities understand the benefits of INRM and SLM practices. There is a need to strengthen the capacity of district level institutions responsible for agriculture, land use and forestry to support the adoption of INRM and SLM practices. This can include building the capacity of extension workers and supporting the establishment of farmer field schools in different parts of the districts.	DLGAs, MAAIF
B.2	Karamoja sub region faces droughts and dry spells, yet irrigation is not applied. There is need for investment in water harvesting techniques - Water harvesting techniques, such as the construction of small dams and ponds to conserve water and increase crop yields through irrigation. These techniques can be particularly useful in Karamoja region areas where rainfall is scarce and irregular.	MAAIF, FAO, UNDP, NGOs.
<b>C</b>	<b>Outcome 3: Framework in place for multi-scale assessment, monitoring and integration of resilience in production landscape and monitoring of GEBs</b>	UNDP, MAAIF
C.1	Develop a conceptual model that outlines the relationships between different elements of the production landscape, the resilience of the system, and the GEBs. The model should be based on the best available scientific knowledge and should be flexible enough to accommodate new information as it becomes available. This should clearly define the objectives and scope of the framework that identify the key stakeholders and ensure that their perspectives and priorities are incorporated into the objectives and scope.	UNDP MAAIF DLGAs
C.2	Identify and develop indicators that can be used to measure the resilience of the production landscape and the extent to which it supports GEBs. These indicators should be relevant to the objectives of the framework and should be scientifically valid and robust.	UNDP MAAIF DLGAs
<b>D</b>	<b>Project Implementation &amp; Adaptive Management</b>	
D	Key recommendation:	
D.1	Build sustainability into project design by identifying exit strategies that will enable communities to continue to benefit from project interventions even after the project ends. This could include building local capacity, transferring ownership of assets and knowledge, and promoting policies that support sustainable food systems.	MAAIF, DLGAs
<b>E</b>	<b>Sustainability</b>	
E.1	Key recommendation:	
E.2	Strengthen community institutions by supporting the establishment of community-based institutions such as farmers' groups, cooperatives, and community-based organizations. This will build social capital, increase access to resources, and enhance community resilience.	DLGAs, MAAIF
E.3	While communities are supportive of continuing and scaling up some of the successful interventions, they also made strong recommendations to shift from absorptive interventions (e.g., social assistance, distributions of food and other relief items) to adaptive (e.g., irrigation, productive farming, livestock) and transformative interventions (e.g., business/job/market, loan/credits/saving). Incremental adjustments in agricultural systems may not be enough to deal with the challenges that current and future generations of farming households will face.	DLGAs, MAAIF

## Abbreviations

<b>ADRA</b>	Adventist Rural Development Agency
<b>AFRII</b>	African Innovations Institute
<b>APFS</b>	Agro-pastoral Field School
<b>AWP</b>	Annual Work Plan
<b>CAO</b>	Chief Administrative Officer
<b>CBD</b>	Convention on Biological Diversity
<b>CC</b>	Climate Change
<b>CCA</b>	Climate Change Adaptation
<b>C&amp;D</b>	Institute for International Cooperation and Development
<b>CSA</b>	Climate Smart Agriculture
<b>CSO</b>	Civil Society Organisation
<b>DLG</b>	District Local Government
<b>ECO</b>	Ecological Christian Organization
<b>FAO</b>	Food and Agriculture Organisation
<b>FGD</b>	Focused Group Discussion
<b>FFS</b>	Farmer Field School
<b>GBV</b>	Gender Based Violence
<b>GEB</b>	Global Environmental Benefit
<b>GEF</b>	Global Environment Facility
<b>GIS</b>	Geographic Information Systems
<b>Ha</b>	Hectare (ca 2.47 acres)
<b>HACT</b>	Harmonized Approach to Cash Transfer
<b>HDI</b>	Human Development Index
<b>HH</b>	Household
<b>HH-BAT</b>	Household Baseline Assessment Tool
<b>IAP</b>	Integrated Approaches Pilot
<b>ICRAF</b>	International Council for Research in Agroforestry
<b>IGA</b>	Income Generating Activity
<b>IK</b>	Indigenous knowledge
<b>INGO</b>	International Non-Governmental Organization
<b>INRM</b>	Integrated Natural Resources Management
<b>IP</b>	Implementing Partner
<b>IIRR</b>	Institute of Rural Reconstruction
<b>KIDDP</b>	Karamoja Integrated Disarmament and Development Programme
<b>LADA</b>	Land Degradation Assessment in Drylands (methods and tools)
<b>LC</b>	Land Cover
<b>LD</b>	Land Degradation
<b>LOA</b>	Letter of Agreement
<b>LPAC</b>	Local Programme Advisory Committee
<b>LPG</b>	Liquefied Petroleum Gas
<b>MAAIF</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MTR</b>	Mid-term Review
<b>MLHUD</b>	Ministry of Lands Housing and Urban Development
<b>NAADS</b>	National Agricultural Advisory Services Organization
<b>NAP</b>	National Action Plan (to combat desertification – under UNCCD)
<b>NARO</b>	National Agricultural Research Organization

<b>NDP</b>	National Development Plan
<b>NDVI</b>	Normalised Difference Vegetation Index
<b>NEMA</b>	National Environment Management Authority
<b>NFA</b>	National Forestry Authority
<b>NGO</b>	Non-governmental Organisation
<b>NUSAF</b>	Northern Uganda Social Action Fund
<b>OPM</b>	Office of the Prime Minister
<b>PIR</b>	Project Information Review
<b>PMU</b>	Project Management Unit
<b>PPG</b>	Project Preparation Grant
<b>ProDoc</b>	Project Document
<b>PRF</b>	Project Results Framework
<b>PSC</b>	Project Steering Committee
<b>SHARP</b>	Self-evaluation and Holistic Assessment of Climate Resilience of Farmers and Pastoralists
<b>SLM</b>	Sustainable Land Management
<b>SOPs</b>	Standard Operating Procedures
<b>TE</b>	Terminal Evaluation
<b>TORs</b>	Terms of Reference
<b>TRAC</b>	Target for Resource Assignment from the Core
<b>UNCCD</b>	United Nations Convention to Combat Desertification
<b>UNDP</b>	United Nations Development Programme
<b>UNEG</b>	UN Evaluation Group
<b>UNEP</b>	United Nations Environment Programme
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNMA</b>	Uganda National Meteorological Authority
<b>VGGT</b>	Voluntary Guidelines on the responsible Governance of Tenure
<b>WISP</b>	World Initiative on Sustainable Pastoralism
<b>WOCAT</b>	World Overview of Conservation Approaches and Technologies
<b>WB</b>	World Bank
<b>ZARDI</b>	Zonal Agricultural Research and Development Institute

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# 1. INTRODUCTION TO TERMINAL EVALUATION OF F-SURE PROJECT

## 1.1 Purpose of Terminal Evaluation and Objectives

Following GEF requirements, this evaluation was conducted by an international consultant - supported by a national consultant. The consultants were supported by the UNDP/FAO Country Offices, particularly the Project staff members in terms of provision of information/data and logistical arrangements. This TE aims to demonstrate accountability for the expenditure to the date of evaluation and the associated delivery of outputs. The objectives of the TE are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE also reviewed the project’s strategy and its risks to sustainability.

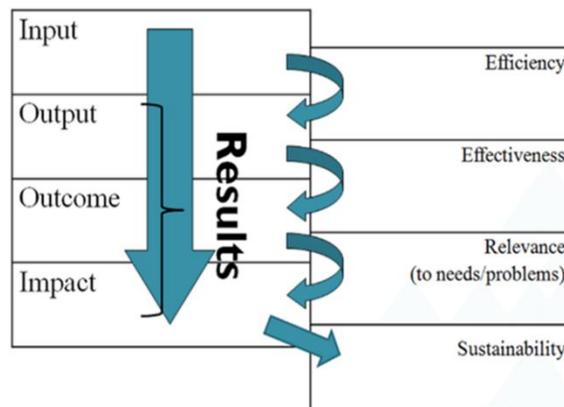
The TE aims to demonstrate accountability for the expenditures to date and the associated delivery of outputs. It is spelled out in greater detail in the Terms of Reference (ToR) for the TE (**Annex 1: ToR for FSURE terminal evaluation**).

## 1.2 Scope and Methodology

The methodology and approach closely followed the UNDP Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects<sup>1</sup>. The TE provides evidence-based information with a focus on credibility, reliability, and usefulness. The design of the TE methodology focused on understanding of the political, socio-economic, and cultural contexts of the project to (i) be able to interpret the attainment of results as a function of inputs, and (ii) to realize the limitations that affected impartiality, credibility, and usefulness. A participatory and consultative evaluation approach was followed.

The key elements of this methodology and approach are explained below.

The scope of the evaluation was to focus on outputs generated against funds disbursed until December 31, 2022, as per the documentation provided to the consultants and implemented activities visible on the ground during the TE mission in Karamoja. The TE assessed four categories of project progress, i) Project strategy [**relevance**], ii) progress towards results [**effectiveness**], iii) project implementation and adaptive management [**efficiency**], and iv) **sustainability**.



### 1.2.1 Meetings and interviews

At the start (Inception) of the TE, the mission initially met with the UNDP CO as the Implementing Agency and the Project Reference Group in which the senior officials of the agencies participated. The Inception Report, particularly the methodology of evaluation, was presented to the Reference Group and endorsement of the group was obtained. A systematic collation of data of various types

<sup>1</sup> UNDP 2012. *Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF –Financed Projects*. UNDP-GEF Directorate. 53pp.

and from different sources lead to a balanced and justified presentation of answers to the evaluation questions posed through the TE, which are referenced in the evaluation matrix.

### 1.2.3 Field visits and Focus Group Discussions

The TE focused on interacting with the Project's key stakeholders, including the GEF Implementing Agency UNDP/FAO the Implementing Partner: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), including the DLGs, the target groups and beneficiaries, other community members, NGOs/CBOs supporting project implementation, research institutions and media. For more details on the stakeholders sampled, refer to Error! Reference source not found..



Figure 1: Moruita FGD with Women and the Youth beneficiaries.

The evaluation methodology applied mixed methods with a combination of quantitative and qualitative data. Mixed methods i] allowed to include diverse perspectives, ii] promoted participation of different stakeholders, and iii] helped in removing bias resulting from inequalities in access to certain types of knowledge, e.g., through illiteracy, social status, etc. A range of methods were applied to collect data on a given topic and

information were cross-checked against several pieces of evidence before accepted as valid.

### 1.2.3 Data collection and analysis plan

#### i. Qualitative methods

These were well suited to elucidate information and opinions of members of disadvantaged groups.<sup>2</sup> Qualitative data collection focused on gathering attitudes, beliefs, values, perceptions, behaviour, motivation, knowledge, and level of satisfaction of project stakeholders. The TE consultants team visited project sites and collected primary data while applying a series of social research methods including semi-structured interviews, interviews with key informants [provided in-depth expert information and propose solutions], **Focus Group Discussions [FGDs]** with community beneficiaries. It is expected that this report be presented to expert panels -TE reference group [adds credibility, verifies, and substantiates information], direct observation [accurate first-hand information on activities, processes, achievements, limitations, etc.] was carried out. Qualitative information was also collected through document analysis as secondary data.

#### ii. Quantitative methods

The objective was to provide an overview of the level of achieving project targets, whereas qualitative data largely provide causal explanations, why and how achievements were reached or not reached. Quantitative data was mostly collected as secondary data through document analysis [for details refer to Error! Reference source not found.. Additionally, a table relying on a five-point Likert scale judgment of key evaluation criteria was developed [**based on documents review, KIIs and FGDs**]

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<sup>2</sup> United Nations Evaluation Group, 'Integrating Human Rights and Gender Equality in Evaluations' [United Nations Evaluation Group, 2014], p. 54 <<http://www.unevaluation.org/document/download/2107>>.

and completed during the evaluation process. This helps to identify gaps and assign overall ratings to the project.

### iii. Field visits

The consultants sampled out and visited the 6 districts (Kaabong, Kotido, Moroto, Nakapiripirit Nabilatuk and Karenga) project sites. The selection of sites visited was based on i] tenure type, ii] project activity type, and iii] geographic representativeness. In each district, 2-3 best sites where project activities have been implemented have been evaluated.

Consultants considered the sites proposed by ToR that include interviews with who have project responsibilities, including but not limited to: Executing Agencies, Senior Officials and Task Team Leaders, Key Experts and Consultants in the subject area, Project Steering Committee as part of reference group, Project Stakeholders, Academia, Local Government CSOs, and Project Beneficiaries.

The TE team ensured to **safeguard the rights** and welfare of interview partners. The TE was conducted in a transparent manner and interview partners were informed about the purpose of the TE, the use, processing and storage of the data, and measures taken to safeguard their anonymity. Participation in the TE was free and voluntary. The TE team sought adequate representation of women and disadvantaged groups and applied facilitation methods that encouraged women and youth to contributions and voicing of opinions. In case stakeholders with differences in power, interest or influence were present, and given space to freely share their views. To some extent, consultants followed and implemented separate interviews by gender group. For example, women from men and project staff from beneficiaries.<sup>3</sup>

### iv. Sustainability

The TE has reviewed **sustainability** of the project results to identify possible risks and solutions. The mission validated the risks identified in the Project Document (PRODOC), Project Information Reports (PIRs,) and the **Atlas Risk Log** and identified whether the risk ratings are appropriate and up to date. Additionally, financial, socio-economic, environmental, and institutional and governance framework risks to sustainability were also assessed. **Financial risks to sustainability** were analyzed in terms of the likelihood of financial and economic resources being unavailable once the GEF 6 assistance ends. **Socio-economic risks to sustainability** were assessed in terms of their potential impacts that may jeopardize the sustainability of project outcomes.

The TE team also assessed whether the level of **stakeholder ownership and awareness** is sufficient to allow for project outcomes to be sustained. Finally, evaluation has documented whether **lessons learnt** are being documented and shared through appropriate channels with stakeholders on a regular basis. **Institutional Framework and Governance risks to sustainability** were evaluated as far as they may affect the sustenance of project benefits. The TE specifically emphasized the sustainability of platforms for collaboration. **Environmental risks to sustainability** were assessed in terms of the risks they pose for the sustenance of project outcomes.

### v. Co-financing

The co-financing from the Government was calculated based on the data from the district offices, which included the time of staff deputed by the DLG for implementation of project activities, rent of office premises/vehicles, and funds provided by the districts on community schemes in the project

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<sup>3</sup> United Nations Evaluation Group.

sites and other areas of districts. Likewise, the community contribution was calculated based on data provided by the communities and District staff financial data from UNDP was obtained to calculate the funding provided by UNDP.

### **1.3 Rating Scales**

As per the Guidelines for Conducting Terminal Evaluations of UNDP-Supported, GEF Financed Projects, ratings were assigned to project relevance on 2-point scale, efficiency, effectiveness, objective, outcome, and outcome indicators on 6-point scale; impact on 3-point scale and sustainability on 4-point scale.

### **1.4 Audit Trail**

Reviews and comments received on the draft final report are documented in an audit trail document that forms a separate annex to the TE Final Report. The audit trail lists comments received and the responses to these by the TE consultant. Relevant modifications resulting from the audit trail are included in this final version of the TE Final Report.

### **1.5 Limitations**

The TE consultants are confident that the information obtained was about sufficiently representative and the only two major limitations were:

1. Project Management Unit (PMU) was no longer in existence to proactively prepare field visits and share timely information. Lack of project staff in the districts made it hard for TE consultants to book interviews.
2. At the time of this TE, there were heightened security issues in all 6 project districts. Deaths by shooting and other attacks on roads were reported during this period. The TE team moved cautiously which resulted into spending more time in the field than planned.
3. Project received extension while the TE was underway, and the TE consultants were not enabled to cover activities being executed by FAO and UNDP during extension. communication about extension was shared after the TE was already on-going. The TE was initiated when none of the implementing agencies had received confirmation whether or not the project would get any extension beyond February 2023. It was stated that TE should be completed well ahead of project closure (6months). The project extensions occurred while the evaluation was being finalised. TE consultants' contract did not provide for covering activities being executed by FAO and UNDP during extension period.

### **1.6 Structure of the Terminal Evaluation Report**

The preparation of the TE Report follows the guidance for conducting TEs of UNDP-supported, GEF-financed projects. The report is structured along the following chapters:

1. Executive summary
2. Introduction
3. Project description and development context
4. Findings, including (i) Project design, (ii) Project Implementation, (iii) Project Results (attainment of objectives, relevance, effectiveness and efficiency, country ownership, mainstreaming, sustainability, and impact), (iv) conclusions, recommendations and lessons learnt)

## 5. Annexes

## 2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

### 2.1. The Project Start and Duration

The F-SURE Project was being implemented under the National Implementation Modality (NIM) with Uganda's Ministry of Finance Planning and Economic Development as the Executing Agency, and the MAAIF as the Implementing Partner (IP). The Project was implemented jointly with FAO and UNDP being the GEF Implementing Agencies.

The F-SURE Project was approved by the Local Programme Appraisal Committee (LPAC) on 25 May 2017. The ProDoc was signed on 28 February 2018. The Project Inception Workshop was held on 17-18 May 2018, and the Project was officially launched on 18 May 2018. The PMU staff were recruited and started work on July 1, 2018. The SURE FS Project duration was five years. The total GEF financing for the Project was US\$ 7,139,450, of which US \$ 1,600,450 was allocated for Component 1, US\$ 4,318,510 for Component 2, US\$ 990,850 for the Component 3, and US\$ 229,640 for Project management. Of the total amount US\$ 3,550,024 was allocated for FAO (Component 2) and US\$ 3,589,426 for UNDP (Component 1 and 2). The total co-financing was US\$ 58 million, of which the contribution of the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) is US\$ 21 million, Office of Prime Minister (OPM) US\$ 24 million and UNDP US\$ 13 million. It was implemented in six districts of Karamoja subregion, namely, Kaabong, Kotido, Moroto, Nakapiripirit Nabilatuk and Karenga which are all climate change hotspots.

### 2.2. The Problem the Project Sought to Address

Karamoja sub-region lies in the cattle corridor (agricultural rangeland) which is prone to floods, drought/dry spells, pests, and diseases climate related risks. Karamoja sub region is most affected by both floods and droughts. The Karamoja sub-region is historically facing the food insecurity due to scanty/ unpredictable rains and harsh weather. The environmental insecurity leads to peace and overall human insecurity which is evident in this region. These climate related impacts and risks are negatively impacting the yields of both livestock and the crops grown. Livestock production is a key component of the sub region, supporting pastoralists and agro pastoralists. The cattle corridor accounts for almost 90% of the livestock herd in the country. Livestock rearing provides subsistence livelihoods, contributes to food security, and generates some export earnings. The livestock sub-sector is very climate sensitive to the experienced negative impacts from the changing climate and yet it is projected that weather conditions will worsen over time (e.g., with increased frequency in drought/flooding magnitude & diseases and pests' outbreak). Increased disease and pests, water stress and degraded pasturelands negatively impacting both meat and dairy value chains and negatively impact the productivity of the fishery and aquaculture (MAAIF-NAP Ag, 2018).

The F-SURE project was designed to address the food security issues in this region in the light of the overall situation. The latest data from the Integrated Food Security Phase Classification (IPC) indicates that all nine districts in the Karamoja region are classified in IPC Phase 3 (Crisis). About

41 percent of the population or 518,000 people found themselves facing high levels of acute food insecurity between March and July 2022. The report says the food security situation in the region has continued to deteriorate, with the population in crisis level increasing from 27 percent in June 2020, to 30 percent in April 2021, and to 41 percent in April 2022. Households facing high levels of acute food insecurity have large food consumption gaps and can only meet their minimum food consumption requirements after employing crisis and emergency coping strategies. Data from IPC also indicates that two (Kabong and Moroto) districts in Karamoja region had critical levels of acute malnutrition during the lean season of 2022 (February to July). This translates into a level four rating, which usually requires emergency supplies. Elsewhere, four districts have serious levels of acute malnutrition, and three districts have alert levels of acute malnutrition. Moreover, for decades, the Karamoja sub-region has been characterised by violent conflict, high levels of poverty and food insecurity. It is vulnerable to severe natural disasters with frequent droughts and resulting loss of crops and livestock and historically, has been isolated. The economic growth experienced in the rest of Uganda has had little impact in Karamoja. An estimated 82 per cent of the population lives in poverty. As a result, the area has been dependent on food aid and donor assistance for decades, with numerous emergency aid programs.

This project was to respond to chronic food insecurity in the Karamoja sub region by addressing environmental drivers of food insecurity. The project objective was to enhance long-term environmental sustainability and resilience of food production systems in the Karamoja sub-region. The project supported the establishment of stronger district and landscape-level planning frameworks to support integrated land use planning, scaling up improved food production through diversifying food production and through promoting environmental monitoring and assessment to ensure sustainable land management.

### **2.3.Immediate and Development Objectives of the Project**

The F-SURE Project is a child project of the overall **GEF Fostering Sustainability and Resilience for Food Security in Sub-Saharan Africa Programme (FSIAP)**, being implemented in 11 other countries. The goal of FSIAP is to target countries to integrate priorities to safeguard and maintain ecosystem services into investments improving smallholder agriculture and food value chains.

The project will support the establishment of stronger district and landscape-level planning frameworks to support integrated land use planning, scaling up improved food production through diversifying food production and through promoting environmental monitoring and assessment to ensure sustainable land management. The Project was designed for implementation in four districts of Karamoja region, namely, Nakapiripirit, Moroto, Kaabong and Kotido to serve 289,700 males and 319,351 females (total population 609,051). Later two more districts were carved among this geographical area, namely Nabilatuk and Karenga. Karenga was carved out of Kaabong District and its operations started on July 1st, 2019, whereas Nabilatuk was carved out of Nakapiripirit district. Site selection for this Project took place according to a participatory approach at the start of Project preparation. A set of criteria was established, ranging from socio-economic, ecological and feasibility criteria, for which data was sought from districts' administration. This was combined with an assessment of available baselines, the results of the Sustainable Land Management (SLM) workshop that took place during the second design mission, and the results of the household survey. Recommendations were made to the SLM committee spearheaded by the MAAIF, who finalized the site selection.

**The overall goal of the Project was to improve food security by addressing the environmental drivers of food insecurity and their root causes in the Karamoja Sub-Region.** The Project is set out to achieve that goal through contributing to enhancing long-term environmental sustainability and resilience of food production systems in the Karamoja Sub-Region. The Project comprises of three components, namely:

- Component 1: Strengthened institutional frameworks for improving food security.
- Component 2: Scaling-up integrated approaches at national and landscape level.
- Component 3: Monitoring and assessment to facilitate learning, knowledge exchange and monitoring of interventions and their contribution to the main goals and objectives.

In this Project, resilience is understood both as the capacity of a system or part of a system to overcome stresses and shocks occurring due to climate change and variability as well as the ability of local communities to survive, recover from food-related shocks that can be brought on by other factors (e.g., prices, conflict, etc.), and even thrive in changing climatic conditions.

The Project objective targeted to be achieved through three closely interconnected Outcomes that in turn will result from several Outputs generated by the Project (**Table 1**) on the condition that external assumptions are fulfilled.

*Table 4: Hierarchy of Project objectives*

<b>Project objective</b> is to contribute to enhancing long-term environmental sustainability and resilience of food production systems in the Karamoja Sub-Region	
<b>Outcome 1: Supportive policies and incentives in place at district level to support improved crop and livestock production, food value-chains and INRM</b>	
Output 1.1: Operational multi-stakeholder platforms are supporting INRM at district and regional levels	<p>1.1.1. Assessment of existing sectoral, interest-based, and stakeholder-based platforms in Karamoja and needs assessment.</p> <p>1.1.2 Create/strengthen multi-stakeholder platforms at the local (district) level with CBOs, NGOs and private sector and government, working through extension services and focused on value chain development, SLM and INRM.</p> <p>1.1.3 Work with Ministry of Karamoja Affairs and other relevant ministries/stakeholders (such as the Ministry of Land and Ministry of Trade) to bring together platforms at the regional level to facilitate knowledge exchange and collaboration on INRM (exchange and harmonization of approaches, joint awareness, and capacity development events, including linkages with regional platforms such as the Pastoralists Knowledge Hub or the World Initiative Sustainable Pastoralism – WISP)</p> <p>1.1.4 Support district level government in integrating the priorities expressed by local multi-stakeholder platforms into district planning and budgeting and to increase budget lines for SLM and INRM in line with the various national action plans for food security, SLM strategic investment plan, for climate resilience and preventing land degradation and biodiversity loss.</p> <p>1.1.5. Produce and disseminate a wide range of awareness raising and training materials on the Project, SLM and INRM (pictorial, in local languages for print, radio, dramas etc.) and relevant case studies.</p>
Output 1.2: Adequate legal instruments enabling INRM, land use planning and enforcement in place	<p>1.2.1 Facilitate the review / amendment / drafting of by-laws &amp; ordinances to ensure the integration of INRM and diversified production systems based on a legal framework assessment for each district and training of local council personnel, and work with MOJ to support LGs in securing final approval and gazette legal instruments.</p> <p>1.2.2 Support local councils, district planning and land offices through multi-stakeholder platforms in the review or establishment of community-based land use plans supporting INRM / SLM and land use conflict prevention/reduction, linked to the national and district level</p>

	<p>physical development plans, and inclusive of cattle corridors, conservation, and migration routes/cattle corridors.</p> <p>1.2.3 Train district land officers, local councils, local NGOs, and CBOs, on the application of the FAO Voluntary Guidelines on responsible tenure of land, fisheries, and forests (VGGT) for resolving land tenure issues, within the framework of the established Land Act, Land and Land Use Policies and regulations, and provide support for the formalization of customary collective rights to support collaborative rangeland management.</p> <p>1.2.4 Awareness raising of communities of their rights of access, use and control of land resources, in particular elders/or elderly and women.</p>
<p><b>OUTCOME 2: Increased land area under integrated natural resources management (INRM) and SLM practices for a more productive Karamoja landscape</b></p>	
<p>Output 2.1: Institutional technical capacities are increased to implement INRM/SLM</p>	<p>2.1.1. Train district technical staff / extension staff and volunteer community members in participatory SLM and INRM approaches including pastoral/rangeland management, catchment /watershed management, agro-ecological approaches, climate smart agriculture and the APFS/FFS methodology.</p> <p>2.1.2 Provide training for decentralized MAAIF, DLG and APFS trainers on agro-meteorological information dissemination (with MAAIF and UMA)</p> <p>2.1.3 Integrate Karamoja into the national EWS through the dissemination of agro-met info and advisories to local government and to the public through radio.</p>
<p>Output 2.2: Increase in the number of community members trained in INRM / SLM techniques</p>	<p>2.2.1. Build capacity of men, women, youth, elders, and newly sedentary former pastoralists on integrated crop-livestock farming and horticulture / catchment and territorial management / SLM technologies conservation agriculture / and climate smart agriculture (CSA) through the establishment of and technical support to new and existing APFS and FFS (including field demonstration and other training events).</p> <p>2.2.2 Demonstrate the benefits of pasture improvement for rangeland rehabilitation and sustainable management (linked to 1.2.3), using resilient species of grass/shrubs, including the demonstration of holistic grazing management.</p> <p>2.2.3 Establish temporary enclosure areas for farmer assisted natural regeneration of vegetation in line with a land use plan agreed in Outcome 1 (1.2.2).</p> <p>2.2.4. Undertake reforestation and rehabilitation in hotspots identified in community land use plans (1.2.2.) (e.g., riverine areas, watering points, steep slopes, gullies) with a focus on increasing biodiversity, productivity and climate resilience using beneficial indigenous tree species such as Acacia gum, tamarind, shea nut and palatable grasses and shrubs.</p> <p>2.2.5. Implement rainwater harvesting techniques for enhanced productivity and resilience to drought in fields (e.g., tied ridges, retention ditches, zai, half-moons, stone lines) and sand dams (where feasible) for crop, livestock, and household use (e.g., roof where feasible or below ground collection tanks).</p>
<p>Output 2.3: Community groups are benefiting from income-generating activities (IGAs) introduced by the Project</p>	<p>2.3.1 In cooperation with Zonal Agricultural Research and Development Institute (ZARDI), organize youth and women in producer groups or in VSLAs, to develop seed multiplication skills to increase supplies of local seed varieties, especially those with drought coping mechanisms and / or a high percent recovery post-drought and cereal banking systems to reduce post-harvest losses among crop farmers.</p> <p>2.3.2 Work through existing or new APFS/FFS to disseminate improved crop/livestock production techniques (linked to 2.2.1) for increased household income, including through linkages with the private sector and provision of technical and physical capacity for value addition in traditional and innovative value chains.</p> <p>2.3.3 Perform viability and feasibility assessments for pre-selected value chains, including detailed economic and market studies.</p> <p>Develop resilient value chains for increased income:</p> <p>2.3.4a Explore the potential for sustainable charcoal production working with the NFA, youth and women groups, promote the introduction of retort kilns and establish dedicated woodlots of soft wood species for wood fuel at household and manyatta level to produce charcoal more efficiently (with GHG mitigation benefits) and explore alternative sources of energy.</p>

	<p>2.3.4b Work with local NGOs and small industries to develop practical skills and encourage youth and women to set-up businesses that make better use of grassland such as fodder harvesting, storage, and sale under a value-chain approach; basket making, thatching, seed multiplication (link to 2.3.3) of fodder crops, etc.</p> <p>2.3.4c Work with local NGOs to train farmer groups in processing and transforming indigenous plants that have a food security and global ecological importance (e.g., Aloe, Tamarind, Acacia, Spices, Amarula, etc.).</p> <p>2.3.4d Work with local NGOs to organize farmers in beekeeping production groups and provide support based on a cost sharing arrangement (equipment and storage facility) and training in beekeeping, also processing of honey and related products (learn from APFS networks in Amudat District and the Tepeth Community in Moroto District).</p> <p>2.3.4e Organize women and youth in producer groups to establish small stock rearing facilities (chickens for egg production, pigs, goats, ducks) in communities and in landscapes where it is appropriate.</p>
<p><b>OUTCOME 2: Increased land area under integrated natural resources management (INRM) and SLM practices for a more productive Karamoja landscape</b></p>	
Output 3.1: Assessment and Monitoring of GEBs from project interventions	<p>3.1.1 Select assessment methodology and tools and conduct baseline survey for selected sites including household survey and local landscape diagnostics (Land degradation types, severity and causes, effectiveness of SLM measures and impacts on ecosystems and livelihoods).</p> <p>3.1.2 Provide training to PCU and project beneficiaries in methods and tools for rigorous Monitoring and evaluation of project indicators and participatory monitoring.</p> <p>3.1.3 Regular assessment of agro biodiversity at the district level including varieties/breeds, species and habitat diversity and associated functions (e.g., pollination, pest, and disease control) and impacts in terms of resilience.</p> <p>3.1.4 Train technical and extension staff (GO and NGOs) in the use of selected methodology and tools to perform assessments of local land resources (LD and SLM) and livelihoods diagnostics and to assess and document INRM best practices.</p>
Output 3.2: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scales	<p>3.2.1 Within multi-stakeholder platforms created at the district level in Component 1, conduct participatory M&amp;A using the selected methodology and tools and hold annual workshops to learn from M&amp;A and disseminate the use of appropriate tools and practices for monitoring resilience.</p> <p>3.2.2 In partnership with relevant projects and partners in the region, exchange on monitoring and assessment of multiple benefits of INRM from farm-household to landscape level (ecosystem services, food and livelihood security, climate resilience) and train local NGOs and private sector actors (data collection and analysis of costs, benefits and impacts towards SDG targets).</p>
Output 3.3: Project is linked to regional program for knowledge generation, exchange, and dissemination.	<p>3.3.1. Participation in regional program activities including study tours, research, knowledge sharing.</p>

## 2.4. Baseline Indicators Established

The project monitoring indicators at the baseline and end of project targets are given in Table 2.

*Table 5: Project Baseline Indicators and End of Project Targets*

COMPONENT / OUTCOME / Output	INDICATOR	BASELINE	End Term TARGET	TE Status.
<b>Goal:</b> to improve food security by addressing the	Percentage of households suffering	Ninety-two percent of households	A 25% reduction in the number of households suffering from	For direct beneficiaries households there was over 30% estimated reduction in hunger

environmental drivers of food insecurity and their root causes in Karamoja sub-region	from hunger in Karamoja	suffer from moderate or severe hunger in Karamoja (preliminary results from HH-BAT, January 2016)	moderate or severe hunger, among which 35% are female-headed households, by end of project.	due livelihoods activities among which more than 40% are female-headed households. Overall Karamoja subregion faced increased hunger due to prolonged drought and insecurity.
<b>Objective:</b> to contribute to enhancing long-term environmental sustainability and resilience of food production systems in the Karamoja Sub-Region	Increase in intra and inter-seasonal livestock and crop productivity arising from SLM and INRM practices	At present, the only available data is the average district level yield. During the baseline study, the project will strive to collect household level data. Maize 1.2 Sorghum: 0.65 Beans: 0.35 Cassava: 8.0 Sweet Potato:8.0	A 20% increase in productivity of maize, sorghum, cassava and sweet potato, vegetables, and beans, in 1,800 hectares by end of project.  A 15% increase in cattle and small stock productivity (milk/meat/eggs), by end of project.	Instead, there was decline in planting returns estimated at over 40% from 2020 to 2022 due to poor distribution of rainfall, conflict, COVID 19 lockdown restrictions and army worm attacks. according to Uganda Bureau of Statistics (UBOS) and World Food Program (WFP) Karamoja Food security and Nutrition Assessment during November 2021 to Feb 2022 about 46.4% of the households in Karamoja sub-region were food insecure
<b>OUTCOME 1:</b> Supportive policies and incentives in place at district level to support improved crop and livestock production, food value-chains and INRM	Number of supportive policies and incentives in place at district level to support viable SLM/INRM approaches	While enabling policies are adopted at the national level, their local implementation and application is weak. For example, the land policy is not fully implemented, and customary rights are not formally recognized. The pastoral policy remains a draft at national	At least one policy or one incentive in force to support viable SLM/INRM approaches and related food value-chains at landscape level in each selected site, by end of project	Supported implementation of National Agriculture Policy strategies which include building capacity of technical staff at district level on SLM/INRM and promoted delivery of the National Climate Smart Agriculture Program while incentivizing adoption technologies (high yielding and drought tolerant varieties). Developed land use plans for the thirty-five parishes in the project area.  - identification of four transformative value chain commodities e.g cassava, honey

		level, and cattle corridors are not formally re-established.		
Output 1.1: Operational multi-stakeholder platforms are supporting INRM at district and regional levels	Number of multi-stakeholder platforms established supporting INRM per district, within which a percentage of women, men, youth, and Indigenous people are represented	Now, there are few regional stakeholder platforms, such as the donor coordination group spearheaded by the Ministry of Karamoja Affairs, a few ad hoc local NGO coordinating groups, and some private sector associations. There is no single multi-stakeholder platform for the region and collaboration is unequal from site to site. There is no platform for coordination at district level that brings together all relevant stakeholders.	At least one multi-stakeholder platform per district, supporting INRM, within which at least 30% are women, 30% are men, 20% are youth, and as appropriate 10% are Indigenous people to represent communities, by end of project. One operational and comprehensive regional multi-stakeholder platform that includes meaningful participation by NGOs, private sector, CBOs, CSOs, government and development partners and that is linked to district level platforms, by end of project.	Formed six district platforms supported by NGOs/CBOs around agriculture value chains such as cassava, sorghum, livestock. On average each platform is comprised of over 50% women, 30% youths and twenty men. They are also watershed management associations in each parish where the project was implemented. -No Regional stakeholder platform was yet formed. It is reported that this was disrupted by COVID movement restrictions.
Output 1.2: Adequate legal instruments enabling INRM, land use planning and enforcement in place	Number of legal instruments, policies, by-laws applied in Karamoja sub-region enabling INRM, land use planning and enforcement	0	At least one INRM-enabling legal instrument, policy, or by-law under implementation in each district by end of project.	Project did not directly support development of legal instrument, policy, or by-law. But contributed to the implementation of third Karamoja Integrated Development Plan (KIDP3) 2021/22-2025/26. The project contributed to provision of potable water and water for

				production, enhancing the production of sufficient food for households and incomes, markets.
<b>OUTCOME 2:</b> Increased land area under integrated natural resources management (INRM) and SLM practices for a more productive Karamoja landscape	Number of hectares of cropland/rangeland/forest under integrated natural resources management and SLM per district Increase in crop yields by farmer records. Increase in water availability through biophysical monitoring	0	450 ha of cropland, 180 ha of rangeland and 600 ha of forests per district are under INRM / SLM systems, by end of project (4,920 ha in total)	TE team observed that rangeland management activities were implemented except that no survey was conducted to measure hectares covered as reported that 213 Ha of cropland (23% increase), 176Ha of rangelands areas and 84.5 Ha of forest per district have been put under integrated natural resources management.
Output 2.1: Institutional technical capacities are strengthened to implement INRM/SLM	Number of people trained on INRM, among which a percentage are women	0	At least twenty-five people per district, trained on INRM, among which half are women, by mid-project.	Cumulatively, seventy people have been trained on INRM per district (46% women). During TE mission we visited groups that were trained to support the seed multiplication.
Output 2.2: Increase in the number of community members trained in INRM / SLM techniques	Number of community members trained in INRM and SLM practices, 60% of which are women	0	12,000 community members trained in integrated natural resources management and SLM, among which half are women by end of project	TE did not establish the number of community members trained. FAO project extension may cover more numbers. The FFS members have been trained on CSA and SLM.
Output 2.3: Community groups are benefiting from income-generating activities (IGAs) introduced by the project	Number of people participating in alternative livelihoods schemes addressing SLM/INRM in the broader Karamoja landscape, 60% of which are women. Increase in household incomes measured by household surveys	0	At least 2500 community members, of which at least 60% are women, participate in alternative livelihoods schemes and small grant projects addressing SLM/INRM in the broader Karamoja landscape by end of project	Over 2500 community members had already been reached through low grants to NGOs and over 65% of these were women.
Output 2.4 Community level small grant projects in the Karamoja region that enhance ecosystem services, sustainable land management, innovate alternative livelihood options, are implemented	Number of Civil Society practising SLM / INRM issues in Karamoja through the Small Grants Program	0	100% of grant amount disbursed by end of project, at least 50% of which is disbursed to women and youth groups.	At least 80% of grant was already disbursed to NGOs and more than 70% of community level groups members were women and youth.
<b>OUTCOME 3:</b> Framework in place for multi-scale assessment, monitoring and	Level of resilience as measured by the SHARP, HH BAT, Vital Signs and RAPTA tools:	There is little available data on resilience and no data	At least, medium level of available data on resilience and GEBs by the end of the project	

integration of resilience in production landscape and monitoring of GEBs	<ul style="list-style-type: none"> <li>Increased levels of agro-ecological and social resilience by end of project</li> <li>Reduced perception of risk and vulnerability by end of project</li> <li>Reduced levels of food insecurity</li> </ul>	on GEBs, including biodiversity		
Output 3.1: Assessment and Monitoring of GEBs from project interventions	Number of monitoring and assessment exercises conducted during the project, within multi-stakeholder platform	There are no monitoring and assessment exercises	Three statistically representative M&E exercises conducted, and changes analysed (baseline, mid-term and end of project assessment and monitoring) over the duration of the project per selected landscape, by end of project	Baseline study, MTR and TE have been conducted.
Output 3.2: Capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scales	Number of workshops held at regional level on monitoring resilience within multi-stakeholder platforms (created in Component 1)	0	At least one workshop held per year on monitoring resilience and building capacity for M&E, within the multi-stakeholder platform, among which 50% of participants are women	No monitoring workshop was done
Output 3.3. Project is linked to Regional Hub program for knowledge generation, exchange, and dissemination	Number of knowledge products produced and shared at Regional Hub platform	N-A	At least 5 thematic knowledge products developed and shared at the regional meeting of the FSIAP programme countries and other platforms	N-A

## 2.5. Main stakeholders

The stakeholders and their roles identified in the ProDoc Proposal are given in table 3.

*Table 6: Stakeholders identified in the Project Document*

Stakeholders Listed in the ProDoc	Role in Project as per ProDoc
Zonal Agricultural Research & Development Institute	Agricultural research and development; member of PSC
Office of the Prime Minister, Karamoja Affairs	Overall management of political and development of Karamoja; member of PSC
Ministry of Land, Housing and Urban Development	Member of PSC
Ministry of Trade, Industry and Cooperatives	Member of PSC
Ministry of Energy and Mineral Development	Member of PSC
Ministry of Water and Environment	Member of PSC
Ministry of Finance, Planning and Economic Development	Member of PSC

Ministry of Local Government	Member of PSC
National Environment and Management Authority	Member of PSC
National Forestry Authority	Member of PSC
Uganda Wildlife Authority	Member of PSC
Local District Government Moroto	Monitoring of Project activities; member of PSC
Local District Government Kotido	Monitoring of Project activities; member of PSC
Local District Government Nakapiripirit	Monitoring of Project activities; member of PSC
Local District Government Nabilatuk	Monitoring of Project activities; member of PSC
Local District Government Karenga	Monitoring of Project activities; member of PSC
Local District Government Kaabong	Monitoring of Project activities; member of PSC
Africa Innovations Institute	Technical advice; member of PSC

## 2. FINDINGS

### 2.1. Project Design

#### 2.1.1 Analysis of LFA/Results Framework (Project logic /strategy; Indicators)

The interviewed stakeholders believe that that the project design is in tandem with international, national, and local priorities as explained in the following paragraphs:

1. The project Results Framework clearly established the link with UNDAF/Country Programme Outcome 3.1: By end 2020, natural resources management 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.
2. The project was associated with the revised National Determined Contributions (NDC) 2022 and NAP-Agriculture 2018 climate actions which are aligned to the Country's Vision 2040, Uganda Green Growth and Development Strategy 2017/2018-2030/31, National Climate Change Policy, and National Climate Change Act 2021. All these policies are informed by the adaptation strategies mentioned in the agricultural NAP 2018, which has an overall sectoral goal to increase resilience of and adaptive capacity to the impacts of climate change, through coordinated interventions that enhance sustainable agriculture, food and nutritional security, livelihood improvement and sustainable development.
3. The project contributed to the GEF strategic objective of reducing vulnerability to the adverse impacts of climate change. The project was approved under the GEF 6 and is an integral part of the Integrated Approach Programme (IAP) on food security in Sub-Saharan Africa (operational in 12 countries) targeting agro-ecological systems where the need to enhance food security is directly linked to opportunities for generating local and global environmental benefits (GEBs).

#### 2.1.2 Assumptions and Risks

The major risks identified at the time of project formulation were as follows:

*Table 7: Identified risks and status.*

Risks	Observation by TE mission
<b>Risk 1:</b> There is a risk that the project beneficiaries may question the legitimacy of existing protected areas around project sites.	The mission as such did not observe any existing protected area around the visited project sites. There was not a conflict among stakeholder as regards to their understanding of protected areas. Communities were aware of protected areas in their vicinity although the project sites visited were not sharing boundaries with protected forests and parks. However, it was reported that roaming elephants and other wild animals are destroying gardens.
<b>Risk 2:</b> The project involves reforestation whose success will depend on climate conditions as well as the institution of	It was observed that since 2020, Karamoja subregion has faced a prolonged drought. Community members noticed that reforestation activities were affected by rain seasonal changes. Moreover, the disbursement of funds specially to support UNDP's small grants activities come in late (after rainy season) towards end of 2022. Planting of trees and other crops was affected.

sustainable management systems.	Rampant insecurity is also blamed for being a barrier to the reforestation activities.
Risk 3: The outcomes of the project are sensitive to climate change	During the expected rainy season of 2020/21-2021/22, Karamoja subregion instead experienced one of the worst droughts that negatively affected outcomes of project. Agriculture related activities were disrupted, and progress of some activities was derailed. However, course correction measures put in place such as integrated water systems may help provide water for both production and home consumption.
Risk 4: There are indigenous peoples in the project areas.	No risk observed since the project does not challenge traditional land ownership rights, or to change land use patterns. In relation to indigenous peoples, they were consulted at inception stage, and they have participated in the implementation especially as beneficiaries of the low grants. The project by design and implementation was meant support the rights and aspirations of indigenous peoples. There are no disputes currently among the Karamojong or the indigenous peoples, although some transboundary conflicts occasionally arise due to cattle raiding. The project promotes a multi-stakeholder community-driven approach that can reduce conflicts.

### 2.1.3 Lessons from other Relevant Projects

TE found out that this project learns from various relevant baseline initiatives that were implemented in Karamoja sub region. This project thought to address the major development gaps in the region while learning from the following projects:

1. Northern Uganda Social Action Fund (NUSAF) – 3rd phase. This program, which entered its third phase in 2015, was funded by a Loan from the World Bank (130 million US\$) through the Prime Minister’s Office. Its objective is to expand income-earning opportunities for poor households and to put in place the building blocks of a social protection system. The program is delivered through labour-intensive public works initiatives. This includes the provision of regular, seasonal employment opportunities by recruiting local workers for the construction of public infrastructure and assets such as rural access roads, soil and water conservation infrastructures, flood control structures, market shelters, rural health facilities and schools. F-SURE build on NUSAF by proposing an integrated approach to achieving lasting food security, that not only considers income as a measure of resilience, but also provides stronger opportunities for participating in development planning, and that also considers the natural environmental constraints faced by households in the region. FSURE was expected to benefit from infrastructures built by NUSAF in the project sites, roads that facilitate access to markets, post-harvest infrastructures, water conservation structures, schools, and health services. FSURE also built local government capacity to access, manage and plan NUSAF funds through multi-stakeholder platforms that create linkages beyond traditional administrative boundaries.
2. Karamoja Livelihoods Programme (KALIP) in its forthcoming second phase, supported by EU through the Primate Minister’s Office in all seven districts of Karamoja for a total of 140 million Euros under the 11<sup>th</sup> EDF. This program was scheduled to start in early 2017 and end in late 2021. While the objective of the first KALIP phase was to “promote development as an incentive

to peace by supporting livelihoods including agro-pastoral production and alternative income generation opportunities for the people of Karamoja”, the second phase would focus on consolidating stability in the region and strengthening the foundations for sustainable development in Northern Uganda in order to reduce the developmental gap existing between Northern Uganda and the rest of the country. KALIP did not aim to promote resilient food security. Therefore F-SURE project was intended to complement the new KALIP and benefit from the reinforcement of the primary transport networks which to facilitate access to markets and value chain development.

3. Africa Regional Pastoralism Livelihood Resilience Project (RPLRP) (2014-2019: 40,000,000 US\$ for Uganda - World Bank, implemented by MAAIF). The objectives are to enhance livelihood resilience of pastoral and agro-pastoral communities in cross-border drought prone areas of selected countries and improve the capacity of the selected countries’ governments to respond promptly and effectively to an eligible crisis or emergency in Kenya, Uganda, and Ethiopia, facilitated by the Intergovernmental Authority on Development (IGAD). Specifically, this project has four priorities which will be put into action in five of the seven districts of Karamoja: i) enhance the secure access to land of pastoral and agro-pastoral communities to sustainably manage pastoral-related natural resources; ii) improve market access of agro-pastoralists and pastoralists to the intra-regional and international markets of livestock and livestock products, iii) enhance livelihoods of pastoralists and agro-pastoralists communities, and iv) improve drought-related hazards preparedness, prevention and response at the national and regional levels. While RPRLP priorities are intricately linked to the IAP project’s objectives, by the time this project started, the RPRLP was expected to have reached its mid-term evaluation, which would be useful in terms of lessons learned and best practices. Therefore, synergies and coordination would be established at the inception phase to avoid duplication.

#### 2.1.4 Planned Stakeholder Participation

The ProDoc gives details on the planned stakeholders’ participation (1.3.4 Partnerships, stakeholder consultation and engagement). TE interviewees and reviewed documents indicate a consultation process for project preparation that was highly participatory. FGDs at community and KIIs at district levels confirmed that there was a project preparation consultation exercise carried out by baseline study consultants. That there was a design mission where professionals were engaged at national and district levels, as well as many community members in target locations. Stakeholders were primarily but not exclusively government staff. Consultation process involved target communities, NGOs/CBOs, and local authorities in their locations during the baseline assessment. The selection of project sites was said to be through a lengthy participatory process. The most vulnerable districts and sub-counties were selected guided by socio-economic, environmental and feasibility criteria.

Stakeholder participation in project design included:

- ❖ Project **Inception Workshop** was held in November 2015. This workshop is said to have brought together the views of various stakeholders. These included potential partners with interest in climate change issues, including policy makers and implementers and their partners and collaborators such as CSOs, Private Sector and Development Partners.
- ❖ A second **design and consultation mission** took place in the month of January 2016, during which the project preparation team visited potential sites and conducted focused groups

discussions with community members and district technical officials. More so, the SLM Committee spearheaded by the MAAIF considered recommendations for sites and approved the final list of sites at its meeting on 24 March 2016.

The TE consultants observed that the stakeholders were fully involved, especially at the inception stage and through sub-granted NGOs/CBOs. The staff of the Districts Local Governments (agriculture, community development and commercial officers) have confirmed to the TE mission that they were involved in project preparation and implementation. Whereas at the national level, it was mentioned that participation was limited to inception and PSC meeting. Members of NGOs claimed that they lacked resources to monitor the activities in the field.

### **2.1.5 Replication Approach**

The project has put in place, and demonstrated the institutional framework required to integrate lessons and best practices into future planning. The districts were chosen based on the vulnerability profiles. The sectors (agriculture, water, and forestry) were chosen because of their importance in local and national economy. This means not only that the outcomes are replicable, but that replicability is a key post-project aim. The facilitation in preparation of sectoral strategies and by the project means that food security will be a priority area in future at the national and district levels. Achievements of the project at the community (see impact subsection 3.1.7) level means local communities will have learned that the ecosystems management, climate smart agriculture and diversification of livelihoods is the only way out to survive under the changing climate. In all the districts, it was observed that the local communities have appreciated the CSA interventions such as piggery and poultry, irrigated agriculture, value addition (postharvest handling -storage and milling) as means to survive under the rain and drought seasonal uncertainties. The community members who are benefiting from CSA activities confirmed to TE mission that they are eager to replicate and expand these interventions. Several other instances of replication by communities were observed and are documented in this report under the project impact subsection.

### **2.1.6 Comparative Advantage**

UNDP and FAO the executing agencies are part of UN's global development network, organizations promoting and advocating for change, and connecting countries to knowledge, experience, and resources to help people build a better life. In FAO and UNDP's portfolios, managing climate change is part of their sustainable development agenda. The agencies have mandate to develop national capacities for integrating food security, social equity, economic growth, and environmental protection issues at all levels of development decision making and implementation. This mandate to foster climate change resilience implementation for sustainable development is consistent with UNDP and FAO's role in the GEF priorities.

UNDP/FAO comparative advantage for the GEF lies in their global network of country offices, experience in supporting integrated policy development and implementation, human resources development, institutional strengthening, and non-governmental and community participation. UNDP/FAO have enormous experience working with diverse countries promoting, designing, and implementing activities consistent with both the GEF mandate and national sustainable development plans. UNDP/FAO also have extensive inter-country programming experience which furthers the agencies objectives of practice areas through country-level project development. Prior to this project, UNDP and FAO have implemented several climate resilience and food security projects. F-SURE

certainly benefitted from the experience of these projects as there were many complementariness in activities.

### **2.1.7 Linkages between Project and other Interventions within the sector**

- Karamoja Livelihoods Programme (KALIP) in its forthcoming second phase, supported by EU through the Primate Minister's Office in all seven districts of Karamoja for a total of 140 million Euros under the 11<sup>th</sup> EDF. Focused on consolidating stability in the region and strengthening the foundations for sustainable development in Northern Uganda to reduce the developmental gap existing between Northern Uganda and the rest of the country. F-SURE links and benefits from KALIP's reinforcement of the primary transport networks which are necessary to facilitate F-SURE's access to markets and value chain development.
- Africa Regional Pastoralism Livelihood Resilience Project (RPLRP) (2014-2019: 40,000,000 US\$ for Uganda - World Bank, implemented by MAAIF). This project links with F-SURE on its objectives of enhancing livelihood resilience of pastoral and agro-pastoral communities. F-SURE started by the time RPLRP was expected to have reached its mid-term evaluation, which was useful in terms of forming synergies and coordination.
- GIZ- Germany: Development Initiative for Northern Uganda (DINU) Programme funded by the European Union (EU) under the 11th European Development Fund (EDF). Enhancing Climate Resilience through increased Water for Production Capacities in Karamoja. F-SURE's integrated water for production and home use can learn from DINU project.
- The Adaptation Fund EURECCCA Project-MWE-Enhancing Resilience of Communities to Climate Change through Catchment Based Integrated Management of Water and Related Resources in Uganda. The overall goal of the project is to increase the resilience of communities to the risk of floods and landslides. This project is partly in cattle corridor Awoja Catchment is in Kyoga Water Management Zone (KWMZ) and Aswa catchment is in the north-western part of Katakwi District.

### **2.1.8 Management Arrangements.**

The UNDP and FAO act as GEF executing agencies for the project while supporting the main implementing partner the MAAIF in achieving the project's overall objective. All the three agencies are jointly responsible for project's results achievement. In addition, UNDP takes responsibility and support MAAIF in the implementation of Outcome 1 and Outcome 3 while FAO is responsible for supporting MAAIF in the implementation of Outcome 2. Funds flow from the GEF trustee separately for UNDP and FAO according to the established outcome-based budgets. Applicable GEF Fees are attributed to each Agency according to the budget they manage. The two agencies develop protocols for regularly reviewing budgets and expenditures and, together with the Project Steering Committee, agree on any budget adjustments to be made between outcomes, should the need arise. Furthermore, each agency was to make available regular (6 monthly) expenditure reports to be presented to the Project Steering Committee.

Both agencies are jointly responsible for reporting to the GEF on finance and project results. This includes the submission of joint annual PIRs and collaboration on the day-to-day supervision and monitoring of project activities. The UNDP, FAO and MAAIF were expected to collaborate in the organization of independent Mid-term and Final Project Evaluations; and jointly report to the GEF Secretariat and Evaluation Office, through the annual Project Implementation Reports (PIR), on Project progress; and provide financial reports to the GEF Trustee and exchange financial information

with each other and transmit any other information as requested. In addition, each agency is bound to carry out one supervision mission per year as well as, financial spot checks and audits (See TE's observation in the following subsection 2.2).

## **2.2. Project Implementation**

### **2.2.1 Adaptive management (changes to the project design and project outputs during implementation).**

The PMU staff were suspended by MAAIF for not performing their duties which further affected the project's coordination since staff were not replaced. It was reported by KIIs that the UNDP RTA raised red flag over poor performance/delivery after reviewing PIR 2021 that was rated moderately unsatisfactory. Between 23<sup>rd</sup> and 26<sup>th</sup> February 2022, UNDP followed up RTA's concerns on underperformance with a field monitoring mission to Moroto (BTOR 01/03/22). The UNDP field monitoring mission among others recommended a meeting with the Permanent Secretary, MAAIF. It is said by KIIs that for the above reason, MAAIF thereafter decided to suspend the PMU.

It is also sited that UNDP had a visit to draw delivery acceleration plan for the remaining period of the project. On 13<sup>th</sup> December 2022, UNDP met with the PS MAAIF (BTOR 13/12/22). As a result, the activities UNDP and MAAIF are being undertaken during the project extension (until 31st August 2023) were agreed to include:

- Construction of 3 valley dams, each 25million Litres, in each of 3 districts including Moroto, Nakapiripirit and Nabilatuk. For each dam accessories for livestock watering, crop irrigation, and household use shall be installed.
- EIAs and a Grievance redress mechanism shall be developed for the dams (consultants are being hired to do this)
- Development of knowledge materials for the Honey value chain being developed (a consultant is hired to do this)
- Determination of GEBs and level of Resilience created by the project established (this is already on-going)-undertaken by a firm.
- Procurement of equipment for adding value to bee-honey to be procured for 3 groups of honey producers. Specifications have been submitted and procurement initiated.
- NGO to operationalize the project exit strategy engaged to support formation of water user committees, build capacity for use of land use maps developed by the project, reinforce rehabilitation of rangelands through planting grass and mobilizing communities to enhance cereal banking as an adaptation for food security assurance.

FAO's component 2 of this project was given no-cost extension by a year up to mid-2024. FAO's list of adjusted activities to be implemented during this period of project extension include:

- 2.1.3 Integrate Karamoja into the national EWS (consider IK) through the dissemination of agro-met info and advisories to local government and to the public through radio and other media,
- 2.3.1 Organize youth and women in producer groups or in VSLAs to develop seed multiplication skills and cereal banking systems among crop farmers to improve supplies of

local seed varieties especially those with drought coping mechanisms and / or a high % recovery post-drought.

- 2.3.2 Work through existing or new APFS/FFS to disseminate improved crop/livestock production techniques (linked to 2.2.1) for increased household income including through linkages with the private sector and provision of technical and physical capacity for value addition in traditional and innovative value chains.
- 2.3.4a Explore the potential for sustainable charcoal production working with the MWE and Ministry of Energy youth and women groups to promote the introduction of efficient kilns and improved cook stoves for energy savings and establish dedicated woodlots for wood fuel at household and manyatta level to produce charcoal more efficiently (with GHG mitigation benefits) under a value-chain approach and to explore other sources of energy
- 2.3.4b Work with local NGOs and small industries to develop practical skills and encourage youth and women to set-up businesses that make better use of grassland such as fodder harvesting storage and sale under a value-chain approach; basket making thatching seed multiplication (link to 2.3.3) of fodder crops etc.
- 2.3.4c Work with local NGOs to train farmer groups in processing and transforming indigenous plants which have food security and global ecological importance (Local National and International benefits) E.g: Aloes Tamarind Shea nut tree Acacia Spices Amarula among others
- 2.3.4d Work with local NGOs to organize farmers in beekeeping production groups and provide support based on a cost sharing arrangement (equipment and storage facility) and training in beekeeping also processing of honey and related products (learn from APFS networks in Amudat District and the Tepeth Community in Moroto District & others)

**TE Remarks:** The adaptive management actions taken during implementation are satisfactorily proven with evidence. Despite the challenges such as COVID 19 restrictions and rampant conflicts in Karamoja subregion, management was able to steer the project and sanctioned some of the changes to ensure continuity. Obviously, the executing agencies (UNDP and FAO) were expected to conduct regular reviewing of budgets and expenditures and, together with the Project Steering Committee, agree on any budget adjustments to be made between outcomes, should the need arise. However, the project steering committee (PSC) was not able meet twice a year and carry out periodic monitoring and assessment visits to the project sites due to COVID 19 movement restrictions.

## **2.2.2 Partnership arrangements (with relevant stakeholders involved in the country/region)**

National and local entities such as NGOs/ CBOs, Research institutions among others have been subcontracted to conduct parts of the work. Arrangements such as LoAs, MOUs and sub-contracts are pursued by UNDP, FAO and the MAAIF based on agreed intervention strategies for specific activities. NGOs involved included:

1. Adventist Development and Relief Agency (ADRA),
2. Ecological Christian Organization (ECO), Uganda
3. Institute for International Cooperation and Development (C&D),

4. International Institute of Rural reconstruction (IIRR),
5. National Agriculture Research Organisation represented by Nabuin Zonal Agricultural Research and Development Institute (Nabuin ZARDI),
6. National Agriculture Research Organisation represented by the National Livestock Resources Research Institute (NaLIRRI),
7. Access Agriculture

### **2.2.3 Feedback from M&E activities used for adaptive management.**

Between 23rd and 26th February 2022, UNDP followed up RTA concerns on underperformance that reflected in PIR. Field monitoring mission went to Moroto (BTOR 01/03/22). The UNDP field monitoring mission among others recommended a meeting with the PS MAAIF. It is said by KIIs that for the above reason, MAAIF thereafter decided to suspend the PMU.

Owing to Covid-19 lockdown, at MTR the project had not delivered 30% nor achieved tangible results though the systems and procedures had been developed to deliver. In the light of expected COVID19 pandemic impacts, the MTR Team recommended extension of the project for 18 months to fully achieve its objectives. Thus far management requested for project extension until 31<sup>st</sup> August 2023.

On 13<sup>th</sup> December 2022, UNDP met with the PS MAAIF (BTOR 13/12/22). Activities UNDP and MAAIF are undertaking during the project extension for FSURE project until 31st August 2023 were discussed and agreed on. (See further information: subsection 2.2.5 Monitoring and Evaluation: Design at entry and Implementation)

**TE Remarks:** TE team received meeting minutes and reports to confirm that responsible agencies have been monitoring using the project results matrix, including indicators (baseline and targets) and annual work plans and budgets. Monitoring of project was to a greater extent affected by COVID 19 movement restrictions and insecurity.

### **2.2.4 Project Finance:**

The total GEF financing for the Project was US \$ 7,139,450, of which UNDP component for the outcome 1 and 3 was US\$3,589,426. As of June 2023, US\$1,955,841 (54%) has been expended while US\$ 1,182,567 (33%) was outstanding, US\$351,200 (10%) was committed and balance of US\$ 99,817.75 (3%) was not yet committed. The overall GEF UNDP component was 64 % delivered. If the outstanding balance is cleared, delivery would be at about 90% as of June 2023. It should be noted that in 2020 and 2021 the project faced shortage of fund especially around project management, for which UNDP provided US\$ 97,670 out of its TRAC funds as cost-sharing and the delivery of TRAC resources was 100%.

The total GEF allocation for FAO component (all for outcome 2) was US\$ 3,550,024, of which US\$ 2,362,868.40 had been expended as of 21<sup>st</sup> June 2023. This is 67% of the total allocation (Table 5). Money amounting to US\$ 760,326.60 was committed. Only US\$ 26805 was the balance not committed. FAO got a no cost extension of one year up to mid-2024. This extension period is projected to result in 100% delivery.

Table 8. Annual Budget and Expenditure (US \$) as of 21st June 2023

Year	UNDP				FAO		
	Source	Amount Spent	Amt Committed	Outstanding Advance	Amount spent	Amount committed	Outstanding advance
2018	TRAC	0	0		0	0	-
	GEF	78,885.14	0	2,723	40,334.00	0	-
2019	TRAC	0	0	-	-	-	-
	GEF	330,501.38	933	24,169	513,384.00	0	-
2020	TRAC	45,237.03	0	0	-	-	-
	GEF	375,056.53	13205	94	1,034,367.00	678.00	-
2021	TRAC	52,433.44	0	-	-	-	-
	GEF	492,535.48	565,119	297,366	526,558.40	2,338.60	-
2022	TRAC	0	0	-	-	-	-
	GEF	576,987.54	82,520	1,284,442	233,955.00	11,736.00	-
2023	TRAC	0	0		-	-	-
	GEF	101,875.18	351,200	1,182,567	14,270.00	745,574.00	-
<b>Totals</b>	<b>TRAC</b>	<b>97,670</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>GEF</b>	<b>1,955,841</b>	<b>351,200</b>	<b>1,182,567</b>	<b>2,362,868.40</b>	<b>760,326.60</b>	<b>-</b>
<b>Grand totals</b>				<b>3,489,608</b>		<b>3,123,195.00</b>	<b>-</b>
<b>Total received from GEF</b>				<b>3,589,426</b>		<b>3,150,000</b>	<b>-</b>
<b>Balance not yet used/committed</b>				<b>99,817.75</b>		<b>26,805</b>	<b>-</b>

**Key**  Outstanding advances for each year were returned to UNDP and reprogrammed for next year  
 Funds planned for expenditures and procurement processes still ongoing until 31st August 2023.

**TE remarks:** the overall delivery shows evidence of the slow rate of project implementation. More so, at the formulation stage, UNDP committed US \$ 13 million and GOU US \$ 45 million (total US\$ 58 million) as parallel financing from their other projects, but the project did not monitor this co-financing expenditure.

### 2.2.5 Monitoring and Evaluation: Design at entry and Implementation (\*)

Project monitoring and evaluation was to be conducted in accordance with the established FAO, UNDP, GEF and MAAIF procedures and to be supported by the PMU, FAO and UNDP delegated

offices and other project stakeholders. Project performance was monitored using the project results matrix, including indicators (baseline and targets) and annual work plans and budgets. At inception the results matrix was reviewed to finalize identification of i) outputs ii) indicators; and iii) missing baseline information and targets. A detailed M&E plan, which builds on the results matrix and defines specific requirements for each indicator (data collection methods, frequency, responsibilities for data collection and analysis, etc) was developed during project inception by the M&E specialist.

*Table 9: Assessing Monitoring and Evaluation Plan Developed at Inception*

**Assessment Key**

Green= Achieved	Yellow= On target to be achieved		Red= Not on target to be achieved		
GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>4</sup> (US\$)		Time frame	TE Comments
		GEF grant	Co-financing		
Inception Workshop	UNDP Country Office	USD 6,063	USD5,000	Within two months of project document signature	Achieved
Inception Report	Project Manager	None	None	Within two weeks of inception workshop	Achieved
Standard UNDP/FAO/MAAIF monitoring and reporting requirements as outlined in the UNDP POPP and joint ProDoc	UNDP/FAO Country Office MAAIF	None	None	Quarterly, monthly, annually	On target to be achieved
Monitoring of indicators in project results framework	M&E officer Project Manager	None	None	Annually	Achieved
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually	Achieved
NIM/OPIM Audit as per UNDP/FAO/GoU audit policies	UNDP Country Office FAO Country Office	Per year: USD 5,000 (5,000 x 5) = \$25,000 \$3,000 for UNDP & \$2,000 FAO)		Annually or other frequency as per UNDP/FAO Audit policies	Achieved

<sup>4</sup> Excluding project team staff time and UNDP staff time and travel expenses.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>4</sup> (US\$)		Time frame	TE Comments
		GEF grant	Co-financing		
Lessons learned and knowledge generation	Project Manager	USD 80,000 (over 5 years)	USD10,000 per annum (Total USD50,000)	Annually	Achieved
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP/FAO CO	None		On-going	Achieved
Addressing environmental and social grievances	Project Manager UNDP/FAO Country Office BPPS as needed	None for time of project manager, and UNDP CO			Achieved
Project Board meetings	Project Board UNDP/FAO Country Office Project Manager	Per year = USD 1,000 (1,000 x 5) = \$5000	USD5000 per annum (Total USD25,000)	At minimum annually	In 2022 no meeting was held
Supervision missions	UNDP Country Office FAO Country Office	None <sup>5</sup>	USD25,000 per annum (Total USD125,000)	Annually	Seen 2 UNDP reports. Did see FAO BTORs
Oversight missions	UNDP-GEF team FAO GEF Team	None <sup>7</sup>	None	Troubleshooting as needed	Achieved (S)
Knowledge management as outlined in Outcome 3	Project Manager	USD 300,000		On-going	TE received some report from FAO
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None		To be determined.	No BTORs
Mid-term GEF Tracking Tool to be updated by (add name of national/regional institute if relevant)	Project Manager	NONE	USD10,000	Before mid-term review mission takes place.	Achieved
Independent Mid-term Review (MTR) and management response	UNDP/FAO Country Office and Project	USD 35,000	USD5,000	Between 2 <sup>nd</sup> and 3 <sup>rd</sup> PIR.	Achieved

<sup>5</sup> The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget <sup>4</sup> (US\$)		Time frame	TE Comments
		GEF grant	Co-financing		
	team and UNDP/FAO-GEF team				
<b>Terminal GEF Tracking Tool to be updated by (add name of national/regional institute if relevant)</b>	Project Manager	NONE	USD10,000	Before terminal evaluation mission takes place	
<b>Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response</b>	UNDP/FAO Country Office and Project team and UNDP/FAO-GEF team	USD 35,000 -	USD5,000	At least three months before operational closure	On target to be achieved
<b>TOTAL indicative COST</b> Excluding project team staff time, and UNDP staff and travel expenses		<b>USD 486,063</b>	<b>USD485,000</b>		

### TE Observations

1. The M&E System is budgeted with USD 486,063 (GEF) and USD 485,000 (co-financing) which does not correspond to 2% of the GEF grant. The budget is more than 6% that is considerably higher. However, TE takes note that the M&E budget contains expenses for the inception workshop terminal evaluation, financial auditing, and field monitoring visits, M&E officer salary, among others. The budget for knowledge management at USD 300,000 is also considerably higher than allocations towards the monitoring of outputs and implementation.
2. The project commissioned a baseline study and published baseline report in 2020. There is no evidence if the baseline assessment was endorsed by PSC. The TE agrees with MTR findings that on resilience and food security situation, the data presented in the Baseline Report is not sufficient to conclude anything, as firstly the sample size was too small, and secondly the averages (e.g., crop yield or milk produced per animal, etc.) were not presented, rather median of data values was given. Thus, the baseline study did not sufficiently serve its purpose.
3. The project management, UNDP, FAO and MAAIF conducted few monitoring visits and only two BTORs from UNDP was availed to TE. Therefore, monitoring visits are not well documented and follow up actions are not clear to cause coarse correction in adaptive management. The TE established that no joint monitoring missions were conducted by the concerned PSC or executing agencies (FAO, UNDP, MAAIF) senior officials. At least the closure of PMU should have been informed by joint report/minutes endorsed by PSC. The project should have also organised Midterm monitoring by management to effectively give management response to MTR. It was mentioned that COVID 19 movement restriction was the main barrier to monitoring missions.

**Rating:** M&E Progress Towards Results Rating Scale is: **Satisfactory [S]**

## **2.2.6 UNDP/FAO and Implementing Partner implementation / execution (\*) coordination, and operational issues.**

FAO and UNDP are both GEF executing agencies for the Project, supporting the main implementing partner, MAAIF to achieve the project objectives. UNDP is supporting MAAIF in the implementation of Outcome 1 and Outcome 3 while FAO is responsible to support MAAIF in the implementation of Outcome 2. Funds flow from the GEF trustee separately for each agency according to the established outcome-based budgets. Applicable GEF Fees are attributed to each Agency according to the budget they manage. A Project Steering Committee (PSC) was established and chaired by MAAIF. Both FAO and UNDP are part of the project steering committee. The National Coordinator is the Secretary to the PSC. The PSC was supposed to meet at least two times per year. FAO and UNDP are responsible for developing protocols for regularly reviewing budgets and expenditures and, together with the Project Steering Committee, agree on any budget adjustments to be made between outcomes, should the need arise. Furthermore, it is mandatory for each agency to make available regular (six-monthly) expenditure reports to be presented to the PSC.

After the assessment of Harmonized Approach Cash Transfer (HACT), the UNDP and MAAIF agreed to follow the NIM (National Execution Modality) with UNDP support. MAAIF and UNDP has signed an agreement to provide support to MAAIF in the identification and recruitment of Project staff, training, and procurement of goods and services. The MAAIF said to have engaged the services of the Local District Government for monitoring the project activities on the ground.

The Project Management Unit (PMU) had been established within the MAAIF and hosted in a MAAIF District office in Moroto to ensure proximity to all Project sites. TE learnt that District Task Forces (DTF) that was a multi-stakeholder platform that help in mapping, monitoring and assessment of project implementation had been put in place.

### **TE observation**

1. TE team did not receive any of activity reports from DTF. KIIs mentioned that the DTF was not well facilitated to carry their role. Most members of DTF did not even visit a single project site.
2. TE team observed that the type of activities conducted with some success is the small grants to NGOs. It is mostly from these small grants that are coordinated and implemented by subcontracted NGOs where project has demonstrated its worth in the community.
3. The strongest ownership of the project activities lies in the community who feel the project has provided to them some resilience building blocks. In all the FGDs conducted in districts, the communities rated project's contribution as timely and highly relevant. The communities are already harvesting the dividends of the project interventions such as irrigation, honey, livestock, milling etc. (see Section 2.1.5 for economic impacts).
4. Suspension and no replacement of PMU contributed to poor coordination, planning and reporting.

**Rating:** Coordination Progress Towards Results Rating Scale is: **Moderately Satisfactory [MS]**

## **2.3 Results**

Assessment of the project results forms central part of this TE and intends to inform the drawing of lessons that can both improve the sustainability of benefits from this project, and aid in the overall

enhancement of future programming. Premised on the UNDP/GEF and OECD/DAC evaluation criteria, assessment of results focused on the overall attainment of the project objectives, relevance, effectiveness and efficiency of the project interventions and implementation strategies regarding country ownership, mainstreaming, sustainability, and impact.

### 2.3.1 Overall results (attainment of objectives) (\*)

<b>Goal: To improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja Sub-Region</b>	
Progress toward achieving the Project goal is rated as:	<b>Moderately Satisfactory [MS]:</b> Due to numerous natural and manmade crisis within Karamoja food production system, the project is expected to achieve several components of its major objective but with significant shortcomings.

The objective the FSURE project was to improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja Sub-Region. In the light of the project objective, three outcomes were set with their corresponding indicators and targets with clear baseline values to benchmark progress along the implementation continuum as will be discussed in following paragraphs. The goal of the project was envisaged to be achieved through provision of knowledge, tools, capacities, and methodologies, integrated natural resources management (INRM) and SLM, ecosystems and community-based approaches to food security resilience, diversification of livelihoods and incomes, CSA demonstration and developing policy incentives among others.

TE appreciates that the proposed interventions and approaches were transformative in design, although the actual implementation to some extent indicate a shift to litany of small/absorptive interventions that were delivered through low grants. Through FGDs it was noted that communities appreciate and wish to scale up some of the successful interventions, but they also made strong recommendations to shift from absorptive interventions (e.g., distribution of few chickens for groups, one pig for a village group, distributions of few kilos of seed) to adaptive and transformative measures (e.g., integrated water for production (actual irrigation) and domestic use including productive livestock farming).

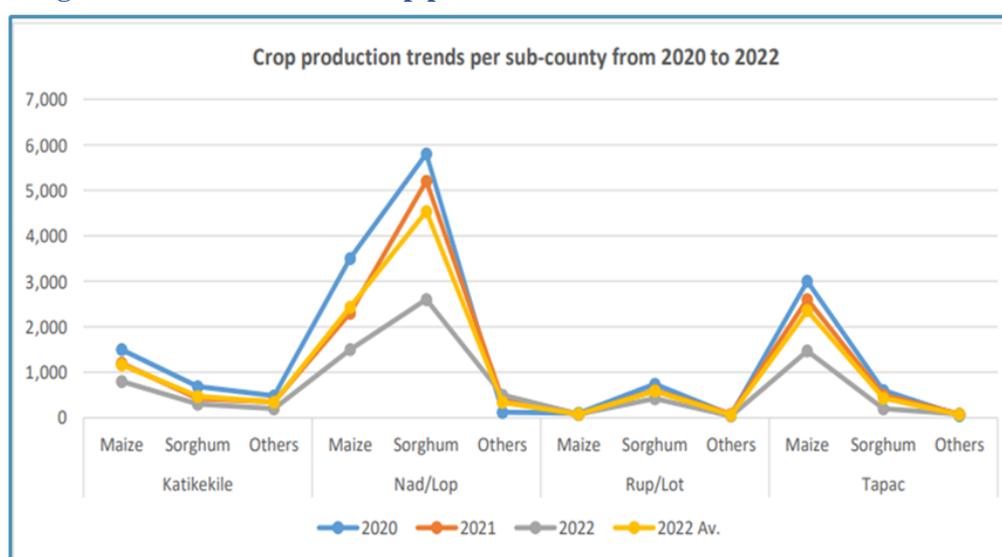
The FGDs mentioned that they need start-up capital to invest in real life changing agribusinesses to improve income and dietary diversity of their households. Above all, the KIIs and FGDs reveal that households are agro-based, and they expressed the need to have transformative interventions (e.g., business/job/market, loan/credits/saving). FGDs participants also recommended for several additional sectoral interventions, which were not implemented in the districts before. Climate projections in Karamoja sub region show that critical thresholds for several crops may be crossed in the next 10 years, pushing farmers out of their current cropping choices and farming systems. The low grants incremental adjustments in agricultural systems may not be enough to deal with the challenges that current and future generations of farming households will face. Incremental adaptation alone may act as a blockage for necessary change by increasing investment in the existing system or locale and narrowing down alternatives for change: what the resilience, transition and policy literatures refer to as ‘lock in trap’, ‘incrementalism’ and ‘negative resilience’ (e.g., Handmer and Dovers, 1996; Allison and Hobbs 2004; Anderies et al. 2006). Transformational approaches that are more proactive and ambitious will be required (Busizori and Reguli, 2018; Howden et al., 2007; O’Brien, 2011; Pelling, 2011).

### Towards achieving project objective

COMPONENT / OUTCOME / Output	INDICATOR	BASELINE 2018	MTR 2020	End Term TARGET 2023	TE 2023	TE RATING
Objective: to contribute to enhancing long-term environmental sustainability and resilience of food production systems in the Karamoja Sub-Region	Increase in intra and inter-seasonal livestock and crop productivity arising from SLM and INRM practices	At present, the only available data is the average district level yield. During the baseline study, the project will strive to collect household level data. Maize 1.2 Sorghum: 0.65 Beans: 0.35 Cassava: 8.0 Sweet Potato:8.0	10%	A 20% increase in productivity of maize, sorghum, cassava and sweet potato, vegetables, and beans, in 1,800 hectares by end of project.  A 15% increase in cattle and small stock productivity (milk/meat/eggs), by end of project.	Instead, there was decline in planting returns estimated at over 40% from 2020 to 2022 due to poor rainfall, conflicts, COVID 19 lockdown restrictions and army worm attacks.	<b>Moderately Satisfactory [MS]</b>

The prevailing decline in food production in the Karamoja could have implications on attainment of the target. According to KIIs there is observable decline in food production due to drought effect since the season of 2019/2020. The FGD participants in all project sites mentioned that crop and livestock production has declined in recent seasons. KIIs reported that over 80 percent losses in animal numbers have been recorded during serious drought events in the past decades and recently the season of 2020/2021. That dairy yields have decreased by almost 60 percent as result of deficit of green grass and water. In most target districts, crops were completely wiped out by drought in the season of 2021/2022. African Army Worm (AAW) devastated most crop fields specifically cereals and grasses. Moroto district confirmed to this TE that there has been decline in planting returns from 2020 to 2022 attributed to poor distribution of rainfall and COVID 19 lockdown restrictions.

**Figure 1: Moroto District Crop production trends in acres from 2020 to 2022:**



It was stated during FGD that due to repeated drought and army worm attacks, many farmers got frustrated and stopped planting. It was reported that there is a noticeable shift in when the rainy season starts. Farmers can no longer plan when to plant. In the season of 2021/2022, the rain that was expected in the month of March started late in the month of May when farmers had already been frustrated and given up on planting. Moreover, the Karamoja region has been characterised by increase in violent conflict.

The latest data from the Integrated Food Security Phase Classification (IPC), indicates that all nine districts in the Karamoja region are classified in IPC Phase 3 (Crisis). About 41 percent of the population or 518,000 people found themselves facing high levels of acute food insecurity between March and July 2022. The report says the food security situation in the region has continued to deteriorate, with the population in crisis level increasing from 27 percent in June 2020, to 30 percent in April 2021, and to 41 percent in April 2022. Data from IPC also indicates that F-SURE two (Kabong and Moroto) districts had critical levels of acute malnutrition during the lean season of 2022 (February to July).

While the quantity and quality of food is decreased, the price of staple crops has increased, reducing affordability of a safe and nutritious diet. According to FGDs, many people are not affording a healthy diet due to crop failure. In all visited sights, FGDs and KIIs mentioned that they received trainings and waited for FSURE project’s farm input that came late long after sowing period had ceased. This implies that the project could not have fully attained a 20% increase in productivity of maize, sorghum, cassava and sweet potato, vegetables, and beans, in 1,800 hectares and a 15% increase in cattle and small stock productivity (milk/meat/eggs), by end of project amidst Covid19 pandemic, heightened conflict, Africa Army Worm attacks, and devastating drought crisis and delayed distribution of input.

### Achieving Outcome 1

OUTCOME	INDICATOR	BASELINE 2018	MTR 2020	End Term TARGET 2023	TE Status 2023	TE RATING
OUTCOME 1: Supportive policies and incentives in place at district level to support improved crop and livestock production, food value-chains and INRM	Number of supportive policies and incentives in place at district level to support viable SLM/INRM approaches	While enabling policies are adopted at the national level, their local implementation and application is weak. For example, the land policy is not fully implemented, and customary rights are not formally recognized. The pastoral policy remains a draft at national level, and cattle corridors are not formally re-established.	-	At least one policy or one incentive in force to support viable SLM/INRM approaches and related food value-chains at landscape level in each selected site, by end of project -	Supported implementation of National Agriculture Policy strategies National Climate Smart Agriculture Program while incentivizing adoption technologies (high yielding and drought tolerant varieties). Developed land use plans for the thirty-five parishes in the project area. - identification of four transformative value chain commodities e.g cassava, honey	Satisfactor y (S)
Indicative budget in the Project Document				US\$ 1,600,450		
Annual costs incurred to this Outcome until MTR (30 September 2020)				US\$ 218,156		
Annual costs incurred to this Outcome until TE (June 2023)				About US\$1,500,000		

Eight (8) bylaws and four (4) ordinances causally related to Integrated Natural Resources Management (INRM) were found existing in the project area and contributed to their operations. comprehensive value chain analysis was reportedly carried out and 6 district stakeholder consultative meetings having been conducted to establish the structure of the multi-stakeholder platforms in the region. The Project completed a study on the existing multi-stakeholder platforms in Sub-Region Karamoja. The report gives information about the number and kind of platforms in the Project districts, status of registration, selection of office bearers, and nature of activities undertaken by them. The total number of platforms are 121 a cross districts. It was confirmed that assessment of legal gaps and needs for each district was completed in a study that was conducted in 2019 and a total of eight (8) bylaws and five (5) ordinances related to INRM and three (3) bylaws and three (3) ordinances indirectly related to INRM were reviewed.

#### Outcome 2

OUTCOME	INDICATOR	BASE LINE	MTR	End Term TARGET	TE RATING	
OUTCOME 2: <b>Increased land area under integrated natural resources management (INRM) and SLM practices for a more productive Karamoja landscape</b>	Number of hectares of cropland/rangeland/forest under integrated natural resources management and SLM per district Increase in crop yields by farmer records. Increase in water availability through biophysical monitoring	0	Thirty-six percent of the MTR target	450 ha of cropland, 180 ha of rangeland and 600 ha of forests per district are under INRM / SLM systems, by end of project (4,920 ha in total)	TE team observed that rangeland management activities were implemented except that no survey was conducted to measure hectares covered as reported that 213 Ha of cropland (23% increase), 176Ha of rangelands areas and 84.5 Ha of forest per district have been put under integrated natural resources management.	<b>Moderately Satisfactory</b>  Only 67% has been delivered as of 21 <sup>st</sup> June 2023. However, this component has got a no cost extension until mid-2024
GEF Total allocation				US\$ 3,550,024		
Annual costs incurred to this Outcome until MTR (30 September 2020)				US\$ 704,252		
Annual costs incurred to this Outcome until TE (21 June 2023)				US\$ 2,362,868.40		

**The Output 2.1** “Institutional technical capacities are strengthened to improve INRM/SLM” is measured by the indicator “number of people trained in INRM/SLM among which a percentage are women”. The mid-term target for this indicator set in the ProDoc is “at least 25 people per district (total 150) trained on INRM, among which half are women”. According to PIR 2020, twenty-two people (51% women) from each of six districts were trained on INRM. This included farmers from the two new districts that were created in the Project area. At the time of TE, these numbers were 66 (males 48: females 18) participants trained from the six districts and 91 (males 68: females 23) participants trained from the eight Sub-Counties on INRM/SLM approaches. The trainees were equipped with practical skills on SLM practices, soil and water conservation, farmer managed regeneration and pasture seed multiplication. In addition, 58 people (females 24: males 34) were trained in value chains development, particularly honey which is linked to agricultural biodiversity.

**The Output 2.2** “increase in the number of community members trained in INRM/SLM techniques” is measured by the indicator “number of community members trained in INRM and SLM practices, 60% of which are women. The mid-term target was to train 6,000 community members, and by the end-of-project 12,000 community members, of which 50% are women. As per PIR 2022, a total of 18,888 community members (63% women) capacity has been built on SLM/INRM practices. 10,002 community members (63% women) were trained. The trainees included representatives of 7,277 farming households, that are members of 252 FFS on CSA/INRM while 2,725 participants (1002M: 1723F) were non-FFS members. In this case the members of the FFSs form a strong sustainability strategy for the projects.

**The Output 2.3** “community groups are benefiting from income-generating activities (IGAs) introduced by the Project which is measured by indicators “number of people participating in alternative livelihoods schemes addressing SLM/INRM in the broader Karamoja landscape, 60% of which are women”, and “increase in household incomes measured by household surveys”. The mid-term project target was 1,000 and the end-of-project target was 2,500 community members practicing alternative livelihood activities. No baseline or target for household income target was set. A total of 2,790 (50% women) community members of 186 of the 252 FFS members have been trained on savings mobilization to increase community access to flexible financing solutions to stimulate investment in alternative livelihood options. Each FFS has no less than 15 members. Savings worth UGX 250 million have so far been mobilized by 4,782 members (F=3,169 (66.2%), M=1,522) from 186 FFS groups and 75% (UGX 171 million) of the savings has been loaned out to about 1,570 members to invest in alternative livelihoods (PIR 2022).

**The Output 2.4** “community level small grant projects in the Karamoja region that enhance ecosystem services, sustainable land management, innovate alternative livelihood options, are implemented” is measured by the indicator “number of CBOs practicing SLM/INRM issues in Karamoja through the Small Grants Programme”. Up to 60.24% (USD 466,892) of the grant amount has been disbursed so far. A total of 36 CSOs, each with 20 members (50% women) received the low value grants in the 6 districts. The grants are aimed at enhancing involvement of communities in restoration of forest cover, biodiversity, water, and soil conservation structures, engaging in food production, post-harvest handling, value addition, marketing and production of non-traditional food stuffs that would support resilience building in the event of shocks to the food system in Karamoja sub-region.

Four NGOs were contracted to manage the selection and disbursement of low value grants to the 28 organizations across the six districts of Kaabong, Karenga, Kotido, Moroto, Nabilatuk and

**Outcome 3**

OUTCOME	INDICATOR	BAS ELI NE		End Term TARGET	TE 2023	TE RATIN G
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<p><b>OUTCOME 3. Framework in place for multi-scale assessment, monitoring and integration of resilience in production landscape and monitoring of GEBs</b></p>	<p>Level of resilience as measured by the SHARP, HH BAT, Vital Signs and RAPTA tools:</p> <ul style="list-style-type: none"> <li>• Increased levels of agro-ecological and social resilience by end of project</li> <li>• Reduced perception of risk and vulnerability by end of project</li> </ul> <p>Reduced levels of food insecurity</p>	<p>There is little available data on resilience and no data on GEBs, including biodiversity</p>		<p>At least, medium level of available data on resilience and GEBs by the end of the project</p>	<p>there is medium availability of data on resilience but less on GEBs. Data for assessment of resilience exists in the project baseline report.</p> <p>- data on GEBs from the project.</p> <p>Five tools (DATAR, Carbon balance tool-EX-ACT, Trends.Earth or Collect Earth, WOCAT-LADA, SHARP, HHDS, FIES, and HH-BAT) were identified. A Hybrid tool was finalized and AFRII in collaboration with Busitema University are prepared to update the resilience data.</p>	<p>MS</p>
<p>Indicative budget in the Project Document</p>				<p>US\$ 990,850</p>		
<p>Annual costs incurred to this Outcome until MTR (30 September 2020)</p>				<p>US\$ 196,460</p>		
<p>Annual costs incurred to this Outcome until TE (21st June 2023)</p>				<p>No estimate</p>		

The Outcome 3 is measured by the indicator “level of resilience as measured by the SHARP, HH BAT, Vital Signs and RAPTA tools- increased level of agro-ecological and social resilience by end of project; reduced percentage of risk and vulnerability by end of project; and reduced levels of food insecurity”. The baseline at the time of ProDoc preparation was that little data is available on resilience, GEBs and biodiversity.

**Output 3.1** “assessment and monitoring of GEBs from Project interventions” and the indicator to measure it was “number of monitoring and assessment exercises conducted during the Project, within multi-stakeholder platform, and the MTR target was to set a baseline”. The end-of-project target was “three statistically representative M&E exercises conducted, and changes analysed (baseline, MTR and end-of-project assessment and monitoring) over the duration of the Project per selected landscape by end of Project. As per the PIR 2022, the baseline survey has been completed but the desired information is missing due to limited sample size and inadequate analysis, and it needs to be repeated. Two M&E exercises were conducted (Baseline and Midterm Review), and the Terminal Evaluation has been conducted in mid-2023. As part of routine project monitoring activities of eight (8) partner CBOs that received low value grants to address CSA/SLM/INRM at community level were monitored prior to finalization of their contracts.

**The Output 3.2** “capacity in place to apply appropriate tools and practices for monitoring resilience at multiple scales” is monitored by the indicator “number of workshops held at regional level on monitoring resilience within multi-stakeholder platforms (created in outcome 1). The MTR target was “two workshops by mid-term on monitoring resilience and building capacity for M&E, within the multi-stakeholder platforms to which 50% of participants are women, and the end-of-Project target was “at least one workshop held per year on monitoring resilience and building capacity for M&E, within the multi-stakeholder platforms to which 50% of participants

are women”. According to PIR 2020, a workshop was held in Nairobi between 13th-15th November 2019, as part of the GEF-IAP program. 2 workshops have been held to build capacity on M&E and monitoring resilience within the project. Other two virtual workshops (Training on Trends. Earth, Google Earth Engine and Participatory video recording) were conducted by Conservation International and FAO respectively. The training was attended by 05 (04M; 01F) for the Trends. Earth training and 02 (01M; 01F) for the Participatory Video Recording (MEV-CAM) training. Both are tools used for measuring / monitoring global environmental benefits.

**The Output 3.3** “Project is linked to Regional Hub programme, for knowledge generation, exchange and dissemination”, and is measured by the indicator “number of knowledge products produced and shared at Regional Hub platform. The target was two knowledge products by MTR and five by the end-of-project. According to PIR 2022, three (3) knowledge products have been developed so far. These include:

- (1) the Communication strategy,
- (2) the Stakeholder engagement Plan
- (3) The Gender Analysis report and Gender Action plan

At the time of TE, IEC materials were being developed and translated into the local language. These were generated at community level from project grantees and FFS IP

### **2.3.2 Relevance (\*)**

The project logic was sound and comprehensive based on well-articulated problem analysis. Thus, the problems the project set out to address were correctly identified and justified. Adequate efforts were undertaken at the design stage to establish baseline values against which performance targets were set. The project importance and linkages to the international and national development ambitions as enshrined in UNFCCC Paris Agreement. As a signatory, Uganda submitted revised NDC 2022. Uganda has strengthened its enabling environment for NDC implementation and continues to leverage targeted technical and financial support for NDC implementation. The project feeds into third National Development Plan 2020/21- 2024/25. Uganda envisions reducing the vulnerability of the population, environment, and economy to the impacts of climate change; by implementing measures and policies that build resilience. NDCs Adaptation Sectors are Agriculture, Ecosystems, water, forestry among others. The project further aligns to the Country's Vision 2040, Uganda Green Growth Development Strategy, and the Sustainable Development Goals (SDGs), National Climate change policy, Green Growth Development Strategy, the revised Energy Policy 2020 among other frameworks. In addition, Uganda’s third National Development plan (NDPIII) states climate change mitigation and adaptation are critical to the achievement of increased household incomes and improvement of quality of life of the population. Uganda’s NDPIII considers continuous integration of climate change, gender considerations and disaster risk reduction in planning, budgeting, and reporting.

This project feeds into National Climate Change Act 2021 that provides the creation of a Framework Strategy on Climate Change, as well as a National Climate Action Plan and District Climate Action Plans. Additionally, the updated NDC is informed by the adaptation strategies mentioned in the agricultural NAP 2018, which has an overall sectoral goal to increase resilience of and adaptive capacity to the impacts of climate change, through coordinated interventions that enhance sustainable agriculture, food and nutritional security, livelihood improvement and sustainable development.

Internally, project interventions were logically flowing and well linked with the desired results right from the objectives up to the specific activities. The multi stakeholder implementation arrangement that was adopted was sufficient and well thought through to support realisation of the results. However, the evaluation noted a few cases where project outcome indicators were not perfectly corresponding with the outputs and instances where output indicators were not comprehensively addressed by the project activities at lower levels (See analysis under outcome 2 above). The observed gaps in the project logical flow notwithstanding, the project's external and internal consistence was adequate and hence relevant. It is on this ground that a rank of 5/6 (satisfactory) is awarded.

TE Relevance Rating Scale is: **Satisfactory [S]**

### **2.3.3 Effectiveness & Efficiency (\*)**

Analysis of project effectiveness explores the extent to which the project outcomes and objectives have been achieved. The objective of the FSURE project was to improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja Sub-Region. Achievement of this objective was planned to be measured through three outcomes.

Increase in intra and inter-seasonal livestock and crop productivity arising from SLM and INRM practices is one of the indicators, the TE team believes this project is highly impactful especially the degree of ripple effect associated with the community level interventions. For instance, many in Karamoja are still facing food insecurity, the climate smart interventions coupled with improved post-harvest handling practices that have been supported by the project are well placed to support further reduction of the number of food insecure households. Furthermore, the ecosystem management interventions that have been supported coupled with capacity development of key structures in community remain critical in boosting food security.

TE Effectiveness and Efficiency Rating Scale is: **Highly Satisfactory [HS]**

### **2.3.4 Country Ownership**

The Government of Uganda is committed to achieving Sustainable Development Goals (SDGs) and this puts, sustainable food production and management of natural resources at the forefront in the country's achievement of the aspirations under its national and global development frameworks. The F-SURE project therefore addresses key issues that strengthen the country's ability to achieve its national development priorities as enshrined in the NDP III and several other food security and climate resilience policy frameworks. In particular, the project addresses the nexus between food security, climate change and natural resource problems of deforestation and degradation, poverty alleviation and social development through integration of climate change and food security in development planning. This is tandem with the national priorities as reflected in numerous sectoral policies, strategies, and action plans. All these are key factors that underpin country ownership of the project as further evidenced by the following.

The Government (MAAIF) willingness to co-finance the project is a good indicator that the government played an active role. Furthermore, the integration of project implementation in the national implementation modality also well evidence country ownership of the project. As such, the

involvement of government officials in the entire project implementation processes has been evidently indicating ownership. The role played by several government structures both at national and sub national levels well evidences the country ownership of the project hence increasing the likelihood of sustainability.

All the government stakeholders that participated in this evaluation expressed willingness to continue playing an active role in maintaining and protecting the benefits of the project.

### **2.3.5 Mainstreaming**

The project worked with males and females, boys, and girls in the project area. In fact, more women benefitted from livelihood interventions than the males. For example, participation in value chains was as follows: Nakapiripirit, cassava MSP has 40%F, 40%M, 20%youth, in Nabilatuk sorghum MSP has 40%F, 45%M, 15%youth; in Moroto, honey MSP has 20%F, 50%M, 30%youth; in Kotido, livestock MSP has 25%F, 55%M, 20%youth; in Kaabong sorghum MSP has 50%F, 40%M, 10% youth and in Karenga sorghum MSP has 50%F, 40%M, 10%youth FGDs mentioned that males are always on move for pastoral/grazing activities and search of jobs and the females must shoulder the responsibility of running the households. During the FGDs, especially a question was asked whether there was any discrimination on sex, sect, tribe, etc., and no one reported any case. Rather the communities were found to be more cohesive taking actions jointly to implement project activities. Besides environmental conservation and CCA, the project assisted the communities to organize themselves in the form of Savings & Loan Groups (88 groups). These groups are providing loans to the members on a lower and affordable interest rate. This window of loan is an opportunity to the communities to take care of their urgent priorities or do some other livelihood business. Most community-based adaptation activities are performed in the form of a group.

### **2.3.6 Sustainability (\*)**

The sustainability such project is judged from four perspectives, viz., financial, socio-economic, institutional, and environmental, which are discussed as follows:

The FSURE activities and interventions were implemented to meet the objectives of the project, which were centred on how communities can reduce their vulnerability to food insecurity and effects of climate change. The project promotes secure development and food security gains. At the expiry of the project the achievements need to be sustained to continue contributing towards the objective. Recognizing this fact, 6 districts need to have developed an exit strategy and sustainability plan in order to create a greater potential for sustained impact of the activities and interventions in the six districts where the project was piloted.

It is important to note that all activities of the project were centered on achieving synergies advocated in Climate Smart Agriculture, thus, increasing productivity, climate change adaptation and mitigation measures. The project formed Multi-Stakeholder Platforms (MSPs) around six commodities including cassava flour, maize flour, sorghum flour, honey, bees wax and fermented sorghum beverage. The attainment of such synergies by the communities was the primary criteria for the selection of interventions deemed as best practices. Therefore, best practices in this context are those that have proved to increase productivity and income while increasing the communities' ability to adapt to climate change and at the same time mitigating the causes of the same and building the communities' resilience.

TE sustainability Rating Scale is: **Satisfactory [S]**

### 2.3.7 Impact

The TE team considered capturing the project’s impact through telling the human impact stories. The impact stories are told through the lens of project beneficiaries’ journey and verified by TE field mission observations.

**1. Nabilatuk Subcounty – the groups under KACHEP.** The project assisted 8 groups with poultry and piggery. Groups received training in the management of enterprises cooperative and record keeping. Their incomes have been diversified and groups saving and giving loans to fellow members at friendly interest rate to start any other business or to meet their urgent household needs. A full-grown pig sells for more than 600,000 UGX at the age of one-two years. It is expected that by 2024, each group member will be earning at least 100,000 UGX per month from the sale of pigs and poultry. The strategy of the group is to expand the size of poultry and piggery business.

<b>Piggery</b>	<b>Poultry (Kroilers)</b>
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**2. Toinakina Farmers group in Moroto:** The two groups are composed of persons living with HIV. They are practising CSA interventions in vegetable and cereal production and apiary. So far, the groups have implemented growing of irrigated vegetables using drip irrigation. At the site, it was observed that members are taking two or more vegetable crops because of increased production due to CSA good agronomical practices of applying improved manure, irrigation, and crop handling. In the past they were waiting for the rains and only one cropping season was achieved moreover crops with low yields was obtained. But now because of planting vegetables more than two times, the income from 0.1 ha (average holding size per member) is 2,200,000 UGX from vegetables. The groups have also saved 1,400,000 UGX from apiary. Although the mission has not come across with replication of any irrigation scheme by the community, but the crop intensity has certainly increased. It was also informed that many farmers in all the subcounty are keen to join the enterprises.

Since the adaptation activities demonstrated by the project are directly beneficial to the local communities in terms of food security, asset creation and value appreciation, and now they have learnt by doing, it is anticipated these activities will be replicated and up scaled.

<b>CSA irrigated vegetables</b>	<b>Airtight Cereal storage tanks</b>
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**3. AYADO in Kotido District:** is partnering with International Institute of Rural Reconstruction (IIRR) in Loposa parish, Napumpum sub county, in Kotido district. The project goal is to Improve degraded ecosystem and economic self-reliance among 300 vulnerable households living in Kotido Sub County by the end of March 2023. Three hundred (300) households living around Kotido district

were supported to promote environmental conservation activities and enhance their production and productivity improvement, financial inclusion, skills, and enterprise development. The project sensitized and encouraged targeted beneficiaries to form a total of 12 Saving and Development Clusters (VSLAs), each comprising of 25 members. Project information shows that groups were assisted with milling machines for cereal value addition.



The

cumulative savings for all the 12 groups is UGX 6,840,000 and the average total is UGX 570,000 per group. The high percentage of beneficiaries attributed their increased incomes to being in a saving group. Both women and men are saving at least 1,000 UGX per week, showing commitment despite the limited incomes opportunity in the areas. the project has built a saving culture among the beneficiaries.



**4. Napoom APFS** group located in Sikudik village in moruita parish in Moruita sub county Nakapiripirit district is one of the new groups that were formed early in 2021. The group is composed of 30 members, 13 males and 17 females, constituting 4 PWDs, 8 elderly and 18 youths. The group members largely depended on different business such as buying and selling of animals, selling of charcoal and casual labor in other people’s gardens and homes where they are paid Ushs: 2000= or 5000=. Most people go to forest in the mountains to collect mairunji (mirra) leaves to sell in Nakapiripirit. The mirra leaves are collected from very far places such as Lowiapuru and Nyumakere which are high up on the mountain with very steep and slippery rocks. “Early in 2021, ECO came into our village and help us to form a group. We formed a mixed and inclusive group with women, men, youth, elderly and more interestingly PWDs. ECO supported our group with tailored trainings in APFS practices in areas of climate smart Agriculture that enabled us to develop a group action plan and prioritization of enterprises where the group then identified beans, maize, and a variety of vegetables. Last season we were able to cultivate maize, beans and vegetables that included tomatoes, onions, and collards (sukumawiiki) which earned us Ushs: 500,000/= for vegetables and 750,000/= for beans. 500,000 was put to the VSLA account for the group to continue loaning and making profits”, said Mr. Augustine.

My name is Logolla Nakorio aged 58 years old and a resident of Loputuk village, Loposa parish, Napumpum S/County, and a treasurer of Lokwor 1 FFS. Before ADRA FOSURE Project I was used to growing sorghum only. When the project started, I was introduced to a variety of crops that are of value to my family. ADRA gave us seeds and chemicals, trained us on home hygiene and sanitization, water conservation measures, environmental protection through planting trees and trained and motivated me to save. I borrowed 100,000/= from the group saving and bought with sorghum to start up brewing business which has really supported my household, I have been able to pay back the group loan and now using the profits to buy more sorghum and buy other food items for my children.

With the knowledge I have acquired, I can now teach and encourage other community members to adopt good hygiene practices in their households. Thanks to ADRA for empowering me as a widow.

**5. Narogole APFS/VSLA Sangar Subcountry -Karenga district:** The project is being implemented by International Institute of Rural Reconstruction (IIRR) through Integrated Natural Resources Management (INRM) and Sustainable Land Management (SLM) practices, Village Savings and Loan Association, and Agro-Pastoral Field School Approaches. Narogole Savings APFS located in Lorengechan Village, Kumet parish, Sangar Sub County, Karenga District. Narogole mixed group was formed spontaneous by community members in 2017 and in 2020, they joined the FFS activities supported by the International Institute of Rural Reconstruction (IIRR) under the SURE FS project later on registered as a community-based organization.

This group received Farmer Field School (FFS), Village Saving and Loan Association (VSLA), Sustainable Land Management (SLM), Climate Smart Agriculture (CSA) and Integrated Natural Resource Management (INRM) training. Last year Narogole opened a demonstration garden measuring 40m by 100m and planted improved Ground nut (SERENUT4). This demonstration garden was used for their learning purposes on the importance of timely tillage, line planting, weeding, Agro Ecological System Analysis (AESAs), integrated pest management (IPM) and post-

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*“I am Kigumba Peter Arafat, a member of Naburiangai Women’s group Kadogo. I joined the group in 2020. I have since learnt how to conserve soil and water in our vegetable plots, and how to manage our savings. These are new skills that I have exploited to venture into growing vegetables as a business. I am now able to supply fresh tomatoes, eggplants and sukumiwiki to Kapadakook centre. Through vegetable business, I have also opened a small-scale retail shop, and this has greatly improved the living conditions in my home, the food and nutrition security of my family has improved. I now earn extra income to buy scholastic materials and paying school fees for my children”.*

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harvest handling (PHH).

Peter at demo farm	Peter at his vegetable shop
	

The farmer group members are investing the money grossed via VSL in diverse things like buying livestock and buying fertilizer to supplement organic manure for crop production. The money is circulating within the community improving the economic status of the community members. This in turn is ensuring natural resource regeneration as they are not burning charcoal to source the income which was a common trend in the past.

## 5. Lapany water dam

Under the project, water dams are expected to prove effective way in regulating water flow which has resulted into reduced incidences of floods downstream and ensured water availability for multipurpose use. The community will fully own and the dams. The FSURE has identified integrated water dams as one of the key game changer interventions. Construction of mega water dams are underway. The initiative to promote flood water harvesting is intended to mitigate impacts of water scarcity by harvesting and storing it in ponds and combining water for production.

and home use with solar pumps to trading centres. This is expected improve and diversify income/food sources. The improved incomes will enable some of community members to invest in vegetable production and livestock improving food and nutrition security as the harvested water is to be used for irrigation of crops and livestock watering. Water is not abundant in the area during the dry seasons.

*TE mission inspecting construction of Lapany water dam.*



### 3. Conclusions, Recommendations & Lessons

#### 3.1. Corrective actions for the design, implementation, monitoring and evaluation of the project.

- 1) In future projects, the source of baseline values should be indicated to allow verification and realistic target setting. If secondary data is insufficient to generate adequate baseline values, a primary data collection should be among the prioritized project initiation activities.
- 2) At the design stage, it is important to ensure that lower level results the project activities are derived from the output indicators and outputs from the outcome indicators while outcomes are derived from the objective/goal indicators. This is necessary to achieve enhanced internal consistence of the project.

#### 3.2 Actions to follow up or reinforce initial benefits from the project.

- 1) Food security resilience requires continuous and systematic effort. It is therefore necessary to consider replication of the best practices beyond the pilot sites.
- 2) The project had envisaged to at least produce 1 policy or 1 incentive in force to support viable SLM/INRM approaches and related food value-chains at landscape level in each selected site but instead was not able. It is important that the undelivered outputs be incorporated in the successor project in order to support the holistic achievement of the envisaged results.
- 3) The Government of Uganda should integrate some of the project activities into development plans at various levels. Although, initiatives towards enhanced district funding of climate change resilience and adaptation are not yet sufficiently undertaken, more advocacy for National Climate Change Act 2021 provisions for the creation of a Framework Strategy on Climate Change, as well as a National Climate Action Plan and District Climate Action Plans is necessary.

#### 3.3 Proposals for future directions underlining main objectives.

Support for enhanced food security resilience and adaptation is still necessary. This calls for continuous support to the Karamoja subregion to scale up initiatives for climate change mainstreaming.

#### *Outcome Based Recommendations*

<b>Recommendations table</b>		
<b>Rec #</b>	<b>Recommendation</b>	<b>Entity Responsible</b>
<b>A</b>	<b>Outcome 1: Supportive policies and incentives in place at district level to support improved crop and livestock production, food value-chains and INRM</b>	MAAIF, UNDP
A.1	All the six districts lacked the most updated agriculture and livestock resilience plans. There is a need to develop or update district-level agriculture and livestock development plans through comprehensive needs assessment to identify the specific challenges and opportunities related to agriculture and livestock production in the district. Such plans can be a crucial step in promoting sustainable and equitable economic growth in a region. The plans will identify the specific needs and challenges faced by farmers and livestock keepers in the district and develop strategies to address these challenges.	MAAIF, DLGAs

A.2	Farmers lack incentives for value-addition and agro-processing. Therefore, districts should offer incentives such as tax exemptions or reduced licensing fees to encourage the establishment of value addition and agro-processing industries.	DLGAs
A.3	The current extension worker to farming household ratio in Uganda is about 1:1800 yet internationally accepted ratio is 1:500. The district local government authorities need to establish/revamp farmer support programs such as training, extension services, and credit facilities to help farmers adopt sustainable agriculture practices and increase their productivity.	MAAIF, DLGAs,
<b>B</b>	<b>Outcome 2: Increased land area under integrated natural resources management and SLM practices for a more productive Karamoja landscape</b>	FAO, MAAIF
B.1	Capacity building- <b>Community</b> involvement is critical for the successful implementation of Integrated Natural Resources Management (INRM) and Sustainable Land Management (SLM) practices. It is essential to build the capacity of local communities to implement these practices. This can be achieved through training programs, workshops, and demonstration plots/farm and farmer to farmer learning. In addition, education and awareness-raising campaigns can help to ensure that local communities understand the benefits of INRM and SLM practices. There is a need to strengthen the capacity of district level institutions responsible for agriculture, land use and forestry to support the adoption of INRM and SLM practices. This can include building the capacity of extension workers and supporting the establishment of farmer field schools in different parts of the districts.	DLGAs, MAAIF
B.2	Karamoja sub region faces droughts and dry spells, yet irrigation is not applied. There is need for investment in water harvesting techniques - Water harvesting techniques, such as the construction of small dams and ponds to conserve water and increase crop yields through irrigation. These techniques can be particularly useful in Karamoja region areas where rainfall is scarce and irregular.	MAAIF, FAO, UNDP, NGOs.
<b>C</b>	<b>Outcome 3: Framework in place for multi-scale assessment, monitoring and integration of resilience in production landscape and monitoring of GEBs</b>	UNDP, MAAIF
C.1	Develop a conceptual model that outlines the relationships between different elements of the production landscape, the resilience of the system, and the GEBs. The model should be based on the best available scientific knowledge and should be flexible enough to accommodate new information as it becomes available. This should clearly define the objectives and scope of the framework that identify the key stakeholders and ensure that their perspectives and priorities are incorporated into the objectives and scope.	UNDP MAAIF DLGAs
C.2	Identify and develop indicators that can be used to measure the resilience of the production landscape and the extent to which it supports GEBs. These indicators should be relevant to the objectives of the framework and should be scientifically valid and robust.	UNDP MAAIF DLGAs
<b>D</b>	<b>Project Implementation &amp; Adaptive Management</b>	
D	Key recommendation:	
D.1	Build sustainability into project design by identifying exit strategies that will enable communities to continue to benefit from project interventions even after the project ends. This could include building local capacity, transferring ownership of assets and knowledge, and promoting policies that support sustainable food systems.	MAAIF, DLGAs
<b>E</b>	<b>Sustainability</b>	
E.1	Key recommendation:	
E.2	Strengthen community institutions by supporting the establishment of community-based institutions such as farmers' groups, cooperatives, and community-based organizations. This will build social capital, increase access to resources, and enhance community resilience.	DLGAs, MAAIF
E.3	While communities are supportive of continuing and scaling up some of the successful interventions, they also made strong recommendations to shift from absorptive interventions (e.g., social assistance, distributions of food and other relief items) to adaptive (e.g., irrigation, productive farming, livestock) and transformative interventions (e.g., business/job/market, loan/credits/saving). Incremental adjustments in agricultural systems may not be enough to deal with the challenges that current and future generations of farming households will face.	DLGAs, MAAIF

## 4. Annexes

### Annex I: Terms of Reference

#### I. GENERAL INFORMATION

<b>Project/Program Title:</b>	<b>FOSTERING SUSTAINABILITY AND RESILIENCE FOR FOOD SECURITY IN KARAMOJA SUB-REGION Project</b>
<b>Scope of Advertisement:</b>	National
<b>Type of Contract:</b>	Individual Consultant
<b>Post Type:</b>	National Consultant
<b>Duty Station:</b>	Kampala (with mission travel to project sites as needed)
<b>Expected Areas of Travel:</b>	Selected 6 districts (Kotido, Moroto, Karenga, Nakapiripirit, Nabilatuk, Kaboong)
<b>Languages:</b>	English
<b>Expected Duration of Contract:</b>	30 working days spread over a period of two calendar months.
<b>Start Date:</b>	Immediately after Concluding Contract Agreement
<b>Location:</b>	<b>Karamoja, Uganda</b>
<b>Application Deadline:</b>	<b>30<sup>th</sup> September 2022</b>
<b>Starting Date:</b>	<b>1<sup>st</sup> November 2022</b>

#### 1. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Terminal Evaluation (TE) of the full-sized project entitled “**FOSTERING SUSTAINABILITY AND RESILIENCE FOR FOOD SECURITY IN KARAMOJA SUB-REGION PROJECT**” implemented through the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and six District Local Governments including Kotido, Moroto, Karenga, Nakapiripirit, Nabilatuk, and Kaboong. The project is supported by FAO and UNDP. The project was signed in February 2018 and is currently in its fifth year of implementation.

The overall goal or **development objective** of this project is to improve food security by addressing the environmental drivers of food insecurity and their root causes in Karamoja sub-region. The **Project objective** is to contribute to enhancing long-term environmental sustainability and resilience of food production systems in the Karamoja Sub-Region.

#### 2. PROJECT BACKGROUND AND CONTEXT

The vast majority of people in Karamoja face food shortages, either year-long or seasonal, and the region has been exposed to increasing droughts. Many parts of Karamoja are chronically food insecure, with 36.9 % of children stunted due to insufficient food (WFP & UNICEF, 2014). At the national level, 6.3 % of all Ugandans face some form of food insecurity at one point or another during the year, in Karamoja, this category accounted for 56% in 2014 and only 13% of households were able to meet their needs for cereals, tubers and vegetables, from their own cultivation (Ibid).

This project sought to respond to this chronic food insecurity in the Karamoja region, which is a result of combined pressures, including environmental degradation and climate change. The project set out to achieve its objective through three outcomes. Outcome 1 focused on strengthening the enabling policy and institutional frameworks through the creation of multi-stakeholder platforms that will enable better planning, including local landscape-based planning. Outcome 2 focused on channelling investments into the food production systems and value chains using a Farmer Field School approach adapted to the realities of the agro-pastoral societies of Karamoja. The project intended to increase production through climate resilient production techniques, and support efforts to diversify production to increase income and reduce vulnerability to food insecurity. A strong emphasis was placed on rehabilitating ecosystem services through restoration, agro-forestry, natural regeneration, and sound pasture management. The project also targets specific activities towards women and youth, who are among the most vulnerable, to ensure equality of participation and remove underlying vulnerabilities. Finally, Outcome 3 focused on the development and implementation of a monitoring and assessment framework for global environmental benefits, and socio-economic benefits.

Since May 2018, the Government of Uganda through MAAIF, with support from FAO/UNDP/GEF has implemented the FSURE project supporting institutional and capacity development at the district level on both policy and policy adaptation/implementation, delving into transfer of technologies for efficient food production and enhanced product marketing systems.

Being a full term through the project life cycle, this TE will help to document the progress made, recommend strategies that will enhance future programming to deliver food security, the kind of investments that must be made and which partnerships shall be critical. According to the GEF guidance notes [http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) TEs are a monitoring tool to assess project extent to achieve planned outcomes. As such, TEs are required for full-sized UNDP supported projects with GEF financing such as this one.

### **3. TE PURPOSE**

The TE report will assess the achievement of project results against what was expected at inception and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. The Terminal Evaluation will look at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals.

### **4. TE APPROACH & METHODOLOGY**

The TE report must provide evidence-based information that is credible, reliable, and useful.

The TE Team will review all relevant sources of information including documents prepared during the preparation phase (i.e., PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the Team considers useful for this evidence-based evaluation. The TE Team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE Team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries, and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: Executing Agencies, Senior Officials and Task Team Leaders, Key Experts and Consultants in the subject area, Project Steering Committee, Project Stakeholders, Academia, Local Government CSOs, and Project Beneficiaries. Additionally, the TE Team is expected to conduct field missions to selected 6 districts (Kotido, Moroto, Karenga, Nakapiripirit, Nabilatuk and Kaabong) where the TE Team should be able to meet the project responsible parties and conduct site verification.

The specific design and methodology for the TE should emerge from consultations between the TE Team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE Team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders, and the TE Team.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

### **5. DETAILED SCOPE OF THE TE**

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects

[http://web.undp.org/evaluation/guideline/documents/GEF/TE\\_GuidanceforUNDP-supportedGEF-financedProjects.pdf](http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf)

A full outline of the TE report's content is provided in ToR Annex C. The Findings section of the TE report will cover the topics listed below. The asterisk "\*" indicates criteria for which a rating is required.

#### **Findings**

##### **i. Project Design/Formulation**

- National priorities and country driven ness.
- Theory of Change
- Gender equality and women’s empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design.
- Planned stakeholder participation.
- Linkages between project and other interventions within the sector
- Management arrangements

ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements.
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women’s empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE Team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses, and results of the project, respond to key evaluation questions, and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF

and UNDP interventions. When possible, the TE Team should include examples of good practices in project design and implementation.

- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown below:

**TOR Table 2: Evaluation Ratings Table for Fostering Sustainability and Resilience for Food Security in Karamoja Sub-Region Project**

<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating<sup>6</sup></b>
M&E design at entry	
M&E Plan Implementation	
<b>Overall Quality of M&amp;E</b>	
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
<b>Overall quality of Implementation/Execution</b>	
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	
Effectiveness	
Efficiency	
<b>Overall Project Outcome Rating</b>	
<b>Sustainability</b>	<b>Rating</b>
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
<b>Overall Likelihood of Sustainability</b>	

## 6. TIMEFRAME

The total duration of the TE will be approximately 35 working days over a time period of 2 months starting on 1<sup>st</sup> November 2022. The tentative TE timeframe is as follows:

Timeframe	Activity
Sept 30	Application closes
Oct 15	Selection of TE Team finalized
Oct 25	Preparation period for TE Team (handover of documentation)
4 Nov) 4 days	Document review and preparation of TE Inception Report
(9 Nov) 3 days	Finalization and Validation of TE Inception Report; latest start of TE mission
(28 Nov) 14 days	TE mission: stakeholder meetings, interviews, field visits, etc.
29 Nov	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
(9 Dec) 8 days	Preparation of draft TE report
13 Dec)	Circulation of draft TE report for comments
(15 Dec)	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
(19 Dec)	Preparation and Issuance of Management Response
(date)	Concluding Stakeholder Workshop (optional)
24 Dec)	Expected date of full TE completion

<sup>6</sup> Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

Options for site visits should be provided in the TE Inception Report.

## 7. TE DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE Team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: (by 9 <sup>th</sup> Nov)	TE Team submits Inception Report to Commissioning Unit and project management
2	Presentation	Initial Findings	End of TE mission: (by 29 Nov)	TE Team presents to Commissioning Unit and project management
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: (13 Dec)	TE Team submits to Commissioning Unit; reviewed by RTA, Project Coordinating Unit, GEF OFP
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: (by 19 Dec)	TE Team submits both documents to the Commissioning Unit

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>7</sup>

## 8. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is the UNDP Country Office.

The Commissioning Unit will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE Team. The Project Team will be responsible for liaising with the TE Team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## 9. TE TEAM COMPOSITION

A Team of two independent consultants will conduct the TE - one Team Leader (International with experience and exposure to projects and evaluations in other regions globally) and one National Team expert from Uganda.

The selection of consultants will be aimed at maximizing the overall "Team" qualities in the following areas: The weight to all preferred qualifications is shown in the Technical Evaluation Criteria below.

### QUALIFICATIONS

#### Academic Qualifications:

- Advanced University Degree (master's or equivalent) in natural sciences; with a specialization in environment, biodiversity, climate change or any other closely related field

#### Experience:

- Minimum 7 years of relevant professional experience in relevant technical areas.
- Minimum of 4 years proven track record of application of results-based approaches to evaluation of projects focusing on Sustainable Land Management, sustainable Forest Management and Climate Change mitigation.
- Highly knowledgeable of participatory monitoring and evaluation processes.
- Familiarity with Uganda's development, environment, land, forest, and other relevant policy frameworks.

#### Competencies:

<sup>7</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

- Recent experience with result-based management review methodologies,
- Experience applying SMART indicators and reconstructing or validating baseline scenarios,
- Competence in adaptive management, as applied to Land Degradation and Biodiversity Conservation.
- Experience working with the GEF or GEF-Evaluations,
- Experience working in Uganda or Eastern Africa,
- Work experience in relevant technical areas for at least 10 years,
- Demonstrated understanding of issues related to gender, Land Degradation, Biodiversity conservation and climate change adaptation, experience in gender sensitive review and analysis,
- Excellent communication skills,
- Demonstrable analytical skills,
- Project review/review experiences within United Nations system will be considered an asset.

**Language and other skills:**

Proficiency in both spoken and written English

**Compliance of the UN Core Values:**

- Demonstrates integrity by modelling the UN’s values and ethical standards.
- Promotes the vision, mission, and strategic goals of UNDP.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Treats all people fairly without favouritism.
- Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project’s Terminal Evaluation and should not have a conflict of interest with the project’s related activities.

The selection of evaluators will be aimed at maximizing the overall “Team” qualities in the following areas:

Qualified Individual Consultant is expected to submit both the Technical and Financial Proposals. Individual Consultants will be evaluated based on Cumulative Analysis as per the following scenario:

- Responsive/compliant/acceptable, and
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals is:
  - Technical Criteria weight is 70%
  - Financial Criteria weight is 30%

<b>Evaluation Criteria</b>	<b>Weight</b>	<b>Max. Point</b>
<b>Technical Competence (based on CV, Proposal, and interview (if required))</b>	<b>70%</b>	100
Understanding the Scope of Work; comprehensiveness of the methodology/approach; and organization & completeness of the proposal		30
Minimum educational background		20
Minimum years of experience		30
Additional competences (agriculture and Environment /M&E)		20
<b>Financial (Lower Offer/Offer X100)</b>	<b>30%</b>	30
<b>Total Score</b>	<b>Technical Score * 70% + Financial Score *30%</b>	

\* It is a mandatory criterion and shall have a minimum of 50%

**RECOMMENDED PRESENTATION OF TECHNICAL AND FINANCIAL PROPOSALS**

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, you are hereby given a template of the Table of Content. Accordingly, your Technical Proposal document must have at least the preferred content as outlined in the IC Standard Bid Document (SBD). The financial proposals should be ALL inclusive.

**CONFIDENTIALITY**

The Individual Consultant shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP.

## 10. EVALUATOR ETHICS

The TE Team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

## 11. PAYMENT SCHEDULE

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit
- 40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit
- 40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%<sup>8</sup>:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e., text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.

## 12. APPLICATION PROCESS<sup>9</sup>

Recommended Presentation of Proposal:

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>10</sup> provided by UNDP;
- b) **CV** and a **Personal History Form (P11 form)**<sup>11</sup>;
- c) Brief description of **approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

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<sup>8</sup> The Commissioning Unit is obligated to issue payments to the TE Team as soon as the terms under the ToR are fulfilled. If there is an ongoing discussion regarding the quality and completeness of the final deliverables that cannot be resolved between the Commissioning Unit and the TE Team, the Regional M&E Advisor and Vertical Fund Directorate will be consulted. If needed, the Commissioning Unit's senior management, Procurement Services Unit and Legal Support Office will be notified as well so that a decision can be made about whether or not to withhold payment of any amounts that may be due to the evaluator(s), suspend or terminate the contract and/or remove the individual contractor from any applicable rosters. See the UNDP Individual Contract Policy for further details: [https://popp.undp.org/\\_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP\\_POPP\\_DOCUMENT\\_LIBRARY/Public/PSU\\_Individual%20Contract\\_Individual%20Contract%20Policy.docx&action=default](https://popp.undp.org/_layouts/15/WopiFrame.aspx?sourcedoc=/UNDP_POPP_DOCUMENT_LIBRARY/Public/PSU_Individual%20Contract_Individual%20Contract%20Policy.docx&action=default)

<sup>9</sup> Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP <https://popp.undp.org/SitePages/POPPRoot.aspx>

<sup>10</sup> <https://intranet.undp.org/unit/bom/psu/Support%20documents%20on%20IC%20Guidelines/Template%20for%20Confirmation%20of%20Interest%20and%20Submission%20of%20Financial%20Proposal.docx>

<sup>11</sup> [http://www.undp.org/content/dam/undp/library/corporate/Careers/P11\\_Personal\\_history\\_form.doc](http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc)

All application materials should be submitted to the address (**Plot 11 Yusuf Lule Road**) in a sealed envelope indicating the following reference “Consultant for Terminal Evaluation of “Fostering Sustainability and Resilience for Food security in Karamoja Region” or by email at the following address ONLY: **Rose.Plang@undp.org** by **5:00pm on 30<sup>th</sup> September 2022**. Incomplete applications will be excluded from further consideration.

**Criteria for Evaluation of Proposal:** Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

### **13. TOR ANNEXES**

(Add the following annexes to the final ToR)

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE Team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail

## Annex II: Itinerary

Date	Day	Time	Activity
<b>11 April</b>		-	<ul style="list-style-type: none"> <li>International Consultant arrives in Kampala</li> </ul>
<b>12 -14-April</b>	2	7:30am -1pm	<ul style="list-style-type: none"> <li>Review of internal documents and seek clarification- risk logs, audit and other financial reports at UNDP and FAO</li> </ul>
<b>16 April</b>	1		<ul style="list-style-type: none"> <li>Leave for Karamoja - field visit</li> </ul>
<b>17 -18 April</b>	2	8:30am -morning	<ul style="list-style-type: none"> <li>Moroto -Meeting with project coordinator and M&amp;E Officer and Govt KIIs</li> <li>Visit to selected field sites, interviews with community notables and FGDs</li> </ul>
<b>19 April</b>	1	09:00am -3:00pm	<ul style="list-style-type: none"> <li>Meeting with the officials of Kabong district</li> <li>Visit to selected field sites, interviews with community notables and FGD.</li> <li>Leave for Karenga</li> </ul>
<b>20 April</b>	1	9:30-3p:00pm	<ul style="list-style-type: none"> <li>Meeting with Karenga -Officials of District</li> <li>Visit to selected field sites, interviews with community notables and FGDs.</li> <li>Leave for Kotido</li> </ul>
<b>21 April</b>	1	9:30-3:00pm	<ul style="list-style-type: none"> <li>Meeting with the Officials of Kotido District</li> <li>Visit to selected field sites, interviews with community notables and FGDs.</li> <li>Leave for Nakapiripit</li> </ul>
	1	9:30-3:00pm	<ul style="list-style-type: none"> <li>Meeting with the Officials of Nakapiririt District</li> <li>Visit to selected field sites, interviews with community notables and FGDs.</li> <li>Travel to Nabilatuk</li> </ul>
	1		<ul style="list-style-type: none"> <li>Meeting with the Officials of District</li> <li>Visit to 2 selected field sites, interviews with community notables and FGDs</li> </ul>
	1	7:30am	<ul style="list-style-type: none"> <li>Leave for Kampala</li> </ul>
	1		<ul style="list-style-type: none"> <li>Presentation of preliminary findings to UNDP/FAO/MAAIF reference group</li> </ul>
	5	All day	<ul style="list-style-type: none"> <li>Writing of draft report- Submission of Draft Report</li> </ul>
		-	<ul style="list-style-type: none"> <li>Review of report by UNDP, Govt, and GEF RTA</li> </ul>
	2	All day	<ul style="list-style-type: none"> <li>Adjustments for final report</li> </ul>
		7:30 am	<ul style="list-style-type: none"> <li>Submission of Final Report</li> </ul>

### **Annex III: List of persons interviewed.**

1. Sarah Mujabi- Program Officer, UNDP (Chairperson)
2. Kalyebara David- M & E, FAO
3. Emmanuel Aturinde- ED Hunger Fighters Uganda (HFU)
4. Echuru Moses- AWARE 7.
5. Winnie Nakalema HFU
6. Beatrice Mugambe- Gender Advisor UNDP
7. James Kintu - HFU
8. Michael Nuwagaba- MSU, UNDP
9. Paul Lotimo- PMU, FSURE
10. Zephas Kisubi- Adra Uganda
11. Emuria Paul- FAO
12. Francis Ejobi- Veterinarian without borders Soroti P
13. Polly Mugisha- Head of Management Support Unit (MSU), UNDP
14. Joshua Okiror- Finance Associate- UNDP
15. Kocho Justine Bob- District coordinator
16. Professor Moses Isabirye- Busitema University
17. Paul Nyeko- IIRR
18. Jenesta Atuhaire- Finance Associate
19. Mercy -Nabilatuk VSLA group treasurer
20. Apio Jacinta Narogole group chairperson 0774139072.
21. Kigumba Peter Kapadakook -Naburiangai Women's group Kotido

## Annex IV: List of documents reviewed.

Document
UNDP/GEF documents
PIF
UNDP Initiation Plan
Project Appraisal Committee meeting documents
UNDP Environmental & Social Safeguard Policy
Project Document
Project Inception Report
Annual Project Review/Project Implementation Reports
Annual work plans
Quarterly progress reports and work plans, financial reports
Audit reports
GEF tracking tools during CEO endorsement & mid-term
RTA [oversight] mission reports
ATLAS risk management module risk ratings
Atlas Issue log
UNDP country programme documents
Mid-term review report
Project documents
Project communication strategy
Stakeholders' participation strategy
Comprehensive capacity building strategy
Strategic training programme if any
Monitoring reports prepared by project
Monitoring visit reports of senior government/UNDP officials
List of project consultants / staff
Co-financing table
Project budget revisions
Project financial reports
Project operational guidelines, manuals, systems [e.g., financial and administration guidelines]
Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants
Gender analysis/gender inclusion strategy
Sectoral policy documents
Project location map
Project information table
Project organogram
Lesson learned reports
Documentation report on traditional knowledge
National documents
National strategic and legal documents
National development priorities
Sectoral policy documents
Uganda NAP

## Annex V: Evaluation Question Matrix

Evaluation Question	Project SC	GEF OFP	UNDP	PMU	NPC/M&E	MAAIF	District IPs	Beneficiarie
<b>On the relevance of the project design:</b>								
1) How do you rate the project design in capturing the challenges relevant for resilience/food security /climate vulnerability in Uganda /your region?	x	x	X		x	X	X	X
2) To what extent is the project aligned with the priorities of the UNDP and GEF priorities in Uganda?		x	x		x			
3) To what extent has the project capitalized on synergies with other projects?	x	x	x	x	x			
4) In your view, was project formulation process participatory and why?	x					x	x	x
5) How easy has it been to use the logframe indicators to monitor the project's implementation and impacts?			x	x				
6) How has the PMU monitored risks and assumptions and what do you suggest changing for the future projects?			x	x	x			
7) What challenges/good practices have you experienced in relation to project design and indicators, and how did you use adaptive management to solve them?				x			X	
8) To what extent does the project address your/your region's/your country's most urgent priorities in terms of sustainable management of forests, water, and agriculture?	X	x			x	x	x	x
9) Was the project design realistic given the expertise of the MAAIF and the allocated resources?	x		x	x				
10) In which way does the project design and implementation consider specific priorities and needs of women and disadvantaged groups?				x	x	x	x	x
<b>On Progress towards results:</b>								
1) Going through the logframe, highlight what has been implemented and what key results were delivered				x		x	x	
2) What challenges have you faced related to implementation so far and how have you used adaptive management to address them?	x		x	x	x			
3) What important barriers remained that constrain the achievement of the project objective?	x		x	x	x			
4) What training have you received from the project?						x	x	x
5) How much income has been increased in your household, after following project guideline?								x
6) What do you do with the increased available income? Spend on food, health, education, etc.								x
7) Do you receive timely weather forecasts and you plan your farming practices or preparations for disaster[s] based on the forecasts?								x
8) How actively did you participate in preparation and implementation of Village Development Plans?								x
9) How much are the post-harvest losses? Are you using any pest control practices? Is there any reduction in losses due to pests because of timely use of pest control practices								x
10) Do you practice disaster risk management practices which were learnt from the project? Is there any significant reduction in losses due to disasters, after you received training in disaster risk management?								x
<b>On Management arrangements:</b>								
1) Are the responsibilities clearly shared among stakeholders?	x		x	x	x	x	x	x
2) Are management decisions effective and transparent to all stakeholders?	x	x	x	x	x	x	x	x
3) Has guidance by the Project Board been promptly implemented?	x		x	x	x		x	

Evaluation Question	Project SC	GEF OFF	UNDP	PMU	NPC/M&E	MAAIF	District IPs	Beneficiarie
4) How has the Project Board supported the PMU on any aspects of project implementation?	x		x	x	x			
5) Have the project implementation arrangements been modified, why was it deemed necessary and what approvals were sought after modifications?	x		x	x	x	x		
6) Has the Executing Agency provided efficient management towards the delivery of project results?	x		x	x	x	x	x	x
7) Does the work of Implementing Partners efficiently contribute to the delivery of results?	x		x	x	x	x	x	x
8) Has UNDP provided quality guidance, adequate staff, and resources to fulfil its supervisory functions over the project?	x		x	x	x	x	x	
9) What would you do differently – or needs to be modified for the similar projects in future?	x		x	x	x	x	x	x
<b>On Work planning:</b>								
1) Were there any delays in project implementation and if yes, what were their reasons and how were they tackled?	x		x	x	x		x	x
2) How does the process of work planning function? How do you decide on the next activities to be implemented? Do you use the logframe for work planning and if yes how?				x	x	x	x	
3) How well do you think the work plan matches the budget proposed?	x		x	x	x		x	
<b>On Finance and co-finance:</b>								
1) Do you consider the financial flow of the project was efficient? Were there some bottlenecks and if, which ones?	x		x	x	x	x	x	
2) What financial control mechanisms did you use in adaptive management of the project?			x	x		x		
3) What were the justifications for the repeated budget revisions?	x		x	x	x	x	x	
4) Has co-finance been delivered as expected? If not, why?	x		x	x	x	x		
5) Does co-finance contribute to the achievement of project targets in a meaningful way?	x		x	x	x	x		
<b>On Monitoring and Evaluation</b>								
1) How does the project monitor whether awareness and capacities on resilience have increased as a function of inputs?			x	x	x		x	
2) How does the project monitor the implementation of activities, the delivery of outputs and the achievement of outcomes?			x	x	x	x	x	x
3) What type of M&E system does the project maintain?			x	x	x		x	x
4) Has the Project verified/established any of the indicator baselines? If yes, how?			x	x			x	
5) Has the project formulated a participatory M&E System?			x	x	x	x	x	x
6) How is the M&E system used to inform adaptive management of the project?			x	x			x	
<b>On Stakeholder engagement:</b>								
1) Please describe how you/stakeholders have participated in the project implementation				x	x	x	x	x
2) How has adaptive management been applied in project implementation related to stakeholder participation?			x	x	x		x	
3) What benefits are you deriving from the project?			x			x	x	x
4) What responsibilities do you have regarding the benefits and the project in general						x	x	x
5) How were local communities/organizations involved in the project?						x	x	x
6) What are the major hurdles for stakeholder participation in project implementation?	x		x	x	x	x		

Evaluation Question	Project SC	GEF OFF	UNDP	PMU	NPC/M&E	MAAIF	District IPs	Beneficiarie
7) Do local partners embrace the concept of project and associated planning and implementation approaches propagated by the project?							x	x
8) Have you been involved in monitoring and evaluation of the project?				x		x	x	x
<b>On Reporting:</b>								
1) Do you fully understand UNDP and GEF project reporting requirements?				x	x		x	
2) Are these in line [or supportive] of the Government of Uganda's reporting requirements?				x	x			
3) How many reports [PIRs] has the NCU produced? Have you had any feedback from UNDP, GEF, MAAIF/National and District Governments on the reports?			X	x				
4) How many technical reports has the project produced?				x			x	
5) What needs to be done to improve the quality of reports and publications produced by the project?				x		x	x	
6) Have lessons learnt from adaptive management been documented and used?			X	x			x	
<b>On Communication:</b>								
1) What communications and awareness raising material has been produced and how is it disseminated?			X	x	x	x	x	x
2) Does the project follow a communication strategy? If yes, what are its components?			X	x	x		x	
3) How is the knowledge management system of the project?			X	x			x	
4) How do you ensure that the project's experiences inform policy and practice?	x		X	x	x		x	
5) What do you know about the project? Where have you received the information from?		x				x	x	x
6) How is the information flow between project partners?	x	x	X	x	x	x	x	x
<b>On Sustainability:</b>								
1) What results do you think the project will deliver that will be sustained?	x	x	X	x	x	x	x	x
2) How will you sustain the benefits after project closure?	x		X	x	x	x	X	x
3) What risks jeopardize the sustainability of results and what can be done about minimizing them?	x		X	x	x		X	X
4) More specifically, what are the mechanisms for ensuring institutions and governance sustainability? Financial sustainability? Environmental sustainability? Socio-economic sustainability?			X	x	x			
5) Does the project create any social tensions that may result in negative outcomes?				x		x	x	x
6) How do you think financing of project will be maintained after project closure?	x	x			x	x	X	X
7) What should the project/UNDP/Government do between to secure long-term sustainability?	x	x	X	x	x	x	x	x
8) How did project outputs impact your life / your natural surroundings?						x		x
9) What would you say is the greatest impact of this project in your view, and why	x	x	X	x	x	x	x	x
10) What good practices did you experience related to implementation and how did they influence implementation and achievement of results?				x		x	x	x
11) What lessons have you derived from dealing with either challenges or good practices and how have you captured and/or shared them?				x			X	

Evaluation Question	Project SC	GEF OFP	UNDP	PMU	NPC/M&E	MAAIF	District IPs	Beneficiaries
12) What do you think should be adjusted in order to increase the effectiveness of project implementation and increase chances of sustaining the impacts?	x		x	x	x	x	x	x
<b>In general:</b>								
1) What issues should the TE look into that we have not yet discussed?	x	x	x	x	x	x	x	x
2) Please summarize the challenges faced by the project on any aspect	x	x	x	x	x	x	x	x
3) Please summarize the good practices you would like to share with the TE on any aspect of the project	x	x	x	x	x	x	x	x
4) Summarize recommendations if any for the future	x	x	x	x	x	x	x	x
5) Any other issues	x	x	x	x	x	x	x	x

Evaluative Questions	Indicators [/benchmarks]	Sources	Methodology
<b>Relevance: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</b>			
<b>Global and national priorities</b>			
To what extent is the project aligned with the objectives of the GEF 6, BD and CC Focal Area strategies?	Level of congruence of the project Strategic Results Framework with the relevant GEF 6 Focal Area strategies	GEF 6 Focal Area Strategies, GEF Global Environmental Benefits, PIF, Project Document, CEO Endorsement Request, PIRs, TE feedback	Document analysis, interviews with GEF-OFP & NPD, personal observation
To what extent is the project relevant for UNDP's strategic country objectives?	Level of congruence between project logframe and UNDP strategic objectives	UNDP Strategic Plan 2018-21, UNDP Country Strategy Uganda, TE feedback	Document analysis, interviews
To what extent does the project address national and local priorities?	Level of congruence between national and provincial priorities and project objectives	International and national commitments and strategies relevant to the project and policies indicated in ProDoc, national and provincial policy and strategic documents, Project Document, technical reports, literature on <u>adaptation in Uganda</u> , first-hand information from stakeholders, TE feedback	Document analysis, interviews, Focus Group Discussions, personal observation
<b>Synergies</b>			
To what extent have synergies with other projects / programmes been realized in project design and implementation?	Nature and kind of partnerships developed by the project	Project document, Project documents of other projects, Documents on synergies between projects, TE feedback	Document analysis, interviews, personal observation
<b>Results framework</b>			
Does the strategic results framework fulfil SMART criteria, and does it sufficiently capture the added value of the project?	Level of compliance of strategic results framework with SMART criteria	Strategic results framework, UNDP guidance on planning and monitoring for development results, GEF Tracking Tools	Document analysis, interviews
<b>Capacities for implementation</b>			
Was the project design realistic in terms of the capacities and resources of the executing agencies?	Level of effectiveness of project implementation	PIRs, audit reports, TE feedback	Document analysis, interviews

Evaluative Questions	Indicators [/benchmarks]	Sources	Methodology
Were partners properly identified and roles and responsibilities negotiated before project start?	Level of efficiency of project implementation	MoUs, Project document, PIRs, Project Board minutes of meeting, TE feedback	Document analysis, interviews
Were partner resources and capacities, enabling legislative framework, and appropriate project management arrangements in place at project start?	Level of effectiveness and efficiency of project implementation	Minutes of Project Board meetings, LPAC meeting minutes, TE feedback	Document analysis, interviews
<b>Mainstreaming of broader development objectives</b>			
Has the project addressed gender mainstreaming in planning and implementing project activities?	Level of female engagement in project activities	Project gender strategy, PIRs, project technical reports, capacity building reports, project media coverage	Document analysis, interviews, gender-based Focus Group Discussions with target group representatives
Has the project ensured inclusivity of disadvantaged groups in planning and implementing project activities?	Level of marginalized group engagement in project activities	Environmental and Social Screening, project thematic reports, capacity building records, TE feedback	Document review, interviews, Focus Group Discussions, personal observation
	Existence of positive/negative impacts of project on the livelihoods of members of disadvantaged groups	Environmental and Social Screening, thematic reports, capacity building records, TE feedback	Document review, interviews, Focus Group Discussions, personal observation
<b>Progress Towards Results [Efficiency]: To what extent have the expected outcomes and objectives of the project been achieved thus far?</b>			
To what extent has the project contributed to the awareness and ownership of adaptation and climate risk reduction processes at local level [progress towards Outcome 1]?	Level of achievement of targets set for Outcome 1 in the project document	Strategic results framework, PIRs, TE feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation
To what extent has the project contributed towards diversification and strengthened livelihoods for vulnerable people in target areas [progress towards Outcome 2]?	Level of achievement of targets set for Outcome 2 in the project document	Strategic results framework, PIRs, TE feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation, Focus Group Discussions with target groups
To what extent has the project contributed towards mainstreaming adaptation in broader development frameworks at country level and in targeted vulnerable areas [progress towards Outcome 3]?	Level of achievement of targets set for Outcome 3 in the project document	Strategic results framework, PIRs, TE feedback, sources of verification in SRF	Document analysis, progress towards results analysis, personal observation, Focus Group Discussions with target groups
What barriers remaining to the achievement of the targeted development result?	Adequacy of delivered outputs to overcome barriers	PIRs, Project Board minutes, TE feedback	Document analysis, interviews, personal observation
<b>Project Implementation and Adaptive Management [Effectiveness]: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?</b>			
<b>Management arrangements</b>			
Were management arrangements in place that are	Clarity in responsibilities for PMU, PMIUs and other implementers	Project document, PIRs, Project Board minutes of meetings, TE feedback, ToR of staff	Document analysis, interviews, personal observation

Evaluative Questions	Indicators [benchmarks]	Sources	Methodology
efficient, effective, transparent, and flexible?			
	Transparency, timeliness, and documentation of decisions	Meeting minutes	Document analysis, interviews, personal observation
Management arrangements Executing Agency	Effectiveness of management response to Project Board guidance	Project Board minutes of meetings, AWP, PIRs, TE feedback	Document analysis, interviews
	adequacy and efficacy of management inputs in place	Meeting minutes, TE feedback	Document analysis, interviews, personal observation
Has UNDP provided quality support to project, provided approvals in time, and restructuring when necessary?	Clarity of results focus of UNDP interventions	PIRs, Project Board minutes of meetings, PIRs, audit reports, TE feedback	Document analysis, interview, personal observation
	Level of UNDP staff engagement in project supervision	Supervisory reports, back-to-office reports, internal appraisals, TE feedback	Document analysis, interview, personal observation
<b>Work planning</b>			
Have there been substantial delays in project implementation and have their reasons been documented and addressed?	Level of congruence of milestones in AWP with indicators of the Strategic Results Framework	Project Document, Strategic Work Plan, AWP, QWP, PIR, financial delivery reports, TE feedback	Document analysis, interviews, personal observation
Is work planning focused on results-based management?	Level of achievement of strategic work plan and AWP targets	Strategic Work Plan, AWP, QWP, PIR, financial delivery reports, TE feedback	Document analysis, interviews, personal observation
	Adequacy of documentation and justification of work plan amendments		
Has the strategic results framework been used as a management tool?	Reference of AWP targets to Strategic Results Framework	Strategic Results Framework, AWP, QWP,	Document analysis, interviews
<b>Finance and co-finance</b>			
Does the financial flow of project allow for effective and efficient delivery of project targets?	Planned vs. actual financial delivery	PIR, financial delivery reports, combined delivery reports, audit reports, Project Board meeting minutes, approved budget revisions, TE co-financing report, TE feedback	Document analysis, interviews, personal observation
	Level of constraints in project financial flows	Record of meetings, interviews	Document analysis, interviews, personal observation
Do financial control mechanisms allow the PMU to conduct effective financial management?	Availability of up-to-date and detailed [activity-wise] financial status	Annual budgets, midterm financial report, ATLAS reports, TE feedback	Document analysis, interviews, personal observation
	Annual audits conducted	Audit reports	Document analysis, interviews
Were budget revisions justified and effective?	Level of documentation and justification of changes	Project document, PIR, Strategic budget plan, Annual budget plans, midterm financial report	Document analysis, interviews
Has the project been implemented in a cost-effective manner?	Level of cost effectiveness of delivery of project outputs	Progress towards results matrix, financial delivery reports, TE feedback	Document analysis, interviews, personal observation, field visits
Is the project efficient with respect to incremental cost criteria?	Proportion of project investments not part of	National strategies and plans, Project document, PIR, TE feedback	Document analysis, interview, personal observation

Evaluative Questions	Indicators [benchmarks]	Sources	Methodology
	business-as-usual investments		
Has co-finance been delivered in accordance with the Project Document?	Achieved figures in comparison to targets and justifications for deviation	Co-finance commitment letters, TE financial report, PIRs, financial delivery reports, audit reports, TE feedback	Document analysis, interviews, personal observation
<b>M &amp; E System</b>			
Is the project M & E plan sufficiently budgeted and implemented according to plan?	Effectiveness of resource allocation and level of implementation of M&E plan	M&E Plan, field monitoring reports, PIRs, GEF Tracking Tools at CEO Endorsement & Midterm, AWP, PIRs, risk log, issue log, financial delivery reports, TE feedback	Document analysis, interviews, personal observation
	Level of engagement of stakeholders in implementing M&E plan	M&E plan, PIRs, project output level deliverables, TE feedback	Document analysis, interviews, personal observation
Does the M&E plan yield relevant information for adaptive management?	Level of effectiveness of the M&E plan	M&E Plan, PIRs, GEF LD Tracking Tools at CEO Endorsement & Midterm, risk log, issue log, TE feedback	Document analysis, interviews, personal observation
Has the project taken adaptive management measures?	Level of utilization of the M&E system for timely adaptive management responses	Project Document, PIRs, GEF Tracking Tools at midterm, risk log & issue log, Project Board meeting minutes, TE feedback	Document analysis, interviews, personal observation
<b>Stakeholder engagement</b>			
Has the project inclusively and proactively engaged stakeholders in i] planning, ii] implementing and iii] monitoring of project activities?	Level of stakeholder participation according to ladder of participation	Stakeholder engagement plan in the Project Document, Project Communication Strategy, project technical reports, TE feedback, minutes of meeting	Document analysis, interviews, Focus Group Discussions, personal observation
How effectively has the project engaged local organizations as partners in project delivery?	Effectiveness of strategic partnerships with key stakeholders	Service contracts with key partners, minutes of meetings, co-financing reports, TE feedback	Document analysis, interviews, personal observation
Have stakeholder engagement and public awareness contributed to progress towards achieving project results?	Documented changes in awareness and behaviour, replication of project interventions	Project output level deliverables, best practices reports	Document analysis, interviews, personal observation
Were there barriers to stakeholder participation that need to be addressed for successful delivery and sustainability of project achievements in future?	Level of stakeholder grievances	Output level project reports, TE feedback	Document analysis, interviews, personal observation
Has the project utilized local capacities in an effective manner?	Efficacy of utilizing local capacities in project implementation	Contracts, financial expenditure reports, deliverables, TE feedback	Document analysis, interviews, personal observation
Have Uganda national and provincial government agencies embraced the ADAPT PLAN approaches practiced by the project?	Existence of policy documents	Government documents, websites, TE feedback	Document analysis, interviews, personal observation
<b>Reporting</b>			
Have adaptive management changes and project progress been transparently reported to the Project Board?	Level of awareness of Project Board members on measures of adaptive management	Project Board minutes of meetings, PIRs, TE feedback	Document analysis, interviews, personal observation
Has the PMU fulfilled UNDP-GEF reporting requirements?	Degree of adherence to UNDP-GEF reporting requirements	GEF reporting documents [Inception Report, PIRs], TE feedback	Document analysis, interview, personal observation

Evaluative Questions	Indicators [benchmarks]	Sources	Methodology
Have lessons learnt from adaptive management been documented and shared and have these informed the design and management of other projects?	Lessons learnt reports	PIRs, project reports	Document analysis, interview, personal observation
<b>Communication</b>			
Does the project follow an effective communication strategy?	Level of operationalization and adaptive management applied to communication strategy	Project communication strategy, communication plan, list of communication products and events, TE feedback	Document analysis, interviews, personal observation
Is information and knowledge generated through the project effectively managed?	Level of clarity on process of generating, sharing, using, and managing knowledge in project	Project communication strategy, output level project reports, TE feedback	Document analysis, interviews, personal observation
	Number of knowledge management products generated	List of reports, reports, TE feedback	Document analysis, interviews
	Level of awareness on knowledge management products by target groups	Project communication strategy, communication products, media appearances, output level project deliverables, TE feedback	Document analysis, interviews
Was information effectively exchanged internally between the PMU and PMIUs as well as between the project and the relevant government ministries?	Level of awareness of project partners about project activities	TE feedback	Interviews, personal observation
<b>Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?</b>			
<b>Integration of sustainability in project design and implementation</b>			
Has the project design considered the maintenance of impact beyond project duration?	Extent of sustainability of project outputs	Project document, Inception report, PIRs, Project Board minutes of meetings, TE feedback	Document analysis, interviews, personal observation
Does the project manage potential risks to sustainability in an appropriate manner?	Frequency of updates to risk log	Risk log, issue log, TE feedback	Document analysis, interviews
What lessons can be drawn regarding sustainability of project results, and what changes could be made [if any] to the design of the project to improve sustainability of project results?	Extent of lessons learnt applied in adaptive management to ensure sustainability	Lessons learnt reports, PIRs, Project Board minutes of meetings, national and provincial development strategies, TE feedback	Document analysis, interviews
<b>Institutional framework and capacities</b>			
Are changes in legal frameworks, policies, governance structures and processes likely that may pose risks to the sustainability of project results?	Existence of government policies to change institutional setup and/or legal frameworks	Government documents, policy documents, media, TE feedback	Document analysis, interviews, personal observation
Did the project create mechanisms for accountability, transparency and knowledge	Existence of mechanisms and their degree of independence from the project	Government documents, PIRs, TE feedback	Document analysis, interviews, personal observation

Evaluative Questions	Indicators [benchmarks]	Sources	Methodology
transfer that will remain after project closure?			
How is the survival of multi-stakeholder ADAPT PLAN processes and partnerships ensured and are capacities and funding adequate?	Level of functionality of multi-stakeholder planning processes and implementation partnerships	Documentation of coordination mechanisms between stakeholders, documentation of planning processes and implementation partnerships, TE feedback	Document analysis, interviews
	Level of institutional capacities on resilience and adaptation	TE feedback	Document analysis, interviews
Does the project successfully mainstream its agenda into national and provincial policy and government action?	Level of consideration of adaptation to vulnerabilities in recently approved government documents and plans	Government documents, TE feedback	Document analysis, interviews, personal observation
<b>Financial risks</b>			
To what extent will financial input be required to sustain project achievements beyond project lifetime?	Extent and duration of financial input required after project termination	Technical reports, PIRs, TE feedback	Document review, interviews, personal observation
What is the likelihood that financial resources will not be adequately available after project?	Likelihood for government funding for investments initiated by project	Government strategic documents, government budget allocations, TE feedback	Document review, interviews, personal observation
<b>Socio-economic risks</b>			
Does the socio-economic situation create risks that may jeopardize the sustainability of project outcomes?	Number and severity of socio-economic risks identified	Social and economic screening, PIRs, risk log, TE feedback	Document analysis, interviews, personal observation
Is there a risk of insufficient ownership over project investments by certain stakeholders?	Extent of government ownership over ADAPT PLAN concepts, guidelines processes, platforms	Organograms, Government documents, PIRs, TE feedback	Document analysis, interviews, personal observation
What is the level of awareness and support for ADAPT PLAN among stakeholders?	Proportion of stakeholder with clarity on the concept of community-based adaptation to vulnerabilities	Reports, TE feedback	Document analysis, interviews, personal observation
Is the communication of project achievements tailor made to the socio-economic conditions of the target group?	Level of understanding of project achievements by target groups	Project communication strategy, project communication products, TE feedback	Document analysis, interviews, personal observation
Are there any political risks that threaten the sustainability of project achievements?	Level of risk of political change	Government documents, security analyses, risk log, TE feedback	Document analysis, interviews, personal observation
<b>Environmental risks</b>			
What environmental risks could undermine the sustainability of project outcomes?	Identification of environmental risks	Risk log, government documents, TE feedback	Document analysis, interviews, personal observation
<b>Replication and up-scaling</b>			
Have project lessons been replicated or up scaled?	Extent of replication of project learnings	Project & government documents, TE feedback	Document analysis, interviews, personal observation

## Annex VI: Questionnaire guide used for Conducting FGDs

Introduce yourself and explain purpose of the visit. Explain that this is a normal project evaluation process, everyone is encouraged to participate and get his/her views heard and names of the participants will be kept anonymous to the authorities. The participation in this discussion is purely participatory. Where possible, record the opinion by show of hands.

<b>Evaluation Question</b>
<b>On the relevance of the project design:</b>
11) How do you rate the project design in capturing the challenges relevant for resilience/food security /climate vulnerability in Uganda /your region?
12) In your view, was project formulation process participatory and why?
13) To what extent does the project address your/your region's/your country's most urgent priorities in terms of sustainable management of forests, water, and agriculture?
14) In which way does the project design and implementation consider specific priorities and needs of women and disadvantaged groups?
<b>On Progress towards results:</b>
11) What training have you received from the project?
12) How much income has been increased in your household, after following project guideline?
13) What do you do with the increased available income? Spend on food, health, education, etc.
14) Do you receive timely weather forecasts and you plan your farming practices or preparations for disaster[s] based on the forecasts?
15) How actively did you participate in preparation and implementation of Village Development Plans?
16) How much are the post-harvest losses? Are you using any pest control practices? Is there any reduction in losses due to pests because of timely use of pest control practices
17) Do you practice disaster risk management practices which were learnt from the project? Is there any significant reduction in losses due to disasters, after you received training in disaster risk management?
<b>On Management arrangements:</b>
10) Are the responsibilities clearly shared among stakeholders?
11) Are management decisions effective and transparent to all stakeholders?
12) Has guidance by the Project Board been promptly implemented?
13) How has the Project Board supported the PMU on any aspects of project implementation?
14) Have the project implementation arrangements been modified, why was it deemed necessary and what approvals were sought after modifications?
15) Has the Executing Agency provided efficient management towards the delivery of project results?
16) Does the work of Implementing Partners efficiently contribute to the delivery of results?
17) What would you do differently – or needs to be modified for the similar projects in future?
<b>On Work planning:</b>
4) Were there any delays in project implementation and if yes, what were their reasons and how were they tackled?
<b>On Monitoring and Evaluation</b>
7) How does the project monitor the implementation of activities, the delivery of outputs and the achievement of outcomes?
8) What type of M&E system does the project maintain?
9) Has the Project verified/established any of the indicator baselines? If yes, how?
10) Has the project formulated a participatory M&E System?
<b>On Stakeholder engagement:</b>
9) Please describe how you/stakeholders have participated in the project implementation
10) What benefits are you deriving from the project?
11) What responsibilities do you have regarding the benefits and the project in general
12) How were local communities/organizations involved in the project?
13) Do local partners embrace the concept of project and associated planning and implementation approaches propagated by the project?
14) Have you been involved in monitoring and evaluation of the project?
<b>On Communication:</b>
7) What communications and awareness raising material has been produced and how is it disseminated?
8) What do you know about the project? Where have you received the information from?
9) How is the information flow between project partners?

<b>Evaluation Question</b>	
<b>On Sustainability:</b>	
13)	What results do you think the project will deliver that will be sustained?
14)	How will you sustain the benefits after project closure?
15)	What risks jeopardize the sustainability of results and what can be done about minimizing them?
16)	Does the project create any social tensions that may result in negative outcomes?
17)	How do you think financing of project will be maintained after project closure?
18)	What should the project/UNDP/Government do between to secure long-term sustainability?
19)	How did project outputs impact your life / your natural surroundings?
20)	What would you say is the greatest impact of this project in your view, and why
21)	What good practices did you experience related to implementation and how did they influence implementation and achievement of results?
22)	What do you think should be adjusted in order to increase the effectiveness of project implementation and increase chances of sustaining the impacts?
<b>In general:</b>	
6)	What issues should the TE look into that we have not yet discussed?
7)	Please summarize the challenges faced by the project on any aspect
8)	Please summarize the good practices you would like to share with the TE on any aspect of the project
9)	Summarize recommendations if any for the future
10)	Any other issues

## Annex VII: Evaluation Consultant Agreement Form

<b>Evaluators/Consultants:</b>
<ol style="list-style-type: none"> <li>1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.</li> <li>2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.</li> <li>3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.</li> <li>4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.</li> <li>5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.</li> <li>6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings, and recommendations.</li> <li>7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.</li> </ol>
<b>TE Consultant Agreement Form</b>
Agreement to abide by the Code of Conduct for Evaluation in the UN System:
Name of Consultant: _____
Name of Consultancy Organization (where relevant): ___n/a_____

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at \_\_\_\_\_ (Place) on \_\_\_\_\_ (Date)

Signature: \_\_\_\_\_

## Annex VIII: Progress towards Results Matrix

Project Strategy	Indicator <sup>1</sup>	Baseline Level <sup>2</sup>	Level in 1 <sup>st</sup> PIR [self-reported]	Level pre-MTR PIR 2 [self-reported]	End-of-project Target	TE Level & Assessment <sup>3</sup>	Achievement Rating <sup>4</sup>	Justification for Rating
<b>Objective:</b>	Increase in intra and inter-seasonal livestock and crop productivity arising from SLM and INRM practices	At baseline, the only available data was the average district level yield. During the baseline study, the project will strive to collect household level data. Maize 1.2 Sorghum: 0.65 Beans: 0.35 Cassava: 8.0 Sweet Potato:8.0			A 20% increase in productivity of maize, sorghum, cassava and sweet potato, vegetables, and beans, in 1,800 hectares by end of project.  A 15% increase in cattle and small stock productivity (milk/meat/eggs), by end of project.		MS	Instead, there was decline in planting returns estimated at over 40% from 2020 to 2022 due to poor distribution of rainfall, conflict, COVID 19 lockdown restrictions and army worm attacks. according to Uganda Bureau of Statistics (UBOS) and World Food Program (WFP) Karamoja Food security and Nutrition Assessment during November 2021 to Feb 2022 about 46.4% of the households in Karamoja sub-region were food insecure. Failure on this objective should not be blamed on project implementation but the wide operational environment.
<b>Outcome 1:</b>	Number of supportive policies and incentives in place at district level to support viable SLM/INRM approaches	While enabling policies are adopted at the national level, their local implementation and application is weak. For example, the land policy is not fully implemented, and customary rights are not formally recognized. The pastoral policy remains a draft at national level, and cattle corridors are not formally re-established.			At least one policy or one incentive in force to support viable SLM/INRM approaches and related food value-chains at landscape level in each selected site, by end of project		S	Supported implementation of National Agriculture Policy strategies which include building capacity of technical staff at district level on SLM/INRM and promoted delivery of the National Climate Smart Agriculture Program while incentivizing adoption technologies (high yielding and drought tolerant varieties). Developed land use plans for the thirty-five parishes in the project area. - identification of four transformative value chain commodities e.g cassava, honey.
<b>Outcome 2</b>	Number of hectares of cropland/rangeland/forest under integrated natural resources management and SLM per district Increase in crop yields by farmer records.	0			450 ha of cropland, 180 ha of rangeland and 600 ha of forests per district are under INRM / SLM systems, by end of project (4,920 ha in total)		MS	TE team observed that rangeland management activities were implemented except that no survey was conducted to measure hectares covered as reported that 213 Ha of cropland (23% increase), 176Ha of rangelands areas and 84.5 Ha of forest per

	Increase in water availability through biophysical monitoring							district have been put under integrated natural resources management. Moderately Satisfactory  Only 67% has been delivered as of 21st June 2023. However, this component has got a no cost extension until mid-2024.
<b>Outcome 3:</b>	Level of resilience as measured by the SHARP, HH BAT, Vital Signs and RAPTA tools: <ul style="list-style-type: none"> <li>Increased levels of agro-ecological and social resilience by end of project</li> <li>Reduced perception of risk and vulnerability by end of project</li> <li>Reduced levels of food insecurity</li> </ul>	There was little available data on resilience and no data on GEBs, including biodiversity			At least, medium level of available data on resilience and GEBs by the end of the project		<b>S</b>	There is medium availability of data on resilience but less on GEBs. Data for assessment of resilience exists in the project baseline report.  - data on GEBs from the project. Five tools (DATAR, Carbon balance tool-EX-ACT, Trends.Earth or Collect Earth, WOCAT-LADA, SHARP, HHDS, FIES, and HH-BAT) were identified. A Hybrid tool was finalized and AFRII in collaboration with Busitema University are prepared to update the resilience data.

<sup>1</sup> Populate with data from the Log frame and scorecards.

<sup>2</sup> Populate with data from the Project Document

<sup>3</sup> Colour code this column only

<sup>4</sup> Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU, see **Error! Reference source not found.**

**Indicator Assessment Key**

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved

**END**