Report of the Midterm Evaluation of the Mainstreaming of Sustainable Land Management Policies in Six Cattle Corridors of Uganda

Duration of Evaluation: January 28 – March 4, 2013, Uganda

Implementing Partner: MAAIF

Executing Agency: Ministry of Finance and Economic Development

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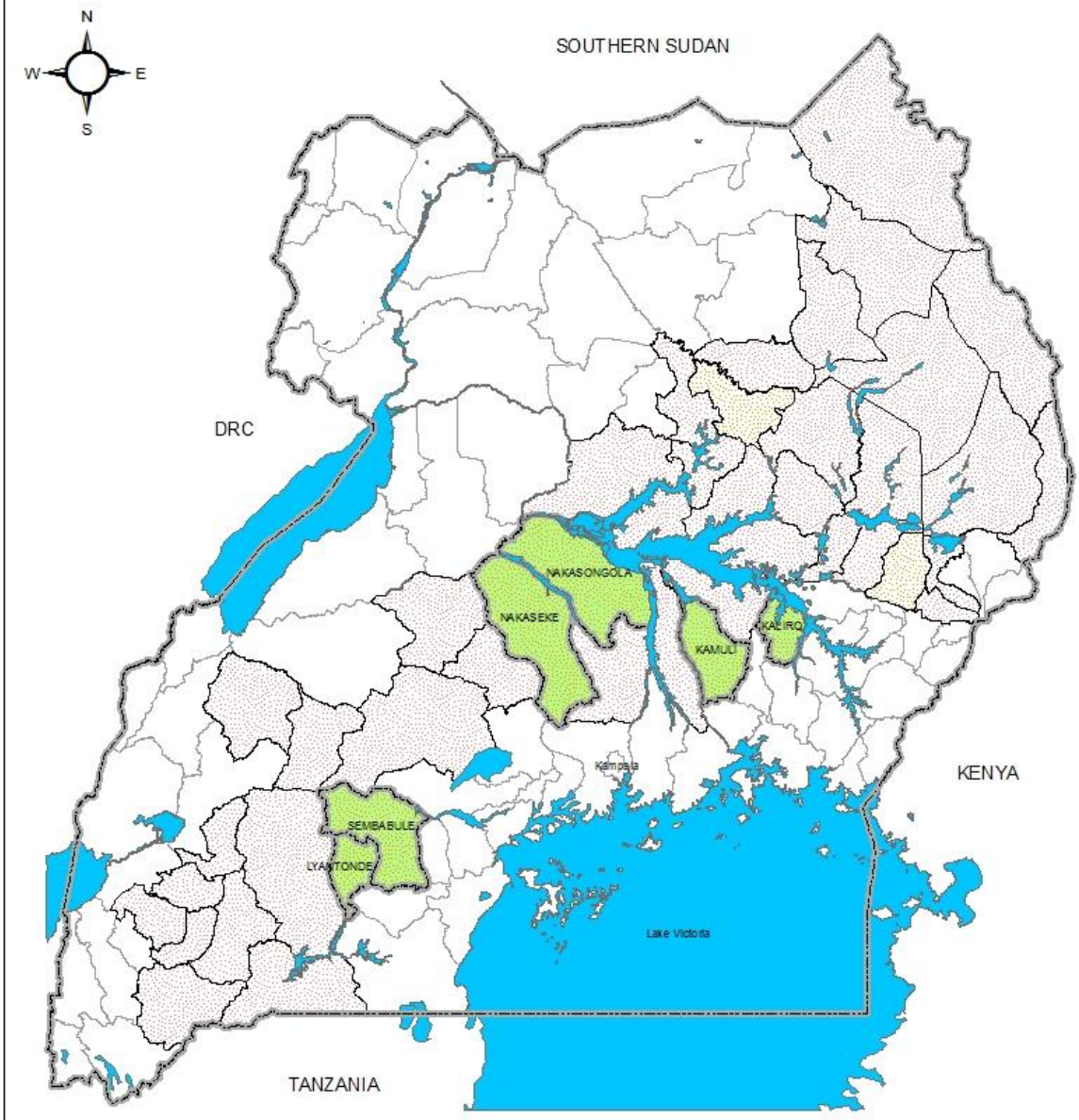
Map of Uganda Showing SLM cattle corridor districts



Legend

- Uganda Boundary
- Open water
- SLM Districts
- Major Cattle Corridor Districts

0 30 60 120 180 240 Kilometers

Prepared by ESIPPS INT LTD

ACKNOWLEDGEMENT

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It is our hope that the valuable contributions which have enriched the content of this report will help to positively influence the final implementation phase of the project and that this document will be received as useful to inform plans and actions for the future for this or similar projects.

We wish the project team all the best for all their future activities.

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ABBREVIATIONS AND ACRONYMS

AfDB : African Development Bank
ALD : Aid Liaison Department
APR : Annual Project Report
AWP : Annual Work Plan
CAADP : Comprehensive Africa Agriculture and Development Programme
CAHWs : Community Animal Health Workers
CAO : Chief Administrative Officer
CBEA : Community Based Extension Agent
CBO : Community Based Organization
CIG : Common Interest Group
CO : Country Office
CPAP : Country Programme Action Plan
DAR : Directorate of Animal Resources
DDC : Dry lands Development Centre
DDP : District Development Plan
DEAP : District Environment Action Plan
DLG : District Local Government
DPSC : District Project Steering Committee
DTPC : District Technical Planning Committee
DWD : Directorate of Water Development
FACE : Funding Authorization & Certificate of Expenditures
FAO : Food and Agriculture Organization of the United Nations
FI : Farmer Innovator
FIEFOC : Farm Income Enhancement and Forest Conservation Project
FY : Financial year
GEF : Global Environment Facility
GoU : Government of Uganda
HACT : Harmonized Cash Transfer
IDDP : Integrated Dry lands Development Programme
IFAD : International Fund for Agricultural Development
IR : Inception Report
LADA Land Degradation Assessment
LC : Local Council
LGDP : Local Government Development Programme
LPAC : Local Project Appraisal Committee
MAAIF : Ministry of Agriculture, Animal Industry and Fisheries
MDGs : Millennium Development Goals
MEMD : Ministry of Energy and Mineral Development
M&E : Monitoring and Evaluation
MFPED : Ministry of Finance Planning and Economic Development
MLHUD : Ministry of Lands, Housing and Urban Development
MOLG : Ministry of Local Government
MOU : Memorandum of Understanding
MSP : Medium Sized Project
MWE : Ministry of Water and Environment
NAADS : National Agricultural Advisory Services
NALPIP : National Livestock Productivity Improvement Project
NAP : National Action Programme
NAPA : National Adaptation Programme of Action

NCSA : National Capacity Self Assessment
NEMA : National Environment Management Authority
NEPAD : New Partnership for Africa's Development
NEX : National Execution
NFA : National Forestry Authority
NGO : Non-Governmental Organizations
NORAD : Norwegian Agency for International Development
PC : Project Coordinator
PSC : Project Steering Committee
PEAP : Parish Environment Action Plan
PEI : Poverty and Environment Initiative
PFI : Promoting Farmer Innovations
PIF : Project Implementation Framework
PMU : Programme Management Unit
PS : Permanent Secretary
PSC : Project Steering Committee
RBM : Result-Based Management
RDMC : Rangelands Development and Management Centre
SDP : Sub-county Development Plan
SEAP : Sub-county Environment Action Plan
SLM : Sustainable Land Management
TOR : Terms of Reference
TPR : Tripartite Review
UCSIF : Uganda Country Strategic Investment Framework
ULAMP : Uganda Land Management Project
UNCCD : United Nations Convention to Combat Desertification
UNDP : United Nations Development Programme
UNEP : United Nations Environment Programme
UNFCD : Uganda National Fund to Combat Desertification
WB : World Bank

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Content

1. EXECUTIVE SUMMARY

1.1 Introduction

This report presents the UNDP Uganda County Office supported project on Mid-Term Review of Mainstreaming Sustainable Land Management activities in the Six Cattle Corridor Districts of Nakaseke, Lyantonde, Nakasongola, Kamuli, Sembabule, and Kaliro in Uganda. Financial support is given by the Royal Norwegian Government through the UNDP Dry lands Development Centre. The three-year project started in 2009, but was actually implemented from 2010 onward. It is executed by the Government of Uganda through the Ministry of Finance and Economic Development and implemented by the Ministry Agriculture, Animal Industry and Fisheries (MAAIF). Key implementing partners include National Environment Management Authority (NEMA), Department of Meteorology, Ministry of Water and Environment and District Local Governments of the six host districts. The project targets 3 outputs:

- Priority SLM interventions integrated in the DDPs and budgets of 6 districts
- Priority SLM interventions implemented by rural communities in the 6 target districts
- Capacity of the UNCCD/NAP focal point strengthened to support SLM country program
-

The project objectives are: (i) to support mainstreaming of SLM issues into District Development Plans (DDPs) and budgets, (ii) to support adoption of sustainable livelihood and land management practices by local communities in the cattle corridor districts, and (iii) to strengthen the United Nations Convention to Combat Desertification (UNCCD) and National Action Plan (NAP) Focal Point Office in MAAIF in implementation of the National SLM Investment Framework.

A Midterm-Evaluation for the project was commissioned by UNDP with the following objectives: 1) to identify unforeseen project design problems; 2) assess progress towards the achievement of objectives; 3) identify the changes caused by the project to sustainable livelihoods 4) make recommendations regarding what ought to be done during the rest of the project life; and 5) analyze the project performance up to now in the context of the institutional framework and events in Uganda and make recommendations for improvement.

Data and information for evaluation was collected through 1) review of all relevant documents, 2) national level consultations and 3) district and community level consultations including field visits to farmer's project sites. The project performance was evaluated using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as provided in the Guidelines for Conducting Terminal Evaluations of UNDP-supported, projects. The approach included identifying challenges, constraints and success factors and providing conclusions and lessons learnt.

1.2 Evaluation Results

A highlight of the evaluation results are presented according to contribution of outcomes, final rating on effectiveness, efficiency, feasibility and achievements within the different outputs as follows:

Contribution of Outputs to Outcomes:

Output	Contribution
Output 1	60 – 70%
Output 2	50% due to delayed beginning

Output 3	60 %

Final Rating Effectiveness: (Highest score 6, lowest score 1, not assessable 0)

Issue	Score
Output 1	4
Output 2	5
Output 3	4

Final Rating Efficiency: (Highest score 6, lowest score 1, not assessable 0)

Output	Score
Output 1	3-4
Output 2	5
Output 3	3-4

Final Rating: Feasibility

Output	Score
Output 1	4
Output 2	5
Output 3	4

Output	Sustainability (4 = negligible risks, 1 = severe risks)	Relevance 2. Relevant (R) 1. Not relevant (NR)	Impacts 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Output 1	4	2	2
Output 2	3	2	3
Output 3	4	2	2

1.3 Achievements within the different Outputs:

Output 1: SLM priority interventions integrated in the DDPs and budgets of selected Districts in the cattle corridor.

1.1 The establishment of SEAPs and DEAPS for the districts *of Lyantonde, Nakaseke, Kamuli and Kaliro was accomplished in collaboration with NEMA. Further revision of existing DEAPs of Nakasongola and Sembabule was not undertaken. In general the planning process was too long, and efforts did not justify the results. Some basic documents, such as the 210 PEAPs which served as the major inputs to prepare SEAPs were not adequately archived and difficult to be accessed for the evaluation team, and obviously also for the PMU. While participatory approaches are most critical and have been extensively applied by the project, the planning process could have been conducted more efficiently.*

1.2. *The integration of SLM issues and climate change adaptation issues in SDPs and DDPs was undertaken through the introduction of energy saving technologies, water harvesting and conservation agriculture. The integration into policies and budgets of DDPs and SDPs took place, but in most cases the inclusion into the budgets was only done for the running Financial Year and not as targeted, mainstreamed into future budgets of the districts, except for Sembabule, which on the other hand budgeted finances which were not yet guaranteed.*

Climate Change itself was mostly not mentioned within the DDPs, but policies made a lot of reference to droughts and water stress. Already before the SLM project there were many projects by other organizations which de facto introduced SLM and climate change projects, but under different names. It would be recommendable to find an overall umbrella for these under SLM.

1.3. *Strengthening the capacity of the Districts for SLM monitoring and decision making was undertaken through trainings on bye-laws spearheaded by NEMA and on rainfall data collection in collaboration with the Meteorology Department, which also conducted a feasibility study to introduce RANET as a weather data communication system. The Meteorology Department was also expected to install some equipment for weather forecasting, but this was not accomplished due to administrational problems in supplying funds.*

Output 2: SLM priority interventions identified and implemented by local communities in two (2) target Districts.

2.1. *Through the establishment of DEAPs the project had been instrumental in identifying communities' priorities, which had been water and conservation agriculture, therefore the project conducted interventions in these fields initially in 14 communities. Later on the project diversified its activities through small grant programs on the basis of proposals submitted by community groups or CBOs. This led to the introduction of various SLM activities on community level like mulching, composting, promoting minimum tillage, permanent planting basins, use of herbicides in weeding and use of fertilizers (manure), hay making, water harvesting, the supply of Ankole-Friesian cross-breeds and piglets, even in group dynamics and book keeping. Farmers' innovation approaches were used for promotion, including field-to-field and exchange visits, as well as training units on 19 different activities.*

2.2. *The project made some important steps in solving the desertification problem caused by termites in the cattle corridors, which could be ground-breaking in the area. This was achieved by integrating local and scientific knowledge, which are based on two local findings: first, that termites only become aggressive to crops, where they face a lack of organic matter as feeding base, b) that arboreal termites are harmful to subterranean termites. In collaboration with Makerere University the project introduced therefore night-kraaling of cattle to rehabilitate land which was devastated by termites, and in collaboration with NARO the project introduced arboreal termites from other areas to reduce the number of sub-terrenean termites.*

Output 3: The UNCCD/NAP Focal Office and the Inter-ministerial committee on SLM capacitated to manage SLM Country Programmes

In Output 3 the CCD focal point was to be supported through larger office space and vehicles. Larger office space would have benefited all staff of the project, but could not be afforded up to now; another reason was the expected move of the Ministry to Entebbe within the next months, which would have made a change of office at this time an unnecessary effort. Another output would have been the endorsement of the CSIF following two inter-ministerial meetings which had been organized by the PC, however, the third one which should finalize the endorsement is still to be conducted.

A draft rangeland policy is currently updated by a consultant hired by the PMU after which it will be consultatively validated. It is assumed that it will be finalized soon and in high quality.

1.4 Project Design

The **project board** is designed in a way which is common in many countries. For Uganda, it would be possible also to include the Ministry of Local Governments into the Board.

The job division between **Project Coordinator (PC) and Project Manager (PM)** is not clear, and mandates of both have to be expanded, without the present overlapping. Both the division of labour as well as the job descriptions need to be revised in agreement with the PMU. The overall setting, starting from mainstreaming SLM and climate change into local policy frameworks and budgets, over implementing SLM projects on local level to synergizing all this on the level of the NFP of the UNCCD and under the CSIF umbrella is very useful. The setting creates many linkages and synergies between local, national and global levels of UNCCD implementation. The **indicators** in the logframe are mostly well structured; however, there is a bias towards management indicators which are not all valid to monitor the targeted outcomes versus strategic indicators. **Targets**, in particular in Output 1 and 3 are a major problem in the project design, since they are not scalable, and some are very small. Targets in Output 1 depend on the collaboration and understanding of districts, and are partly, like the mainstreaming of SLM into current budgets, a routine action during implementation, therefore, do not justify a full activity. The target on the CSIF in Output 3 is also not scalable and also depends on the willingness of other institutions to comply.

Possible **risks** are properly addressed in the Project Document, and there is also a risk management logframe. Another important issue is that the project is designed as if SLM is a completely new activity within the country, but in the districts a lot **of SLM activities and policies are already implemented**, although under different names, which the project design or the Project Document, respectively, does not accommodate. This made it also difficult for the PMU to deal with.

Project Implementation: The project implementation faced many short-comings due to delays of funds, which were mainly caused by disharmony of funding policies within the different institutions involved. Another short-coming is the fragmented reporting, monitoring and evaluation by the PMU itself and by their partners.

1.5 Project Results

Outputs of the project have contributed to about 60 – 70% of the expected Outcomes according to estimations of the consultancy team. The **effectiveness** of the project is therefore ranging from satisfactory to moderately satisfactory. Due to the shortcomings in project implementation, the **efficiency** of the project is moderately satisfactory. Highest efficiency was found in Output 2 for the introduction of grant schemes, which, however, highlights simultaneously the redundancy of the long planning process within Output 1. The **feasibility** of project interventions is very mixed. Though highly committed to full participation of all communities, **feasibility and efficiency** of the planning procedures is doubted by the evaluation team, and it is urgently suggested to continue with different planning methodologies in future, where the ratio between efforts and added value is higher. The feasibility of Output 2 is high for most interventions, however, the introduction of agro-chemicals and hybrid seeds for conservation agriculture should be better monitored and analyzed. Moreover, accompanying measures to maintain and strengthen communities' sovereignty as well as conservation should be undertaken, where traditional knowledge and technologies or even genetic

varieties are replaced or natural systems are altered, which is also true for weather forecasting etc.. For Output 3 it is doubtful, if the design is feasible to strengthen the NFP of the UNCCD, because none of the suggested activities enhanced the mandate of the NFP in a way that is needed to fulfill the requirements of this position. On the other hand, the design supports the sustainability of the project, also the relevance of the project for the implementation of the UNCCD, UNDAF , TERRAFRICA and GEF is very high as well as the impacts, the project can potentially make.

Recommendations are mainly given in respect to the finalization and potential up-scaling in a latter phase of the project. They mainly refer to more efficient planning in future, improved reporting, monitoring and evaluation. For future implementation and up-scaling it is recommended, to apply the ecosystem approach, as recommended for the UNCCD, meaning, conducting all interventions with respect to the ecosystem levels they are based in. CSIF itself should be taken as a guideline both for the interventions to be conducted as well as for the definition of financial frames of the interventions. Additionally, the generation of ecosystem services and payments for ecosystem services should be further expanded into the concept of improved land productivity by the project. The mandates of PM and PC should be enhanced and UNDP and MAAIF should show greater solidarity in pursuing the success of the project. SLM in future should also take an ecosystem approach, including land policy and governance, institutional capacities of stakeholders, etc. Finally a no-cost extension of the project is recommended, also the continuation of the project in further phases.

2. INTRODUCTION

2.1 The Problem

The project intends to address the problem of severe land degradation in the cattle corridor districts of Uganda, which has led to reduced land productivity resulting in abject poverty and other socio-economic hardships in the districts. The cattle corridors are located between the wet forest/grassland mosaics to the south around Lake Victoria, and the arid grasslands in the north-east (Karamoja) as a semi-arid transition zone across the centre of the country (see map in figure xx). With an annual average precipitation of 450-800 mm, the cattle corridor supports both cattle keeping and rain-fed agriculture. The corridor covers approximately 84,000 square km and accounts for some 90% of the national cattle herd. Despite the large numbers of cattle, poverty indicators show that the dry lands constitute a severe poverty hotspot (UNDP Human Development Report, 2005), and increasing land productivity through sustainable land management could be a major cornerstone to alleviate poverty in this area.

2.2 Purpose of the Evaluation

The evaluation assesses the mainstreaming and capacity building on SLM in six cattle-corridor districts in Uganda. The project is supported by DDC through the IDDP program by integrating SLM into district development plans and supporting sustainable livelihoods through SLM implementation on local level and furthermore building capacities to implement the NAPs of the UNCCD in the relevant line ministries and the UNCCD focal point

The Mainstreaming of Sustainable Land Management (SLM) in activities of six cattle corridor districts of Uganda project is being implemented in Nakaseke, Lyantonde, Nakasongola, Kamuli, Sembabule, and Kaliro districts. The project is implemented by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the Executing Agency is the Ministry of Finance and Economic Development and financial support is provided by the Royal Norwegian Government through the UNDP Dry lands Development Centre.

The project to mainstream SLM activities in the six cattle corridor districts of Uganda was developed to contribute to the UNDP Country Programme Action Plan (CPAP) outcome “Enterprises and communities, particularly women, are able to access alternative energy, adapt to climate change and sustainably use natural resources for productive purposes”.

The main project objectives are: (i) to support mainstreaming of SLM issues into District Development Plans (DDPs) and budgets, (ii) to support adoption of sustainable livelihood and land management practices by local communities in the cattle corridor districts, and (iii) to strengthen the United Nations Convention to Combat Desertification (UNCCD) and National Action Plan(NAP) Focal Point Office in the Ministry of Agriculture animal Industry and Fisheries (MAAIF) in implementation of the National SLM Investment Framework.

The role of the Midterm-Evaluation is beside the general M&E task to provide a basis on decision making for possible changes in implementation, the promotion of accountability for resource use of

all stakeholders and the review of lessons learnt for deriving recommendations for future project implementation. Besides SLM the focus of the project to be evaluated lies also on changes of sustainable livelihoods caused by project implementation.

Specifically, the objectives of the MTR are to:-

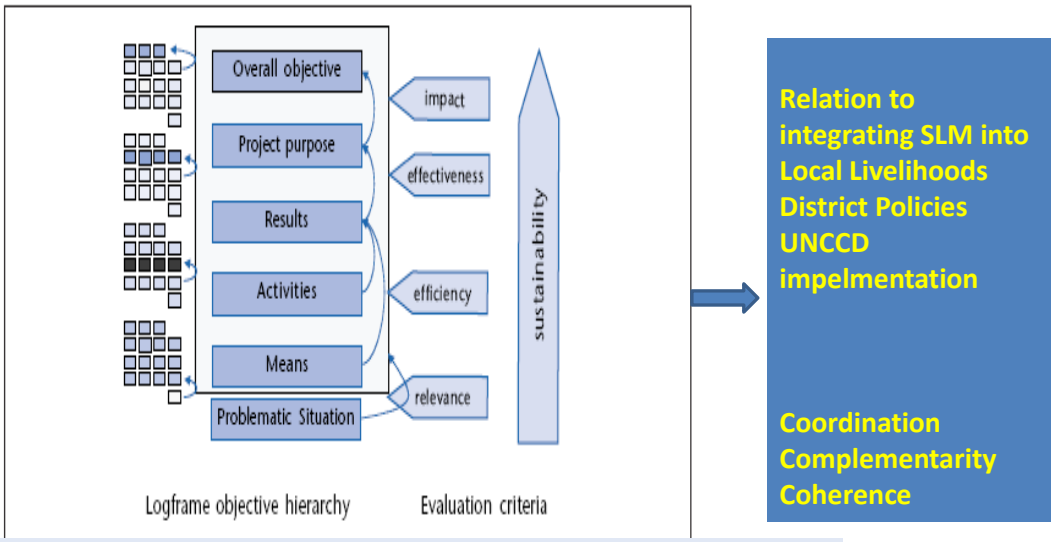
- Identify unforeseen project design problems;
- assess progress towards the achievement of objectives;
- identify the changes caused by the project to sustainable livelihoods
- make recommendations regarding what ought to be done during the rest of the project life;
- analyze the project performance up to now in the context of the institutional framework and events in Uganda.
- a further important issue is to draw lessons learnt upon former experience

2.3 Methodology and Approach

The evaluation was conducted on the basis of document reviews, interviews, questionnaires and field visits. An evaluation of the effectiveness of the project including design, relevance, effectiveness, efficiency, impact, sustainability, identifying challenges, constraints and success factors and providing conclusions and lessons learnt was conducted according to the UNDP guidelines which is highlighted in the following framework (Fig. 1) and by illustrating it along a suggested Output Matrix as highlighted in Table 1 further below. Finally, the project performance was rated according to the framework given in the TOR.

Fig. 1: Framework for Evaluation

Methodology of Midterm Review



Method:
Comparing objectives versus activities, means and results in regard to SLM mainstreaming and capacity building and linking with UNCCD

The particular significance of the single components within this framework is described in the following:

1. **Relevance** concerns whether the results, purpose and overall objectives of the intervention are in line with the needs and aspirations of the beneficiaries, and with the policy environment of the intervention, within the context of this project, mainly how research topics, objectives and activities are relevant to build operational and technical national research and institutional capacities to meet the objectives of the GE conventions.
2. **Feasibility:** Strengths, Weaknesses, Risks and Opportunities of Program Features.
3. **Impact** is the effect of the project on its wider environment, here in particular on livelihoods, and its contribution to the wider sector objectives summarized in the project's Overall Objective, and on the achievement of the overarching policy objectives of the district policies, national institutions, UNCCD and the various partners involved. Impact includes positive and negative, primary and secondary effects produced by a development intervention on its beneficiaries, directly or indirectly, intended or unintended.
4. **Effectiveness** is the contribution made by the project's results/outcomes to the achievement of the project purpose. Effectiveness describes how well the results achieved have furthered the attainment of the intervention purpose both in quality and in quantity. It includes also catalytic and synergistic effects among project components, as well as political, institutional, natural, social economic/financial, cultural factors which supported or impeded project implementation. Effectiveness is related to the project design and implementation activities. It relates to questions, to which extents targets are met, by comparing baselines with present achievements

measured through the indicators and indicative activities given in the RBM. It also assesses the appropriateness and capacities of indicators in measuring and monitoring project progress. In regard to the particular project it will also measure in which way the SLM interventions undertaken contribute to improved livelihoods of the rural population.

5. **Efficiency** is used to assess if the results were obtained at reasonable cost, i.e. how well means and activities were converted into results, and the quality of the results achieved. It describes the relationship between the produced outputs and the utilized resources.
6. **Coherence** is used to assess if the outputs and activities, in this project mainly research related ones, are still in line with the original objectives of the programme, local well-being, district policies, national goals, UNDP mandates and key issues of the UNCCD. It also measures, if the RBM framework is logical in itself. This criteria also analyzes if the integration of SLM and Climate Change issues is reflected appropriately in District and National policies and budgets
7. **Sustainability** is the likelihood of a continuation in the stream of benefits produced by the project after the period of external support has ended. Key factors that impact on the likelihood of sustainability include: (i) ownership by beneficiaries; (ii) policy support/consistency; (iii) appropriate technology; (iv) environment; (v) socio-cultural issues; (vi) gender equity; (vii) institutional management capacity; and (viii) economic and financial viability. In the specific project it will be analyzed, if interventions undertaken contribute to ecological and socio-economic sustainability on a larger ecosystem and economic level.

The **major tools during** the evaluation are the review, assessment and comparison of documents as well as a consultative process with a high number of concerned stakeholders, using qualitative focused interviews with individuals or groups for assessing stakeholders' satisfaction and closed questionnaires for the analyses of project achievements according to indicators and indicative activities and in comparison to targets to be reached.

Team Composition and Collaboration during the Review: The National and International Consultant and two national assistants have conducted the consultations jointly in close collaboration with UNDP and the PMU at MAAIF Uganda.

2.4 Enabling Conditions

The project does not work under conditions, which provide a very enabling environment for the project, for the following reasons:

a) SLM projects deal with soil, and soil has become an undervalued resource with increasing urbanization and modernization. Promoting soil and land management projects is in general a great difficulty. It is an even greater problem to underscore the importance of soils as a pre-requisite for poverty alleviation within an increasingly urbanizing society and its institutions, while farmers and pastoralists are usually well aware of this linkage, however, are frequently voiceless. Consequently agriculture and environment have received high recognition and soils in particular only recently, but no commensurate budgetary priority on the policy level in Uganda up to now
b) SLM has a very broad definition within the UNCCD, and the UNCCD is still continuously revising its definition. It is also not very clear up to now, if the UNCCD is more relating to environment or to development, therefore getting clear guidance for SLM implementation from UNCCD itself is a problem, although since recently UNCCD declared that its major focus is on soil health.

c) Finally there are many administrational problems which inhibit the continuity of project implementation and the fact that the project document does not give full or adequate guidance also hampers the implementation.

3. PROJECT RESULTS: KEY FINDINGS

3.1. Major Achievements by the Project

The evaluation of the project is conducted by comparing the achievements by the project with its targets. For this purpose in the following the output matrix is presented first, after this the achievements of the projects are highlighted under the different outputs, and after each output a rating is conducted.

a) Project Outputs

Based on the objectives, the Project Outputs are:

1. SLM priority interventions integrated in the DDPs and budgets of selected Districts in the cattle corridor.
2. SLM priority interventions identified and implemented by local communities in six (6) target Districts.
3. The UNCCD/NAP Focal Office and Inter-ministerial committee on SLM capacitated to manage SLM Country Programmes.

b) Project Output Matrix

Output 1: SLM priority interventions integrated in the DDPs and budgets of selected Districts in the cattle corridor.

1.1.1. Develop SEAPs and DEAPs in the Districts of Lyantonde, Nakaseke, Kamuli and Kaliro

1.1.2. Integrate priority SLM issues including climate change adaptation issues in SDPs and DDPs of 6 Districts and selected Sub-counties

1.1.3. Strengthen the capacity of the Districts for SLM monitoring and decision making through appropriate support tools and systems

Output 2: SLM priority interventions identified and implemented by local communities in two (2) target Districts.

2.1. Identify, prioritize and pilot local community livelihood interventions on SLM

2.2. Undertake integrated research on termites

Output 3: The UNCCD/NAP Focal Office and the Inter-ministerial committee on SLM capacitated to manage SLM Country Programmes

3.1 Support Project Management Unit (PMU) to implement the UNDP DDC project component.

3.2 .Strengthen the capacity of the UNCCD/NAP Focal Point in MAAIF to coordinate SLM activities at global, national and local levels.

3.3. Strengthen the SLM Inter-ministerial committee and the Country Strategic Investment Framework (CSIF).

3.1.1. Achievements and Challenges of the Project under the different Outputs

Output 1: SLM priority interventions integrated in the DDPs and budgets of selected Districts in the cattle corridor

1.1. Develop SEAPs and DEAPs in the Districts of Lyantonde, Nakaseke, Kamuli and Kaliro

The UNCCD recommends implementation through bottom-up approaches, because previous top-down approaches failed, moreover, they did not consider interests of all stakeholders. This message has been taken up in a very serious way by the PMU.

Therefore, planning took place from parish level, where about 210 PEAPs (Parish Environmental Action Plans) were produced, which were then synthesized on Sub-County-Level to SEAPs (Sub-County Environmental Action Plans, 6 per District), and then summarized for the District Level into DEAPs. The planning process was implemented through NEMA, who is routinely preparing EAPs, and the SLM component was introduced through PMU. The various steps taken on parish level were:

- Meetings of parish people
- Problem identification
- Development of PEAPs
- Resource mapping

The Synthesis was done by task forces which have been built by NEMA, who drafted the DEAPs. The DEAP drafts were then discussed with the District Technical Planning Committee (DTPC).

While top-down planning is usually very time-efficient, the downside of bottom-up approaches is that they can be very time-consuming. Although participatory planning approaches have been developed to allow a rather rapid planning process, the disadvantage of participatory methods is, that in many cases they rather give qualitative results, which makes down- or up-scaling very difficult, if not impossible, as for the case of transect walks. This was also a problem which the project faced, so that the development of the EAPs took much more time than was scheduled. Regarding the fact, that even scientists have not yet developed valid methods of evaluating a multitude of participatory planning results, it can also be assumed that sub-counties and district were overburdened and overwhelmed with the tasks of synthesizing PEAPs or SEAPs.

Another problem with that type of synthesis of local EAPs to higher levels is the loss of information it involves. Normally, high resolution information on local level is collected, to use this information on the resolution level it is collected and directly for the locations where it was collected, but in this case it was rather used for the sake of representing everyone. However, the actual value of these efforts of having information on the very local level, was not sufficiently utilized. In particular the EAPs on parish level should rather be conducted for direct project implementation, serving the direct purpose of the respective project to be implemented. Instead they became redundant in the communities where the grant schemes were implemented, since then project implementation was guided by the grant proposals. Most of the PEAPs were difficult to access for the project evaluation team and none of the EAPs was archived at PMU level, the same was true for DEAPs and SEAPs.

Nevertheless, according to information by the PMU, the evaluation of all PEAPs has shown a clear priority, which was the introduction of conservation agriculture.

This component included also for three district trainings in establishing of bye-laws, which have been successfully developed and implemented, as for instance on grazing, fishing and tree planting and protection issues.

Furthermore this component included the development of SLM policy papers for every district, which was not accomplished in any of the districts, at least no SLM policy paper was made available to the evaluation team.

Activity 1.2. Integrate priority SLM issues including climate change adaptation issues in SDPs and DDPs of 6 Districts and selected Sub-counties

Many project components which serve combating land degradation and desertification serve also climate change adaptation or mitigation in a certain way due to many common causes and consequences, as for instance through enhanced soil water retention by the introduction of basin technologies in conservation agriculture, higher biomass production and water harvesting technologies. The alternative stoves and biodigesters the project introduced can be considered as mitigation interventions that reduce carbon emissions.

For the evaluation, all DEAPs and DDPs and some of the PEAPs were made available by the districts. All evaluated DDPs mainstream SLM into their policies and budgets, however, this is done in a routinely way as any other project by any other organization, therefore, does not meet actually the target, because the target refers to a budgeting beyond the funding of the project, and hardly would justify to be mentioned as a target, if only the routinely incorporation into the annual budget would have been meant. The only DDP which has incorporated budgets for SLM for the period beyond the project lifetime is the one of Sembabule, which is listing SLM activities as budgeted until 2016, but still assumes funding by UNDP-DDC (compare Annex I, Section III), although up to now no funding of the UNDP-DDC project until 2016 is confirmed. Normally for ensuring sustainability of the project, these budget should come from districts themselves or other sustainable resources.

Progress reports under the climate change target inform that districts have integrated environment and SLM issues as first priorities from their DEAPs into the District Development Plans (DDPs). For example Nakasongola district has integrated water harvesting at household levels into its DDP and allocated a budget of up to 12 million UGX for this action for the year 2012.
Kamuli district has adopted construction of fuel wood saving stoves as a practice to reduce the rate of indiscriminate harvesting of trees for charcoal and household fuel. In addition, Kamuli district has put aside a budget of up to 3 million UGX to establish a tree nursery that can be used to rebuild wood stocks in the district. The progress report indicates that DEAP process has led in this way to increase in budget allocation to SLM at district level and new partnerships have emerged to support SLM priorities in the SDPs and DDPs.
Sembabule district received an extra allocation of funds from the Local Government Management and Service Delivery (LGMSD) Programme which rewards districts that integrate environment concerns in the DDP with an increase in their budget support from the Ministry of Finance and Economic Development (MoFPED).

In Nakasongola and Sembabule districts, water harvesting structures for government funded buildings have been made mandatory though bye-laws, and certification of accomplishment of work is only made if those structures are part of the building as an achievement made by the project.
In Nakaseke district, development of the DEAP enabled the task force to reach the furthest end of the district that has often been left out of many development activities earlier. This is an area that is largely populated by pastoralists, and by reaching out to it, the project has made a significant contribution to highlight the unique SLM and environment issues typical of pastoralist communities. In this way, environmental issues in both pastoralist and crop based producers in the community were identified.

While SLM services climate change, also many already existing projects on drought adaptation and watershed management serve climate change. This leads to the fact, that climate change as a term such is hardly mentioned in the EAPs. As for instance, the DEAP draft for Lyantonde mentions climate change in regard to land degradation as a cause for soil erosion on page 35 with the words: "Environmental climate changes in especially the nature", furthermore prolonged drought as an issue which needs environmental action. The DEAPs of Kaliro and Kamuli do not mention climate change, but drought as well, and little and unreliable rainfalls as an incidence where environmental action is required, such as SLM and water harvesting. Droughts and water stress are particularly emphasized in the DEAP of Nakaseke, which is the most drought-prone district of all. Though climate change is not directly mentioned in the DDP of Sembabule, several references to drought can be found, but most of them have not been included as a result of the project efforts but for projects of other organizations. The PMU should, therefore, put higher emphasis on climate change awareness as a process, where future droughts and unusual weather events will increase and precautionary measures have to be taken.

1.3.Strengthen the capacity of the Districts for SLM monitoring and decision making through appropriate support tools and systems

The progress reports mention under this activity the rain recording processes, which have been operationalized. In addition, Meteorology Department also conducted a survey to establish the feasibility of establishing Radio and Internet (RANET) connectivity at sub county level to ease feedback from the headquarters and also communication from the sub counties. Before that, agricultural bulletins had previously been used for the dissemination of weather data, but they were bulky and difficult to disseminate to farmers. Farmers therefore proposed centres at sub-counties near their farms where weather information could easily be accessed. The Meteorology Department selected sub-counties with security, power (solar or electricity) and staff to process and transmit the data electronically in Kamuli, Kaliro, Lyantonde and Nakaseke.

The Model was supposed to be installed in September 2012. But there were administrational problems of transfer of money from MAAIF to Meteorology, since an MoU was only established between MAAIF and the Meteorology Department and yet the PS is accounting Officer. This arrangement raised issues of receipt and accountability. Currently authority has been given to the Assistant Commissioner of Meteorology Department to receive money for RANET, but still the issue

is not yet solved. Therefore, this activity was not implemented due to restrictive regulations in disbursement of funds.

However, RANET is a major initiative planned by GEOCAST through ACMAD and its installation depends on other projects outside the responsibility of the project and should not be considered as a component of the SLM in future at all.

On-the-ground rain recording processes were established through the installation of 36 rain gauges, 6 per district. For recording rainfall data, the project has trained 2 people per rain gauge, within three distinct training units. The collected data are either reported to the Meteorology Department via postcards or mobile phone. The data are meant to support ground-truthing of weather fore-casts from satellite data, to be used for index-based insurance and also to be fed into the Software **ClimSoft**, which is asoftware for processing climate data for the whole IGAD Region at ICPAC in Nairobi. The Meteorology Department also transferred rainfall data to research organizations, such as NARO, who use them as background data for their research. Additionally to the supply of rain gauges, the district received internet, motor bikes and other equipment.

Output 2: SLM priority interventions identified and implemented by local communities in two (2) target Districts.

2.1. Identify, prioritize and pilot local community livelihood interventions on SLM

Activities under these outputs were substantial, starting with the identification and support to 14 groups as pilots for Conservation Agriculture. The support included training, purchase and distribution of material inputs for soil conservation, seeds, fertiliser, and spraying pumps for herbicides. A total of 420 acres of CA demonstration gardens were established in the period under review, with maize and beans as major crops. At the request of MAAIF, UNDP sent funds directly to the district local governments which procured seed (maize and beans), inorganic fertilizers, herbicides and spray pumps. In each of the 14 local communities 30 farmers with at least 50% women, set up ½ acre each of maize and beans CA demo plots. Although the onset of the first season rains delayed, the cropping season has been characterized by fairly well distributed rainfall and the harvested amounts were substantially higher than the traditional ones, despite delayed sowing.
Furthermore, for an extension of the pilot phase based on PEAPS & SEAPs, a grant scheme was introduced, based on proposals by communities and CBOs.

The PMU selected 24 best proposals based on vetting guidelines and criteria, plus a subjective selection of groups to cater for regional balance within the districts. Moreover CBOs that needed support but could not write good proposals were considered.
On the basis of the proposals, the district SLM task forces worked with the local communities in a participatory manner with a training-to trainers approach to establish demonstration gardens promoting minimum tillage, mulching, early planting, permanent planting basins, use of herbicides in weeding and use of fertilizers (manure) by the host farmers.
The demos are within the communities and were entirely farmer managed, which give farmers from the neighboring villages and sub-counties an opportunity to learn from the pilots.

Furthermore the project supported and promoted farmer-to-farmer (PFI) learning through exchange visits-and Study tours: PFIs as well as intra-district study tours were organized by each district. The project also supplied soil kits to enable farmers to test their soils.
The selected local communities in each district were supported to conduct at least one cross visit to each other during the cropping season to learn from each other.

2.2. Undertake integrated research on termites

There are two important institutions whose results can give important inputs to the project, one is the Soil Science institute of Makerere University, the other one is the NARO, National Agricultural Research Organization.

Both Research organizations have built their activities on indigenous knowledge, and both are complementing each other.

The basic principle of Makerere University research is based on the fact, that termites have always been part of the ecosystem, without particularly damaging it, and that the damage by termites increased with decreasing availability of organic matter on which the termites feed. The approach by Makerere University was therefore, to increase organic matter within the ecosystem through various technologies, first through cow dung, by fencing cattle over a longer period of time, so that manure accumulated. This reduced damages by termites. Later on, various other systems, like mulching, were used to enhance organic matter. In particular conservation agriculture helped to reduce damages by termites to a high degree.

Complementarily to this, NARO implemented biological control systems, relying on the principle, that a certain species of termites – arboreal termites – are obviously toxic to subterranean termites. Therefore, arboreal termites from Tanzania were introduced into the project areas of Nakasongola, with significant initial successes in reducing damages by subterranean termites.

The decision of the project was, between the two institutions, to collaborate with NARO in future, because as a national research institution, the partnership would be more sustainable than with a university institution.

From the view of the evaluation team, this is a very valid argument, but it should also be taken into account, that both research approaches have a high value, and therefore both partnerships will be needed to control the termite problem in future in a sustainable way, in particular, since during implementation in the field, arboreal termites did not survive the first droughts.

Output 3: The UNCCD/NAP Focal Office and the Inter-ministerial committee on SLM capacitated to manage SLM Country Programmes

3.1 .Support Project Management Unit (PMU) to implement the UNDP DDC project component.

The PC as NFP of the UNCCD needs support to expand its capacities to fulfill his mandate of finalizing the CSIF, which is why he was provided with a car from UNDP.

For advocacy and awareness raising, the team developed a Fast-Facts sheet on the project's objective, activities, achievements, opportunities and challenges, and lessons. The sheets are uploaded on the following website:

http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/focus_areas/sustainable_landmanagement/programmes_and_projects/africa/

The World Day to Combat Desertification was not celebrated in 2011 due to delayed funding, but finally took place in 2012 in Kiyunga Subcounty of Kamuli District. All activities done during the week were focused on SLM and how it can contribute to combating desertification. The theme for the celebrations was "Healthy soil sustains your life: Lets go land degradation neutral", which was a recognition that soils are the base of our agricultural production and should be healthy to ensure food security, household incomes and better livelihood.

Furthermore, under this component two **inter-ministerial conferences** were conducted, to endorse the CSIF. Two meetings were held in 2011, the first one in January 2011 intended to take stock of what was achieved so far and brief the Steering committee who also approved the CSIF, followed by another meeting of sector working groups in the 5 sectors, which endorsed the CSIF. A stakeholder meeting organized for the validation of the CSIF collapsed due to lack of funds, as 3rd quarter funds for 2011 were not released to PMU. This activity was later on no more prioritized by the PMU following guidance of the 4th November 2011 meeting, which discouraged the PMU to conduct further meeting but rather to focus on ground activities in Output 2. While it cannot be imagined that the Embassy or the MFA of Norway would have really discouraged any further meeting to finalize the CSIF endorsement, obviously advice related to Output 1 was also applied to Output 3, which was apparently the consequence of a misunderstanding of the guidance given in the 4th of November meeting. Nevertheless, the CSIF process has now been revived under the ATAS project and is progressing well. The fact, that another funding institution took over the funding of the CSIF endorsement was considered as a problem by some interviewees during the evaluation, however, in the view of the evaluators, it was considered rather an asset that the PMU managed to raise these funds, nevertheless, but for the suggested no-cost-extension phase this has to be discussed in depth with the Norwegian Embassy.

For the finalization of the **rangeland policy** a consultant was hired, who has substantially updated the June 2012 version through relevant scientific inputs and which will be finalized soon.

3.2 Project Design / Formulation

3.2.1. Project Logic and Strategy

The project logic follows a 3-pronged strategic approach:

It assists local governments in the cattle corridor districts with the development of District Environmental Action Plan and ensures that SLM issues are integrated. This activity is a pioneering action of the project, since up to now SLM concerns have not been mainstreamed into DEAPs. To ensure full community involvement, the project applies a bottom-up approach where first PEAPs

(Parish Environmental Action Plans) are established (the total number was 210), which are summarized on Sub-County-Level to SEAPs (Sub-County Environmental Action Plans, 6 per district), which are then synergized into District environmental action plans(DEAPs). This was done for four districts, Kaliro, Kamuli, Lyantonde and Nakaseke, while it was said that Sembabule and Nakasongola already had their DEAPs , which only needed updating.

Another element of the project are on-ground interventions that apply sustainable land management principles to increase land productivity, which is in line with TERRAFRICA principles and the National Development Plan (NDP). The project takes a farmers' innovation approach and focuses particularly on the inclusion of women and youth.

A third component is the endorsement of an SLM Investment Framework CSIF, which Uganda is developing through a newly formed inter-ministerial collaboration, which enables the harmonization of formally existing but scattered SLM efforts under one umbrella through definition of priority intervention. Simultaneously this should support the UNCCD Focal Point in MAAIF.

3.2.2 Logframe , Indicators and Targets

The outputs in the log-frame follow the logic, that a planning process is the pre-requisite for starting on- ground activities. A problem which is still to be addressed in the project logic is that there are many other institutions which already implement SLM policies or technologies, without explicitly naming them as such (compare the projects listed in the DDP samples under Annex, Section III, which are not DDC projects themselves). Therefore, these also need to be integrated at least formally. This applies for Output 1, where the mainstreaming of SLM into DEAPs into policies and budgets is perceived only as a mainstreaming of the DDC-UNDP project as a new component and not integrating all other SLM relevant projects and initiatives, such as the FIEFOC projects and many others.

On National level, the CSIF provides a better umbrella to accommodate all SLM / dry lands projects as implemented by the various Ministerial Agencies and other stakeholders, but in this case the UNCCD NFP / PC is obviously not equipped with the necessary mandate to bring this process to a successful end (compare Section on Project Design).

Indicators are in the majority management oriented rather than output or outcome related. This can have advantages and also disadvantages. Advantages can occur, when it can be guaranteed, that the management options addressed through the indicators will lead to the targeted outcomes, if strictly followed by management. The disadvantage is that this system binds the team to fulfill the management indicators, even if unforeseen disturbances occur or the project plan has overlooked some interventions which have to be newly introduced to reach the project targets, meaning, if out-of-the box thinking and action would be required. As for instance, the participation in certain meetings, like for the CSIF, might not necessarily lead to its endorsement, or the provision of motor bikes might not necessarily lead to the mainstreaming of SLM policies into development frameworks etc... Therefore, the system of predetermining management or administrative actions to a high degree, might reduce the flexibility and also the creativity of the project team to reach the aspired goals.

Furthermore, some indicators are unspecific, therefore, the first of the requirements of indicators of being "SMART" = specific, measurable, attainable, relevant, time-bound, is not fulfilled and some of the indicators express two requirements in one indicator, other indicators, particularly for the risk assumptions, require indicators themselves, like "competence of PMU staff" or "District capacity enhanced for decision making and monitoring of SLM activities" etc..

Formulation of Targets

The formulation of targets makes it very difficult for the PMU to fulfill them, because some of the targets are rather small or not scalable and also not clear. "Mainstreaming SLM into local budgets for instance does not make clear, if this mainstreaming is meant for the running year, which can actually not be considered as a genuine scalable activity, composed of different steps, such as introducing sustainable land management activities on community level, since it would means simply adding the funds received from the SLM project into the general budgets of districts, in which way it was understood by most districts, and which is an activity of a couple of minutes. On the other hand, Sembabule District for instance understood this target in a different way, as integrating it into future prospected budgets, which, however, have not been approved, while nowhere this target created an own commitment of communities to budget for future SLM activities. Some targets are related to the collaboration or endorsement by external institutions, as also the Risk Assessment highlights. The fulfillment of Output 1 lies mainly in the hands of districts and communities or the Meteorology Department, accordingly, the fulfillment of Output 3 lies mainly in the readiness of the Inter-Ministerial Agencies. Consequently, in the only outputs, where the achievements of targets could be better influenced by the PMU, also the fulfillment is highest, which is in Output 2. .

3.2.3 Assumptions and Risks

Box 1 lists all risks assumed under the different project outputs

Assumed Risk	**Happened : yes (+) No (-) Partly (0)**
Long term Objectives	
Local Governments do not prioritize sustainable land management	**0**
Local Governments and other key institutions will not commit the resources needed to maintain community initiatives beyond the life of the project	**0**
Local communities are not willing to change and adapt to new technologies	**-**
Negative political interference	**-**
Output 1:	
Preparation and compilation of Parish Environmental Action Plans delayed	++
Environment Action Plans not completed by year 1	+
DDP processes do not include SLM during budget allocations	**0**
Districts neglect maintenance of project equipment and motor cycles	**-**

Poor record keeping in the Districts.	-
Negative political interference.	-
Limited community participation the project particularly the initial environmental planning processes and thus limited ownership and sustainability.	**0**
Output 2:	
Late disbursement of funds	++
Local communities are not keen participating in the project	-
Lack of appropriate capacity of service providers to assist the communities.	-
Inadequate levels of production for dry lands products to meet the market demand.	+
Poor quality of dry land products which does not meet the market demands.	**Not applicable**
Research projects on termites do not yield tangible results.	**0**
Inadequate time for conclusive research on the subject.	+
Output 3	
Inadequate support from the different Ministries that constitute the Inter-ministerial committee on SLM.	+
Project management weakness as a result of not getting a competent PMU.	-
Unforeseen delays in finalising with the National Rangeland Policy	+

The assumption of potential risks in the Project Document, as listed in Table 1, are clearly recognized and predicted.

Since the occurrence of risks is also related to the effectiveness and efficiency of the project, some of the risks considered are illustrated more deeply in the following:

Only one risk factor is misplaced. This is "Project management weakness as a result of not getting a competent PMU" under Output 3. Actually, since project management competence is relevant for all outputs, this factor should have been rather put under "General Outputs". However, this misplacement in this case is not relevant, because project management weakness due to incompetence did not occur, since all project staff is highly competent in regard to technical and communication skills as well as in terms of familiarity in working with governmental, international and community levels. Hence the staff has been appropriately selected both in respect to their personalities and their educational backgrounds.

General Outputs

Risks assumed under overall outputs did not occur, or only partially occurred due to generally less attentive attitudes of governments towards environmental issues and land issues, which are mostly not considered as a most important precondition for poverty alleviation or economic growth.

Otherwise, local communities were highly ready to adapt the new technologies, however, due to the short lifetime of the respective activities, it could not be clarified, if this readiness resulted from the reception of related funds or grants themselves or to the successes of these technologies of saving soils and improving productivity. It has also to be mentioned, that not all technologies introduced through the respective trainings were new to communities, but nevertheless they were appreciated, since they increased farmers' confidence about the effectiveness of their activities they commonly conduct.

Output 1

The problem **in timely preparation of environmental action plans** which incorporate SLM issues is very well recognized, and this was mainly instrumental in the initial delay of project implementation. All other risks in this output are more or less identical with the ones mentioned in general outputs. SLM policy papers, which are an important indicator here, have not been prepared yet anywhere.

Output 2

Several risks identified for output 2 occurred in certain ways**. The late disbursement of funds** hampered and delayed the whole implementation of Outputs 1 and 2. Normally in every first quarter of the year, the project did not receive any funds. The causes of the late disbursement can be seen in a disharmony of fund release policies between UNDP and MAAIF, which delays the flow of funds in general. It does not lie in the hands of the PMU to solve this issue, but since this seems to be a permanent problem, it needs a general solution for this problem to be found between UNDP and MAAIF, and probably also with other institutions.

Service providers were appreciated by trainers and communities and had relatively high capacities to assist the project, with some constraints as mentioned in regard to seeds and agro-chemicals, as mentioned for Output 1 above.

In regard to the **development of dry lands products and their marketing**, it could not be confirmed during the evaluation, that much was undertaken and achieved, since the on-ground activities were too young.

The first research results in regard to **termite research** achieved quite tangible results, and most probably will achieve more tangible results in future, therefore, these risks did not materialize.

Output 3

"**Inadequate support from the different Ministries that constitute the Inter-ministerial committee on SLM**" is not relevant here, since not all three Inter-Ministerial committee meetings were conducted.

The **rangeland policy** has not been completed in time, since the scientist who was contracted for the respective assignment is still inserting some latest and very relevant research results, and the draft has yet to be validated through a consultative process at district and national level, but is on a good way to be finalized soon.

3.2.4 Lessons from other Projects

The program in Uganda was started in 2003. During this phase the program supported Sembabule District to mainstream/integrate dry lands issues into its District Development Plan (DDP). This was achieved through supporting District Environment Action Planning (DEAP) processes. Using the lessons learnt from this experience, a second phase was developed in 2008 to support the above 6 cattle corridor districts also known as the dry lands to mainstream SLM activities into their District Development Plans. The project (PROJECT DOCUMENT) covering the period 2009-2011 was signed by Government and UNDP in late 2009 and for full project implementation began in 2010. The project is scheduled to end on 31 December 2012.

NARO was identified as partner because they had the technology for termite control by working with the communities in Kamwenge who were already using arboreal termites to control the sub-terranean termites. NARO had undertaken research in Namulonge where the arboreal termites and sub-terranean were put together in a cage and found significant mortalities in the sub-terranean. This research was based on a community initiative in Kamwenge where communities had also got the knowledge from communities in Karagwe-Tanzania

3.2.5 Linkages with other Projects

The project logic and strategy is in harmony with many other projects and programs, such as the GEF program on reduction of charcoal production and inclusion of land tenure issues, it is in line with the MDGs and the UNDP Country Programme, which focuses on poverty reduction and environmental issues, with a focus of women and youth, with UNPEI, NEPAD and CAADP

The project on Mainstreaming SLM activities in six cattle corridor districts of Uganda is linked to a sister 5-year project funded by GEF, the SLM Enabling Environment for SLM to overcome land degradation in the central area of the Cattle Corridor Districts of Kamuli and Nakasongola. The two projects are being implemented together under the SLM Programme for the cattle corridor, one of the components of the Uganda SLM Investment Framework which seeks to integrate all country SLM initiatives under a harmonized platform to improve coordination among the different SLM stakeholders.
The immediate focus of the GEF component is in Nakasongola and Kamuli Districts, where SLM will be piloted. The Mainstreaming SLM component will extend to Sembabule, Lyantonde, Nakaseke, and Kaliro in addition to the two Districts. This will provide the vehicle for up-scaling the SLM practices such as improvements in charcoal industry, sustainable agriculture practices, pasture management, water management and natural resource management to the rest of the cattle corridor. The two projects will therefore form a fully integrated programme, with each providing co-finance to the other, and jointly contributing to Government's SLM Investment Framework.

Within the SLM mainstreaming project the GEF SLM activities mainly link to Output 3: on activity 3.1: Support Project Management Unit (PMU) to implement the project and coordinate SLM activities at global, national and local levels. Specific support is on additional human capacity for the expanded

SLM Country Programme and additional office infrastructure and resources), particularly to strengthen the Office of UNCCD/NAP Focal Point. Under target 3.1, the mainstreaming project is also to prepare the GEF SLM project document.

The two projects share a Project Management Unit (PMU), whereby the PMU for the SLM mainstreaming project consisting of a Project Manager, a Finance and Administrative Assistant and driver are shared with the UNDPGEF component.

3.2.6 Management Design

Fig. 2: Management Design of the Project

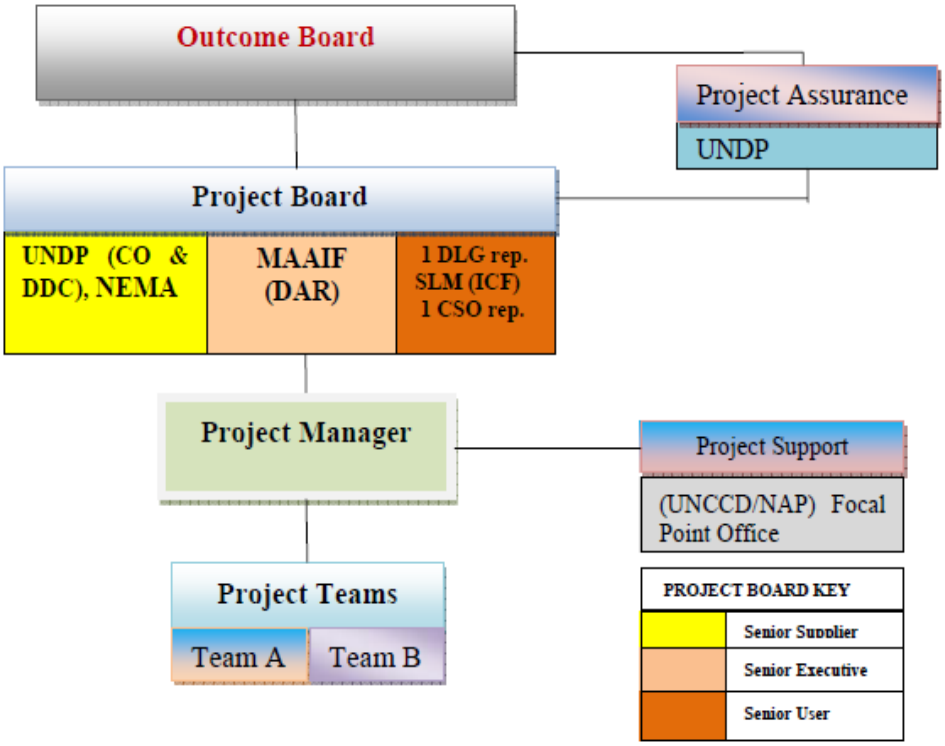


Fig. 2 shows the management design of the project. This is a common structure, which has been successful in many other projects. In this case, larger parts of the project are conducted on local levels and the district representatives are part of the board on rotational basis, because the board sits in a different district all the time, and where it sits, the CAO of that district is part of the board at that time. For continuity, the Central **Local Government Ministry** could also be on the board.

Another design problem in the implementation is also that the **Midterm review** is conducted late, which should be avoided in future project phases.

A most important issue within the project design is the **division of tasks within the PMU**, particularly between the PC and the PM, which does not show a clear distinction. The current arrangements do not provide sufficient division of tasks, in terms of general responsibilities, implementation and

reporting and needs improvement in the whole design. Another problem is that the PM is employed by UNDP and the PC by MAAIF. Potential conflicts, which could arise from these complicated and unclear design were up to now successfully circumvented by the PMU staff itself by defining an internal labour distribution, where the PM took over mainly the responsibilities for implementation issues and the PC for fund raising and allocation etc.. However, it was the impression of the consultancy team, that the roles of both – the PM and the PC – need to be expanded.

As for instance, the PM needs to be better embedded into the MAAIF structure and have full responsibility of for the project management. Furthermore, he should rather report to MAAIF than to the PC. He should also be fully responsible for all management tasks within the project.

And while the PC as NFP of the UNCCD has the responsibility to mainstream, guide or coordinate all existing SLM, environmental and general UNCCD policies at district levels or at national levels (Inter-Ministerial Framework), which is required for effective fulfilment of his obligations on dry lands issues at national level as NFP, his additional role as the MAAIF PC for the UNDP SLM project takes up substantial time from his necessary activities as NFP. And while the participation of the NFP in the SLM project creates strong synergies and linkages with national and global issues and has therefore facilitated and accelerated the implementation of the SLM project, there was not the impression during the evaluation that the PC received sufficient support by the UNCD, although strengthening of the NFP is one of the priorities of IHDP / DDC projects. Therefore his role as NFP rather than as PC should be expanded to meet his full obligations on dry lands issues on national level. This could be avoided by taking measures to ensure that the PM for the UNDP SLM project is answerable to MAAIF thereby able to directly inter-phase with MAAIF internal management systems and is accountable to it. Furthermore, the PM and the NFP should work on completely separate outputs with support to the UNCCD NFP and to the UNDP SLM Project Management Unit clearly delineated.

However, it is beyond the capacity of this evaluation to give appropriate recommendations for a proper design, because this should be discussed in a fully participatory way between UNDP, MAAIF and PMU with the intention that the specific and different roles of the staff within the PMU as well as within the UNCCD representation are fully captured through project design and job description while simultaneously considering the utmost personal and professional satisfaction of the staff.

A design issue, which did not materialize in the project, is the equipment expected to be delivered by the Meteorology Department which is listed in Table 3.

Table. 3: Approximate cost of meteorological instruments for the six focus districts in the cattle corridor

Instrument	**Casella Part No.**	**Description**	**Unit cost (£)**	Cost for 6 districts
Splayed Base Rain Gauge	M114003		334	2004
Measuring Jar	M114013	127mm aperture, 50mm capacity	101	606
Stevenson Screen	M113012	Advanced instrument Shelter	1,150	6,900

		(small)		
Stand for Advanced instrument Shelter (small	M113008	*This can be locally manufactured*	419	2,514
Maximum Thermometer	M106202	Range -10 to +65C Sheathed Pattern	198	1,188
Minimum Thermometer	M106204	Range -25 to +50C Sheathed Pattern	198	1,188
Ordinary Thermometer (For Wet bulb)	M106001	Range -20 to +55C Sheathed Pattern	132	792
Ordinary Thermometer (For Dry bulb)	M106001	Range -20 to +55C Sheathed Pattern	132	793
Manually constructed enclosure			1,176	7,056
Total			**3840**	**23,040**

Source :Meteorology Department

Until the date of the evaluation, this equipment has not been installed or delivered by the Meteorology Department, except the rain gauges.

3.3. Project Implementation

The project has conducted one major change, when it switched its focus from major planning activities towards on-the ground activities. Otherwise, no adaptive management in regard to changes the project conducted during implementation can be observed or have been reported.

3.3.1. Partnership arrangements

The project collaborates with a wide range of partners. All collaborating partners highlighted the good and productive relationships with PMU. For the immediate project implementation of Output 1 and 2 the major partners are districts and communities, NEMA for the development of the DEAPS as well as research organizations for the termite research, in particular NARO and Makerere University. For Output 3, also Makerere University is an important collaboration partner, but most important are the major Ministries which compose the Inter-Ministerial Framework which has been newly established to harmonize all existing SLM policies, such as the Ministry of Water and Environment, the Ministry of Lands and Housing, Ministry of Trade, and Ministry of Energy and Mineral Development.

The Meteorological Department played a special role as co-funding partner, although the nature of co-funding could not be proven during the evaluation, nor the particular value of its contribution. In

general the collaboration with the Ministries is based on long-standing relationships, therefore, in most cases highly efficient, but not innovative.

For conducting the trainings and procuring the inputs, the private sector had a critical role within the project implementation. The collaboration with private sector was highly effective, efficient and innovative. There is, however a threat, that some private sector organizations could create dependence of farmers by silently introducing hybrid seeds in a package with credits et.. Other private sector companies work with local seed suppliers like Victoria seeds, where this threat does not exist. The problem with some local suppliers on the other hand is, that some items they sell might be faked. Currently the PMU does not have an overview, which seeds of which quality are used in the Conservation Agriculture program of the project, it is therefore urgently recommended to monitor this more closely.

It is unfortunate, that it was not possible for the GEF project to establish a partnership with FAO/LADA to conduct a comprehensive land degradation assessment in Uganda on national level to guide implementation of on-going in-ground community activities, which also the SLM project could have benefitted from.

Another issue, which is relevant here due to the linkages of the project with GEF is the highlighting of land degradation as a global issue and special features, such as Land Degradation Neutrality, which was emphasized on International Day of Desertification. **Through the grant program the project also introduced the generation of ecosystem services. F**or example in Lyantonde one Tukwase Wamu women's group was funded to protect Kalunyiga Water shed for the purpose of producing cleaner water to serve Layantonde town, but at the same time the trees would later be source of shade, timber and firewood.

This could also be used for achieving **payments for ecosystem services, such as carbon sequestration, water services, agro-biodiversity, and in this way also could become part of the concept of enhanced land productivity.**

3.3.2. Reporting, Monitoring and Evaluation

The project document provides a **monitoring and evaluation framework.** This has not been adequately used throughout the project phases. Normally the progress towards targets should be illustrated by a figure, which expresses the proportion in which these targets are reached through percentages for every quarter, but this has nowhere been done.

On the positive side, the PMU manager has arranged the monitoring and testing of the feasibility of field activities even by hiring experts in different fields for evaluation of the feasibility of ongoing activities. For instance, a nursery and forestry expert who was hired for monitoring of nurseries in Nakasongola dismantled the initial plan of establishing five nurseries in Nokasongola for afforestation due to the water constraints in the area and suggested to purchase the seedlings from the private sector instead.

An important shortcoming in respect to M&E is, that already in the project design the monitoring of district issues is not considered as the responsibility of the PMU, but of the districts. Therefore, although for instance the preparation of PEAPs, SEAPs, DEAPs as well as the mainstreaming of SLM into DDP has been conducted under the auspices of Output 1, neither DEAPS nor DDPs are available at the PMU, nor are any evaluations about the outcomes of the mainstreaming activities reported. It is therefore doubtful, if the PMU has ever undertaken the efforts of proving and monitoring their accomplishments. While the evaluation team itself received all DEAPs from the districts, it was not possible to get access to any of the PEAPs out of the 210 that had been established. Apart from that, the PMU has reported in a clear and comprehensive way about the implementation of the Grant Schemes within a separate document.

In general, the **progress reports** are of very high quality as such, where existing. However, progress reports are missing usually for every first quarter of a year, when no funds were released to the PMU, although obviously employment of staff continued. In future, for every quarter progress reports should be delivered. Second and Third Quarter Progress reports 2012 are of identical content in respect to Outputs 1 and 2 on district levels, although, or at least, budgets are different. The only difference between the Second and Third Progress report is, that Output 3 and National level is added in the Third Quarter Report. In general, a lot of information about the activities conducted by the PMU is not available in the progress report and it took the evaluation team a lot of effort to put the missing parts of the puzzle together. Therefore, in future the PMU should take care to write comprehensive progress reports.

Interestingly, best and most comprehensive reporting and accounting was found in one community in Kaliro.

In regard to expenditures, **financial reporting** is not summarizing, analyzing, comparing or interpreting the data, which would have facilitated the assessment of financial efficiency. These kinds of financial analysis – output / expenses and respective reporting would have also been effective to change strategies in time.

3.4. Project Results

The evaluation of the Strategic Matrix below led to the following results

Table 4 : Contribution of Outputs to Outcomes:

Output	Contribution
Output 1	60 – 70%
Output 2	60 due to delayed beginning
Output 3	60 – 70%

Table 5: STRATEGIC RESULTS MATRIX

UNDAF Outcome	**Increased opportunities for people, especially the most vulnerable, to access and utilize quality basic services and realize sustainable employment, income generation and food security**		
UNDAF output	***Poor people have increased access to and use of productive assets, technologies and energy***		
CPAP Outcome	***Principles of sustainable development integrated into country policies/strategies and loss of environmental resources reversed***		
CPAP output	***National and local government plans integrate environment***		
Narrative summary	***Objectively Verifiable Indicators***		
	Indicators	**Targets fulfilled**	**Remarks**
Long term objective: To contribute to sustainable land management and enhance the livelihoods of local communities in the dry lands of Uganda	➢ Local Governments in the target Districts devote significant budgets to SLM ➢ Local communities are deriving increased livelihood benefits from enhanced land management activities.	➢ First objective partly reached ➢ Second objective partly reached	Governments have already earlier devoted budgets to SLM. Current budgeting still related to UNDP-DDC Benefits related to direct support by project and not to independent land management changes
Output 1: SLM priority interventions are integrated in the DDPs and budgets of the six target Districts of Sembabule, Nakasongola, Lyantonde, Nakaseke, Kamuli and Kaliro	➢ Number of draft DEAPs prepared in the Districts of Kaliro Kamuli in Year 1. ➢ Number of DEAPs reviewed in the Districts of Nakasongola and Sembabule ➢ Number of SLM policy papers prepared. ➢ Number of SDP and DDPs integrating SLM issues. ➢ Computers, motor cycles and weather equipment procured and functioning in the 6 target districts ➢ District capacity enhanced for decision making and monitoring of SLM activities ➢ Number of SEAPs and DEAPs finalized for the 4 Districts of Lyantonde, Nakaseke, Kamuli and Kaliro.	Output mainly fulfilled, see above New DEAPs prepared, old DEAPs not revised SDP and DDP integrate SLM indicator fulfilled indicator fulfilled indicator fulfilled indicator fulfilled, see above	See above, this was already done in earlier years

UNDAF Outcome	**Increased opportunities for people, especially the most vulnerable, to access and utilize quality basic services and realize sustainable employment, income generation and food security**		
	➢ SDPs and DDPs have visible budgets for SLM ➢ Number of capacity enhancement activities, number of training reports and number of draft ordinances/ byelaws addressing SLM issues.	high	Indicator management related

Output	**Indicators**	**Targets fulfilled**	**Remarks**
Output 2: SLM priority interventions identified and implemented by local communities in the six target districts	➢ Number of farmer innovators, farmer networks meetings and exchange visits. ➢ Number of on-the –ground local community SLM initiatives under implementation. ➢ Number of market linkages for SLM friendly products developed. ➢ Two research projects on termites completed and M.Sc. theses prepared for submission to the relevant University Faculty.	Sufficient number of farmers and field visits Sufficient number of on-the ground SLM initiated Indicator could not be proven. One small freezer Mainly fulfilled	Still in its initial stage A couple of master theses on the topic conducted and finished, but by Makerere University through support by ILRI, not by NARO, the project partner
Output 3: The capacity of UNCCD/NAP Focal Point Office and the inter-ministerial committee on SLM strengthened to support SLM Country Programmes	➢ An inter-ministerial committee supported by a UNCCD NAP Focal point office in place and efficiently functioning. ➢ Quarterly and Annual progress reports and work plans ➢ A National Rangelands Policy and Pastoral Code in place. ➢ Printed Final CSIF document in place and Number of CSIF meetings held.	Committee not efficiently functioning Some progress reports exist but not up to-date, Progress report for 2008 and Planned Activities for 2009 Rangeland Policy not finalized CSIF formal finalization collapsed since draft framework document of 2010 SCIF meetings held:, Technical Working Committee (TWC) meeting of Oct.11 and Nov 12	Progress reports not up to-date Rangelands Policy may not be finalized within current project lifetime, consultations on draft still pending SCIF meetings held only of planning nature but not implementation

3.4.1. Effectiveness

Starting with the **project board,** it has not been very effective in guiding the PMU through the project phases**. Minutes of Board Meetings** show that discussions of the board members did not focus on the real problems of the project, but on side events, as for instance, why certain persons participate in exchange visits. One reason for this might be, that problems were also not explicitly reported by PMU. The only meeting, where core problems were addressed, was one extraordinary meeting November in 2011, which focused on major implementation problems, but took place with 7 months delay due to lack of coordination between CD UNDP and PS MAAIF.

In regard to some collaboration partners, the **Meteorology Department** has up to now not been effective in installing other equipment than rain gauges. Neither the equipment listed in the Project Document nor the RANET, for which the Meteorology Department has conducted a feasibility study earlier, is currently in the field. Furthermore, this component will be implemented by other projects, therefore, to enhance effectiveness, the PMU should establish partnerships with these projects rather than making them an own project component.

The **PMU** has been effective in fulfilling most of its outputs to a degree as highlighted in Table 6. In this context it has to be mentioned. **Output 2** is the one which achieved highest effectiveness through the implementation of on-ground activities, in particular trainings and procurement of inputs for SLM. This effectiveness cannot only be confirmed for the PMU level, but also for the communities involved, who have taken up all inputs provided by the PMU with enthusiasm. However, due to the late start, final judgment can only be made in a later stage. Highlights within Output 2 are also the high and effective involvement of women and youth, the high effectiveness of the conservation agriculture to retain soil moisture and improve yields, and the multitude of activities implemented through the grant schemes. In particular the termite research turned out to be a very innovative step in combining indigenous and modern scientific knowledge.

There is mixed effectiveness for **Output** 3. While all indicators have been fulfilled, the expected outcomes have not, since the CSIF has not been endorsed mainly due to a change of focus within the project, and the rangeland policy has not yet been finalized, though is on a very high level and in a good shape, so that it can be expected to be released soon.

Table 6: Final Rating Effectiveness: (Highest score 6, lowest score 1, not assessable 0)

Issue	**Score**
Output 1	4
Output 2	5
Output 3	4
Gender and youth balance and empowerment	6
Combination of IK and modern science	5
Reporting, monitoring and evaluation	3-4
Average	**4-5**

3.4.2. Efficiency

Meeting Workplans

Targets have mostly not been met in time. The project has faced considerable delays (institutional and operational), which have primarily been related to delayed project starting time in October 2010 instead of September 2009 and the turnaround time to get approvals of quarterly budgets and work plans delaying access to funding from the Project Account It is generally agreed that outputs would have been achieved more effectively and efficiently, if grants had been received earlier**.**

Output 1

In regard to Output 1, particularly the establishment of the DEAPs was very time consuming, and in some instances not efficient. For instance NEMA reported, that sometimes transect walks were conducted over three days, which is in no way justified by the outputs a transect walk can render. In general, many meetings were conducted within output 1, which was also mentioned by the project assurance meeting, and addressed by putting more emphasis on on-ground grant activities. Also for activity the establishment of rain gauges the number of meetings (3) and costs do not seem to justify the size of the task. In this sense, Output 1 was neither time nor financially efficient.

Output 2

Efficiency was much higher in Output 2, where within shortest time and relatively low budgets fast results were achieved on community level. While the pilot activities, which are mainly conservation agriculture, were derived from the formulation of the DEAPs, in particularly the grant schemes were developed and implemented within a very short time. Within this, it is also the merit of the project of increasing efficiency to find ways to submit grants and project inputs without involvement of districts. Efficiency of project implementation was largely dependent on the general efficiency of farming communities. Communities and individual farmers, who were able to manage their farm well in general, also implemented the project components in a highly effective way. Where farmers were rather unable or unwilling, also the efficiency of implementation suffered. (Compare photos and Field Notes in Annex. Therefore, in most cases seeds and planting materials reached the communities far after the starts of the planting season. Nevertheless, conservation agriculture showed increased yields despite these delays.

The farmers' innovation approach adopted by the project seemed also to enable the PMU to develop a high number and variation of SLM activities. In particular exchange visits increased farmers' knowledge to a high degree, and also the freedom to choose between different preferred activities is a positive outcome of this project component itself.

The scales of implementation are frequently low, or in other, cases, interventions have not been analyzed according to the question, if they could be scaled up. Conservation agriculture was implemented on areas of ½ or ¼ acre. For a number of beneficiaries of 30, which was quite common, this meant land coverage of maximum 15 acres. In total an area of 430 acres was covered. This coverage does not justify the funds spent for this land area, since normally the project should stick in its expenses for SLM interventions to the financial framework provided by CSIF, which it promotes and which suggests expenses of 200 – 300 USD/ha for SLM or agro-forestry, respectively, to maintain

the linkages between the different Outputs of the project. Shelters for hay making as another example, which seems to be a promising option for the future, was dimensioned in a way, that it can feed only one piece of cattle within the drought season, in case this cattle is only fed with hay. In general the trainings provided can be considered as efficient, though there is no financial measure for it, since it increased the social connectivity and therefore the social capital within communities.

The field consultations were not extensive enough to prove, if highly degraded land was rehabilitated. Some efforts for rehabilitation were considered by communities at least only as demos, and not as rehabilitation activities per se. This implied the question of potentials for up-scaling. For instance in some cases, woodlots which are supposed to be established on some farms, cannot be up-scaled in certain areas, because the land area will not be available.

A problem in financial efficiency could be identified within the distribution of funds, because the project distributed grants according to proposals, without any concept to ensure equity and equitability of grants distribution under different conditions regarding differences in population density, poverty rates and land degradation, which results in high inequities of fund distribution. As for instance, while one group of 300 members received only funds for conservation agriculture, greenhouses and water conservation agriculture, another group of 30 members received funds for these modules plus for cows, piglets etc.. On the other hand, the latter group also showed much more commitment for project implementation than the former one, therefore the PMU should further work on questions of incentives and equity in the project.

Output 3

Efficiency is not a very important criteria for Output 3. However, since efficiency expresses the relationship between inputs to outputs, and outputs have not fully been achieved, efficiency rate is not very high.

Table 7: Final Rating Efficiency: (Highest score 6, lowest score 1, not assessable 0)

Issue	**Score**
Output 1	4-5
Output 2	5
Output 3	4
Meeting workplans	3-4
Average	**4**

3.4.3. Feasibility

The feasibility of Output 1 has the same shortcomings as mentioned for efficiency (section 3.4.2), such as the long planning procedures. For Output 2, feasibility of most of the project interventions is high, such as the introduction of conservation agriculture as a new sustainable soil management techniques to increase soil water retention, the concept of predominantly involving women as a target group, the farmers* innovation approach, the trainings, etc..

However, there are four areas, where feasibility of project interventions can be enhanced:

a) Conservation Agriculture (Seeds, Agrochemicals)

Seeds: The project has introduced conservation agriculture as a package combined of a soil management technique named "basins" (compare pictures in Annex II), with additional agrochemicals composed of selective and non-selective herbicides (2,4D and glyphosate, mainly known as Roundup) and the introduction of new and improved seeds. Conservation agriculture, however, can be implemented in different ways, and not all practices can seriously be called sustainable, since some use lots of pesticides or hybrid seeds. REDS for instance is integrated into an international conservation agriculture project, described at http://conservationagriculture.org/, which contains elements of credits, marketing and hybrid seeds, which can create farmers' dependence. Obviously the introduction of hybrid seeds did not take place and furthermore farmers in different districts used different suppliers and methods of procurement, which could reduce the impact of single sourcing significantly. Furthermore, to protect farmers from receiving low quality seeds and faked agrochemicals, the project introduced a mechanism which is known as farmers' seed collection, to improve farmers' control and sovereignty over seed quality. Seed security was also an issue trained through the seed security training manual by the project. Nevertheless, the types of seeds farmers used were not really recorded, and not introduced as a variable when comparing the successes of conservation agriculture versus conventional agriculture, therefore, this should be closely monitored in future.

Pesticides: Conservation agriculture in the project is accompanied by application of Round-Up and 2,4D, and also the project should try to implement conservation agriculture in a way that the use of these pesticides should be minimized, where possible. It furthermore should consider the negative impacts pesticide use could have on labour employment for weeding. This recommendation, however, should not be taken in a dogmatic way, but handled flexibly, to optimize health and employment creation in communities

Fertilizer: Soils have not received much nutrient replacements over centuries, which has severely affected the nutrient balance of soils. Improving the nutrient status of soils is therefore one of the primary interventions, SLM should focus on. The feasibility of project interventions to introduce fertilizers through CA or the use of compost through organic agriculture is therefore very high. Since it is not yet known, how far the basin technology as a soil management technology will be adopted by farmers, the project should try to promote interventions which increase the nutrient status of soils in general also outside the CA approach.

b) Introduction of new cattle races

The project has introduced cross-breeds between Ankole and Holstein Friesians. This initiative by the project aims at creating synergies between poverty reduction and reduction of land degradation, since milk is an important product from the project area. Most of the communal grazing lands are fragile lands, in particular bare hills and wetlands. These areas are being targeted for tree planting, rehabilitation and other production activities. Grade Cattle under zero grazing is being adopted by farmers to use the fragile lands more sustainably by minimizing direct grazing which leads to reduction of overgrazing, bush burning and other negative practices that degrade fragile ecosystems. Farmers are encouraged to harvest the grass from these areas and feed their cattle. Grade cattle which are more productive enable farmers keep fewer cattle of high production and benefit from the

cow dung which they easily transport from the stalls to their gardens. Nevertheless, this module of the project needs close monitoring in the future. While farmers generally like those animals, it is well-known also among environmental officers of the districts that increased milk yields are only achieved, when the introduction of these breeds is accompanied by regular provision of high-quality fodder, regular watering and veterinarian services. Without these accompanying interventions, the introduction of improved cattle does not add value. The project already has supplied maize brand as a cattle feed, but for up-scaling this intervention, the project should assess the capacities of beneficiaries to provide regularly these inputs themselves, because the project cannot be expected to provide these inputs for long. Currently farmers are establishing viable feed stocks for their cattle by integrating crop residues, multipurpose fodder trees and fodder banks in addition to the opportunistic collection of herbage to feed them, and the project should also support this in future.

c) Water harvesting

The provision of water harvesting is one of the greatest merits of the project, since most cattle corridor areas are very arid and face high water scarcity. For the future, water harvesting schemes should be up-scaled, if possible on a water management scale, and the functionality of the water harvesting schemes should be closely monitored.

Table 6: Final Rating: Feasibility

Issue	**Score**
Output 1	4
Output 2	5
Output 3	4
Average	**4-5**

3.4.4 Coherence and Relevance, Impact

The project is very relevant both for the communities, district and Uganda as a nation in their needs to alleviate poverty through improved land productivity. It is also relevant for the implementation of the UNCCD.

It is coherent and in line with TERRAFRICA and the UNDAF guidelines of UNDP, as well as with other related programmes, such as CAADP, and GEF, which addresses land degradation as a global issue.

In particular Output 1 and 3 are relevant and in coherence with the UNCCD, all outputs are relevant and coherent with GEF.

The coherence with GEF could be improved, through better consideration of land tenure and pastoral issues in the project, which probably will be introduced, once the rangeland policy will be finalized.

The project could enhance coherence of Output 2 with the UNCCD and TERRAFRICA as well as with Output 3, if introduced interventions would exclusively comply with the land management practices and technologies suggested in the CSIF framework. While there is undoubtedly the challenge of land

policy issues to be solved, integrating this into policy issues is also a genuine part of SLM practices and policies and would probably justify a long-term extension of the project.

Table 7: SLM Practices according to CSIF (2010):

Practices		
Land/water mgt approaches	**Land/water mgt technologies**	
Land use regimes	**Agronomic and vegetative measures**	**Structural measures**
* Watershed plans * Community land use plans * Grazing agreements, closures, etc. * Other	* Intercropping * Agro-forestry in crop or grazing systems * Afforestation and reforestation * Mulching and crop residue * Crop rotation * Fallowing * Low till * Composting/green manure * Integrated pest mgt * Vegetative strip cover * Contour planting * Re-vegetation of rangelands * Integrated crop-livestock systems * Woodlots * Alternatives to wood fuel * Sand dune stabilization * Other	* Terraces and other physical measures * Flood control and drainage measures * Water harvesting, runoff management, and small-scale irrigation * Gully control measures

3.4.5 Sustainability

To establish whether the positive effects of the project are likely to continue after the external support is concluded, this evaluation has considered the extent of institutional, social-economic, and/or environmental and financial risks in sustaining long-term project results. The evaluation was guided by questions of ownership by different stakeholders at different levels (National, District, at Farmers (local level); mechanisms to ensure that the different institutions would continue with implementation of SLM activities after the project; mechanisms to ensure continuous/future political buy-in; mechanisms for capacity building including skills retention and use after the project; financial; and environmental sustainability including level of replication, scaling up, and diffusion to other areas besides the focus community areas.

The project institutional framework ensures sustainability: The project was designed to build on the experience of the UNEP-UNDP Poverty Environment Initiative (PEI) project in Uganda in integrating environment into the DDPs and budgets at district level. From the project implementation at local level are catalysts through demonstrating benefits from sustainable land management practices and lessons to be integrated into national level plans, sector plans and budgets by national level sectors including agriculture, to help achieve sustainability of the project results in the districts. This is reflected in the inclusion SLM activities in the National Development Plan 2010/2011-2014/2015. However, a key step is ensuring that the SLM activities are allocated funds within the national budget framework. The NDP also does not show specific SLM activities for other key sectors such Meteorology, Water, etc., although the nature of these sectors implies focus on SLM approaches.

The sustainability of the project was also envisaged to be embedded in the political will of the District and lower local government levels to buy-in the importance of SLM for their Districts and local communities and to provide budgets for priority activities identified in the DEAPs and SEAPs. Involvement of District Local Governments was emphasized right from project inception phase and sensitization workshops and trainings held. This however, does not guarantee 100% sustainability as the politicians who approve budgets are bound to change with time and new ones who have not been sensitized come on board. Although the project has had efforts to sensitize and train political leaders, there is no assurance that future politicians will embrace project objectives and nit interference with implementation.

Capacity building: The project efforts were on establishing mechanisms and methodologies for integrating SLM concerns into national and district planning processes as well as catalyze community interest and capacity for SLM. The project undertook training at District and local community levels including book keeping and trained farmer communities in various SLM technologies at the community level as well as exchange visits to progressive farmers. The implementation of small grants has further created capacity for communities to continue mobilizing funds from different sources and ownership and added a stabilization factor. Other aspects that ensure sustainability include use of farmer innovators and demonstrations to facilitate adopting new technologies.

To ensure sustainability of the project at community levels and facilitate future up-scaling, it was by project design mandatory for the implementing communities to be registered CBOs or else Sub-

County Community Development officers would mobilize, train and assist them to register. Furthermore, the guidelines for preparing project proposals for funding (Annex 4 of project document on Proposal Writing Format), includes requirements for methods or approaches of sharing benefits, particularly where incomes are foreseen, and responsibilities, and compelled the community groups to demonstrate how the project's interventions would be adapted and sustained after the project ends as an exit strategy.

Financial sustainability was from project design planned to be achieved by addressing mechanisms of integrating SLM activities in the DEAPs and DDPs to ensure that SLM activities continue to feature as important at these levels. Sustainability will therefore be based on the recognition that the benefits of investing in SLM will outweigh the intervention costs over time. Ensuring sufficient incentives for national, District and community buy-in will be the biggest challenge the project will face. So far SLM budget allocations exist in DDP documents but due to the implementation delays, there has not been sufficient documentation on actual expenditures and visible investments on the processes to assure sustainability.

Environmental sustainability: Most of the SLM activities were aimed at solving long term environmental challenges. For example, minimum tillage approach of CA is one long term solution to soil and water conservation problems

The rating for sustainability and risk assessment also related to the risks addressed in 3.1. As it was said there, all risks were properly addressed. The Rating of Sustainability, Relevance and Impact is listed in Table 8:

Table 8: The Rating of Sustainability, Relevance and Impact

Output	**Sustainability (4 = neglible risks, 1 = severe risks)**	**Relevance 2. Relevant (R) 1. Not relevant (NR)**	**Impacts 3. Significant (S) 2. Minimal (M) 1. Negligible (N)**
Output 1	4	2	1-2
Output 2	3	2	3
Output 3	4	2	1-2

4. RECOMMENDATIONS

4.1 General Issues

4.1.1 Finding immediate solutions for the problem of delayed funding and administrational inefficiencies

As far as the evaluation team understood, delayed funding is a problem of different modalities of fund release and expenditure between different institutions such as MAAIF and UNDP. This issue needs an immediate and general mitigation. Within this process it has in particular to be acknowledged, that natural systems are no factories and have their seasons. Once timely funding at the beginning of a season is missed, implementation options for almost half if not a whole year are lost. This problem might be addressed for instance by the establishment of a pre-auditing process to guarantee punctual funding etc.. A leaner administration, as for instance by reducing the frequency of approvals might be one of the components which could increase efficiency in general. Also the number of meetings could be reduced to a minimum, because it consumes the time of everyone involved both for preparation as well as for participation. In some cases individual meetings might even be better serve some purposes than group meetings. The time saved for officially scheduled meeting could then be used for ad-hoc meetings, when the PMU needs particular support or advice.

- Being more pragmatic and output oriented rather than method and administration oriented, advocate for lean administration
- Keep the proposals as originated from the communities as they reflect the people's needs, since some communities complained that what they received from the project was different from what they proposed.
- For sustainability , there is need to develop appropriate up-scaling and exit strategies
- For future sustainability it might be advisable that NAADs as an established government structure working at community level should integrate SLM activities

4.1.2 Defining a common framework for all project interventions

The project has been instrumental in developing policy frameworks on district level (DEAPs, DDPS) as well as on international level. Although the DEAPs have led to the implementation of conservation agriculture, none of the projects has provided the project with an overall structure which integrates all project components into one framework. While the CSIF can be partly regarded as such a framework, it only guides investments, not technical implementation. DEAPs and DDPs provide just scattered listings of future project interventions. Therefore it is suggested, to borrow an integrated approach which will guide the future integration of project interventions under one overall theme from the UNCCD. Suggested frameworks are the Ecosystem Approach or the Land Degradation Neutrality approach.

4.1.3 Taking an Ecosystem Approach

Originally developed under the CBD (www.cbd.int/ecosystem/sourcebook) , the UNCCD has also been taking much efforts of promoting the ecosystem approach as one very appropriate form of implementation of UNCCD issues. The ecosystem approach is based on 12 principles, which mainly recommend to consider interventions concerning land, water and vegetation on higher spatially connected ecosystem levels, like watersheds, while simultaneously taking full advantages of all ecosystem services provided on these levels while at the same time acknowledging the ecological limits of the system to defined under this umbrella appropriate land use systems in a participatory way, which provide equitable benefits to all users. This would also include issues such as land policy, institutional capacity of stakeholders, the fragmentation of governance structures in the area, community coherence and its influence on farmers' and communities' planning horizons, mechanisms at the local level to plan for the ecosystem services and resources etc., which all are part of effective SLM policies, which SLM projects should integrate beside the technological level.

On national level, the ecosystem approach might facilitate the synthesis of different projects and projects, which address SLM issues under one overall approach, but have not been named SLM projects, which applies for almost all projects subsumed under "Natural Resource Management" within the DDP documents (compare Annex I).

Making Generation and Payments of Ecosystem Services Part of the Land Productivity Concept

The project, and SLM itself, create a lot of ecosystem services, since all activity increase carbon sequestration and water services. Even more ecosystem services can be created, if directly targeted and integrated into the land productivity concept in general, as for instance, if traditional sees and agrobiodiversity are not considered longer as low-yield varieties, but as assets to maintain genetic diversity, for which the global community also provides funds. Through integrated watershed management and targeted carbon sequestration and its linkages to carbon markets, this could still be optimized.

Land Degradation Neutrality

Land Degradation Neutrality means that for any area of land which is necessarily degraded, since almost all human activities lead to degradation except afforestation, an equal area of land is rehabilitated. The framework for Land Degradation Neutrality is also not yet developed to full maturity, but this exactly will give the NFP the opportunity an entry point for simultaneous activities on international as well as on national level.

Any of the frameworks chosen can also be used as a guideline for scaling up the interventions which have already been started in their various locations. It also will allow to accommodate already existing dry land related activities under one umbrella, which are de facto SLM activities but not named as such, as for instance all interventions by FIEFOC. Relate interventions to already existing SLM activities in DDPs, if obviously SLM policies are already included rather than vice versa.

Other Issues:

- Continue and improve highlighting land degradation and in particular soil loss as a global issue in collaboration with GEF to qualify for PES
- Illustrate that soil loss translates immediately into financial loss and loss of human well-being, and that therefore soil health is the pre-requirement for a healthy economy
- Address pastoralism and land tenure issues better
- Better connect with GEF component – particular land tenure
- Relate interventions to already existing SLM activities in DDPs, where obviously SLM policies within the Natural Resource Management Components are already included rather than vice versa or introducing SLM as a completely new idea.
- Show a greater diversity of land management technologies to farmers with respective economic calculations for every technologies on farm level
- Emphasize small scale irrigation to consolidate the water harvesting and water for crop production (especially backyard gardens) , considering the area experiences drought
- Higher solidarity between UNDP and MAAIF: Institutions which collaborate should consider that a mistake or failure in one institution will also overshadow the reputation of the other, therefore, rather than blaming each other should better support each other

4.1.4 Preserving the Sovereignty of Local Communities through Conservation and Integration of Indigenous Knowledge

To include indigenous knowledge into the project implementation is a declared goal in the project strategy. The project includes indigenous knowledge seriously and successfully within the termite research component of the project. Farmers' seed selections are moreover an effective and sustainable technology, which makes full use of local knowledge. Indigenous knowledge could also receive higher consideration within the other project components. Traditional weather knowledge could be strengthened parallel to the introduction of modern weather recording methods, in case the latter ones fail. The displacement of traditional seeds should be avoided through appropriate conservation systems. The neglect of traditional knowledge in favor of modern concepts seems to have its roots in the productivity requirements of the project. This neglects factors of ownership and cultural identity, accessibility, the unreliability and frequently unavailability of modern inputs, and finally, the downsides which have been more and more revealed within modern systems of science and technology.

Protecting Agro-biodiversity and Establishing Seed Banks

Within this and the generation of PES, It is also recommendable that the project optimizes benefits which can be accrued from local agro-biodiversity as it still exists, but is getting more and more threatened. This will also establish linkages with the CBD. In the face of more and more declining uses of local sees, for the sake of saving the genetic potential of these seeds for future breeding processes it is recommendable to introduce the establishment of a national seed bank[1], starting in

[1] Since the concept of seed banks has been invented only a couple of decades ago, it is not part of local Ugandan languages. Therefore, in communities there is usually a confusion in regard to the use of the word

the districts the project currently is working in. The project should furthermore mainstream seed sovereignty as an overall concept within conservation agriculture, which should include control of all seed supplying companies and training organizations who also introduce seeds. In this sense, the project should closely monitor the seeds which are introduced by the collaborating institutions and which farmers use themselves. When comparing yields of conservation agriculture with other systems, the type of seeds has to be considered as an extra variable. Also, a greater diversity of land management technologies could be demonstrated to farmers with respective economic calculations for every chosen technology on farm level.

4.1.5 Including Science in general

UNCCD recommends the close interaction of science in dry lands programs. As highlighted above, In the project this close collaboration is already implemented for termites research and the rangeland policy, which is currently drafted by a scientist of Makarere University who is currently inserting relevant scientific findings and yet to undergo a consultative validation process at district and national level. But it could also be imagined, to involve science into other project components, as for instance, social science for poverty research to better target project inventions, furthermore into innovations design and up-scaling methods, soil physics into evaluations of the effectiveness of land management technologies like basins, breeding science into support of farmers seed selection activities, geographic, soil, biological sciences into land degradation assessments. The latter one could even become part of LADA.

4.1.6 Strengthening Mandates and Capacities of PMU and its Partners

As mentioned in the Section on Project design, the roles both of the PM and the PC have to be strengthened and partly altered. Within a future project, the tasks between PM and PC should be better distinguished, so that overlapping is avoided and synergies are maximized. Furthermore, mandates of both should be expanded. PM should take full responsibility over the current SLM project and future phases, including its coordination. The National Focal Point should be supported in his focus on his work with the UNCCD as already required in the Project Document, meaning coordinating all UNCCD related projects on national level, working closer on UNCCD issues, such as expanding implementation of SLM policies on technical level also by including governance and funding issues, coordinating between SLM policies, establishing further initiatives within UNCCD such as monitoring of land degradation within the present UNCCD efforts, awareness raising on the importance of soils, guiding assessments of the economics of land degradation and land degradation neutrality efforts and related projects and, if new, introducing them. The finalization of CSIF might also be easier with an enhanced mandate and could also be more successful implemented if combined with the establishment of an updated NAP for the UNCCD.

Accordingly, also the mandate of PM should be expanded, by taking over full responsibility for the finalizing the current SLM phase and taking over responsibility for scaling it up in a coming phase.

"seedbank", which communities perceive as a seed selection of best seeds for the next generation. Here it is meant as a collection of all seed varieties existing in the country for the purpose of ex-situ conservation.

Within this, water harvesting, improvement of nutrient retention of soils, and protection of erosion might be priority issues for up-scaling, since the project has effectively laid the cornerstones for the implementation of SLM within the framework of UNCCD and GEF and through many relevant grass-root activities which are still in the beginning, and where lessons for future projects can be derived from.

The approaches the project has undertaken to produce DEAPs were obviously routine approaches by NEMA which are commonly applied. As the evaluation has shown and also a board meeting with CD and PS confirmed, these approaches are neither time efficient nor lead to satisfactory planning results. It is therefore recommended, that either PMU or NEMA staff receive an in-depth education in project planning or rural development planning or related issues, to be fully informed about various planning alternatives and their relative advantages.

4.1.7 Climate and Weather Observation and Climate Change Adaptation

The introduction of rain gauges for weather observation with the intention of data collection of index-based insurances and other purposes is very feasible, also very necessary for ground-truthing, if satellite-based weather observation systems will be installed through other projects by UNDP. Besides this, the project should not finance any other weather monitoring equipment, because these will come through other projects.

Climate change adaptation should receive higher attention by focusing on water issues and targeting interventions towards drought prone areas and enhancing economic resilience of communities to droughts and erratic rainfalls through enhanced productivity. Nevertheless, it might be advisable to hand over the meteorological component of project to the new UNDP project on "Strengthening climate information and early warning systems in Africa for Uganda and Malawi."

4.1.8 Capacity Assessments

For future project implementations, capacities to scale up project activities in terms of land and financial resources should be assessed in detail, before new interventions are planned.

4.1.9 Awareness Raising

The project should in future also contribute to address the general neglect of soils and land in society. The easiest way to do that is linking up with respective activities within the UNCCD during the celebrations of the day of desertification and beyond that. These activities can reach from participation in competitions for receiving the Land Award by NGOs, over the collection of soil and productivity related proverbs and soil related traditional knowledge to economic assessments of the relations between productivity losses with economic losses. Termite research seemed to be very popular among stakeholders, therefore, this interest could also be harnessed in promoting soil and land protection. If overstocking is the cause for overgrazing and overgrazing the cause for land degradation, also competitions could be introduced about highest milk production per head, so that pastoralists and farmers abandon competitions of herd sizes.

4.2 Specific Issues on Project Implementation

Improved Targeting

Targets should be identified and formulated that better allow the PMU to influence the performance and the results, rather than formulating targets which mainly rely on the good-will and collaboration of external actors such as district policy makers and other Ministries.

Defining Risk Management Options

The project should take precautionary or alternative planning measures for the case that assumed risks will materialize.

Reporting, Monitoring and Evaluation

Reporting and M&E needs substantially to be improved in future. In particular, PMU should centralize and be hold of all materials which are necessary to support the implementation of the targeted outputs. Progress reports should be comprehensive, interpretative and be prepared on a regular basis.

Mobilization of communities rather than training

One stakeholder argued that mobilization of communities would enhance efficiency and effectiveness to a higher degree than trainings and capacity building, since most farmers are completely knowledgeable within their fields.

4.3. Way Forward

It is recommended that the current project phase is finalized through a non-cost extension and further phases of the project are followed, to ensure full implementation of UNCCD issues in Uganda.

Annex

Content

I. Itinerary and Persons Met

Consultancy for a mid-term evaluation of the mainstreaming sustainable land management in activities of six cattle corridor districts of Uganda

NATIONAL LEVEL CONSULTATIONS-Individuals and institutions consulted

No.	Name	Organisation	Designation
1.	Mr. Sunday Mutabazi	Ministry of Agriculture, Animal Industries and Fisheries (MAAIF)	Commissioner Farm Development, Tel: 0772468207 Email: sundaymutabazi@yahoo.co.uk
2.	Dr. Christopher Bukenya	MAAIF- NAADS	NAADS SECRETARIAT Tel: 0772920587 Email: cbukenya@naads.or.ug
3.	Paul Mwambu	MAAIF- Sustainable Land Management (SLM) Programme	Programme Manager
4.	Steven Muwaya	MAAIF- SLM Programme	Programme Coordinator / UNCCD National Focal Point
5.	Dr. Robert Nabanyumya	MAAIF- Sustainable Land Management (SLM) Programme	Technical Advisor
6.	Onesimus Muhwezi	United Nations Development Programme (UNDP) Uganda	Team Leader, Energy and Environment
7.	Sarah Mujabi	UNDP Uganda	Pogramme Officer, Environment
8.	Daniel Omodo McMondo	UNDP Uganda	Programme Analyst, Energy and Environment
9.	Sam Kajoba	Royal Norwegian Embassy, Kampala	Senior program officer Tel: 0772746757 samk@mfa.no
10.	Dr. Festus Bagora	National Environment Management Authority (NEMA)	Soil Scientist
11.	Herbert Nabaasa	NEMA	District Coordination Office- in charge of western region
12.	Jessica Naiga	NEMA	Legal Manager
13.	Anne Nakafeero	NEMA	DCO in charge of Eastern
14.	Dr. Denis Mpairwe	Makerere University- School of Agriculture	Soil Scientist, Termite Research
15.	Michael Nkalubo	Meteorology Department	Commissioner
16.	Tanywa Steven	Meteorology Department	Senior Meteorology Officer/ Inspection and Installations
17.	William George Omony	Meteorology Department	Meteorologist
18.	Pauline Akidi,	Ministry of Finance Planning and Economic Development (MFPED)-	Principal Economist/Head Multilateral Section , /National

		Aid Liaison Department	Authorizing Officer
19.	Dennis Mugagga	MFPED- Aid Liaison Department	Economist
20.	Dr. Molo Richard	National Agricultural Research Organisation (NARO) Laboratories	Head, Biological Control Unit
21.	Winfred Awolo	NARO	Msc. Student Entomology
22.	Swaliq Magara	NARO	Msc. Student
23.	Mugabi Steven David	Ministry of Water and Environment	Assistant Commissioner Environment
24.	Edward Gitta	Rural Enterprise Development Services Limited (REDS Ltd), Plot 1175A Mukalazi Road, Bukoto P. O. Box 23217 Kampala Uganda Email egitta@redsug.com www.redsug.com Te: 0772456892	Programme Manager Conservation Agriculture Regional Program (CARP) Rural Enterprise

2. DISTRICT CONSULTATIONS

a) Consultations in Nakasongola District

NAME	ORGANISATION/LOCATION	DESIGNATION
James Bond Kunobere	Nakasongola District	District Environment Officer (SLM Coordinator)
Nakaggwa Flavia	Agency for Regional Development-Nabiswera	Women Hay Making Group
Mr. Mulukole	Nalukonge Community Initiative (NACIA)- Land degradation improvement and pasture restoration- Nabiswera Subcountry, Kyangogoro Parish	Chairman: NACIA Group
Chairman and 4 group members	Improvement of Water and pasture management, Nabiswera Subcounty, Nalukonge Parish	Nabiswera Farmers Livestock Cooperative Society

b) KALIRO DISTRICT

District Staff

Name	Designation	Email
Balitenda Moses Robert	District Agricultural Officer	mbalitenda@yahoo.com
Scovia Nakawuma	District Environment Officer	snakawuma@gmail.com
Mbalumya Fred Max	Coordinator SLM	Fredmax38@yahoo.com
Diogo Paul	District Forest Officer	d.polo19@yahoo.com padiogo@forest.mak.ac.ug
Mganga Lydia	Sub-County Chief, Bumanya Subcounty	bumanyasc@gmail.com

Community groups

i) Walwawo Community Integrated Development Initiative (WACIDI) Group; Bumanya subcounty, Kiyunga village,

No.	Name	Status
25.	Mugabi Charles	Programme Officer
26.	Kapere Benard	Field Agent WACIDI
27.	Kaaga Muhamudu	Member
28.	Tabusibwa Joseph	Home Visit
29.	Bogere Henry	Member
30.	Musango Stephen Martin	Chair man
31.	Mpigwa Geofrey	Member
32.	Mukoda Christine	Member
33.	Mpiigwa Denis	Member
34.	Mayanja Micheal	Member
35.	Namuhaso Justine	Member
36.	Namulemo Jacline	Member
37.	Mbagoire Yonna	Member
38.	Makubo Lawrence	Member
39.	Bakulambe Moses	Member
40.	Taimbira Eseza	Member

ii) TWALIBANAFU Association; Namugogo Subcount,y Namukonge Parish

No.	Name	Status
1.	Kisakye Rose	Chairperson
2.	Namuyingo Jane	Vice Chairperson
3.	Waako John	Secretary/Trainer
4.	Mugabane Charles	Advisor
5.	Lukka Waiswa	Member
6.	Kyamutunza George	Member
7.	Zijja Michael Ngobi	Member
8.	Kasajja Robert	Member
9.	Mulongo Rose Kwagala	Member
10.	Mawunguzi Paul	Member
11.	Wako Sam	Member
12.	Sande Godfrey	Treasurer
13.	Kwagala Monica	Member
14.	Nabirye Irene	Member
15.	Wambuzi Ejulansi	Member
16.	Magoba Ejulansi	Member
17.	Eremye Herbert	Member
18.	Kyosiga Annet	Member
19.	Safina Naigaga	Member

20.	Luka Joice	Member
21.	Wako Enoka	Member
22.	Bulamu Jenifer	Member
23.	Mbenza Manjeri	Member

Schedule at National Level:

Date	**Meeting Destination/Institution**	**Consultancy Team Members**	**Contact person and their contacts**
Friday 8th February	National Team Meeting with International Consultant	Ingrid Jane Eunice Henry	**Stephen Muwaya** Project Coordinator MAAIF (smuwaya@yahoo.com) Tel: 0752642536
Friday 8th February, 2013 10.00 am	Meeting with UNDP & MAAIF on inception	Ingrid Jane MAAIF PMU staff UNDP staff	**Onesimus Muhwezi** Team Leader, Energy and Environment United Nations Development Programme Plot 11, Yusuf Lule Road P.O. Box 7184 Kampala, UGANDA Email: onesimus.muhwezi@undp.org Phone: +256 417 112132 Mobile: +256 716005139 (office); +256 772 465154 (Private) URL: http://www.undp.or.ug
Tuesday 12th February 09.00am	NEMA, Kampala 10.00	Ingrid/Jane/ Eunice	**Edward Adraku Odipio** District Support Coordinator. Tel 0772511357 Email: eodipio@nemaug.org, or **Herbert Nabaasa**, District Support Officer, Western. Tel: 0782616038 Email: rnabaasa@nemaug.org
Monday 18th 11.00am	NARO, Biological Control Unit, NARO-Kawanda	Ingrid/Jane/ Eunice	**Dr. Molo Richard** Head, Biological Control Unit National Agricultural Research Laboratories P. O. Box 7065, Kampala, Uganda Tel: Office: +256 414 568733 Mobile: +256 772 697622 Fax: +256 414 567649 E-mail: richardmolo@yahoo.com
Thursday 14th February, 11.00 am	UNDP , Dry lands Development Center Kampala	Ingrid/Jane/ Eunice	Sarah Mujabi-Mujuzi Programme Officer, Environment UNDP Uganda Tel: 256716005138

			Email: sarah.mujabi@undp
Thursday 14th February, 03.00 pm	NPA/MoFED	Ingrid/Jane/ Eunice	**Ms. Pauline Akidi**, Principal Economist/Head Multilateral Section , Aid Liaison Department/National Authorizing Officer Tel : 0718237253 Email: Pauline.Akidi@finance.go.ug **Dennis Mugagga** Economist- Aid Liaison Department Tel: 0782805422 Email: denis.mugagga@finance.go.ug
Wednesday 13th February 09.00am	MAAIF, Kampala	Ingrid/Jane	**Mr. Sunday Mutabazi** , Commissioner Farm Development, Tel: 0772468207 Email: sundaymutabazi@yahoo.co.uk **Mr. Okasai Opolot** Director Crop Resources (DCR) Tel: 0772589642 **Dr. Nicholas Kauta,** Director Animal Resources (DAR), Tel: 0772693257
Thursday 14th February, 09.00am	Ministry of Water and Environment – Meteorology Department	Ingrid/Jane/ Eunice	**Michael Nkalubo** Commissioner Meteorology Department or **Mr. Tanywa Stephene** Senior Meteorology Officer Inspection and Installations Tel: 0701631218 Email: tanywagura@yahoo.co.uk **William George Omony** Meteorologist Tel: 0772853975 Email: georgewilliam39@yahoo.com
Friday 15th February 10.00am	MWE HQ		**Mugabi Stephen** Asst. Commissioner, MWE Luzira, Kampala Tel: 0782059294 mugabisd@gmail.com
Tuesday 19th February 2013	Royal Norwegian Embassy, Kampala	Ingrid/Jane/ Henry	**Sam Kajoba** Senior program officer Tel: 0772746757 samk@mfa.no

District, Sub-county and community level meetings:

1- Consultations at District level will be through questionnaire/interview with at least 6 relevant staff. The staff contact will be introduced to the questions and data required and team proceeds to Sub-county and community, they collect the questionnaires and data on way back

2- Consultation at Sub-county level will be through questionnaire/interview with the LC III chairperson, Community Development Officer and NAADS Coordinator

3- Consultation at Community Level will be through meetings and field site visits with 2 project groups per district

Schedule for the meetings:

Date	Meeting Destination/Institution	Consultancy Team Members	Contact person and their contacts
Wednesday 20th Feb	**Morning :** Travel to Nakasongola , meetings at Nakasongola District **Afternoon:** Sub-county and community meetings **Overnight:** Kampala	Ingrid Henry Jane Eunice	**James Bond Kunobere** JB Kunobere2 (jimkunobere@gmail.com) Tel: 0772576570
Thursday 21st Feb	**Morning :** Travel to Lyantonde, meetings at Lyantonde District **Afternoon:** Sub-county and community meetings **Overnight:** Lyantonde	Jane Henry	**Sekamatte John** (sekaug@gmail.com), Tel 0752810179
"	**Morning :** Travel to Kamuli , meetings at Kamuli District **Afternoon:** Sub-county and community meetings **Overnight:** Iganga	Ingrid Eunice	**Robert Isabirye** (alupar@yahoo.com) Tel: 0772361135
Friday 22nd Feb	**Morning :** Travel to Sembabule , meetings at Sembabule District **Afternoon:** Sub-county and community meetings **Overnight:** Kampala	Jane Henry	**Athanasius Lwanga** (athanlb@yahoo.com), Tel. 0772690874
"	**Morning :** Travel to Kaliro , meetings at Kaliro District **Afternoon:** Sub-county and community meetings **Overnight:** Kampala	Ingrid Eunice	**Fred Mbalumya** Fred Max (fredmax38@yahoo.com) Tel: 0774800803
Saturday 23rd Feb	**Morning :** Travel to Nakaseke , meetings at Nakaseke District **Afternoon:** Sub-county and community meetings **Overnight:** Kampala	Ingrid Henry	**Moses Sekagya** sekajamo@gmail.com Tel: 0782921909
Sunday 24th Feb	**Morning:** TEAM meeting on final data analysis and draft report compilation	Ingrid Jane Eunice Henry	

COMMUNITY GROUPS SELECTED FOR CONSULTATION MEETINGS 20th – 23nd FEBRUARY 2013

District	Group	Enterprise	Sub-county	Date	Time of meeting
Nakasongola	Nalukonge Community Initiative (NACIA)	Improving community capacity in averting Land degradation and restoration of degraded land in Nalukonge Village	Nabiswera	Wed. 20th Feb	
	Agency for Regional Development	Women in hay making for agro-pastoral dry season feeding	Nabiswera	"	
	Improvement of water and pasture management	Mabiswera Farmers Livestock Cooperative Society	Nabiswera	"	
Lyantonde	Kayinda Farmers' Cooperative Society Ltd.	Conservation and Water harvesting sustainable land management project	Kaliiro	Thursday 21st Feb	
	Obumwe Group	Conducting an Efficient biomass and production of biogas digesters	Lyantonde	"	
Sembabule	Sembabule Agri-business Farmers Enterprises (SAFE)	Enhancing Water and Soil quality management through integrated watershed …..	Rwebitakuli	Friday 22nd Feb	
	Sembabule Town Council PWDs	Improving land productivity and access to water for production in Kidokolo parish , Mijwala Sub-county	Mijwala	"	
	Nabajjuzi Tree Planting	Enhancing and improving people's livelihoods through sustainable land use and …	Sembabule TC	"	
Kamuli	Kasolwe United Farmers and general Enterprises (KUFAGE)	Integrated Diary Management for Sustainable Land Management	Balawoli	Thursday 21st Feb	
	Buyindi Farmers Eye (BUFE)	Community Approach for sustainable land management	Nabwigulu	"	
Kaliro	Agro-forestry and integrated Soil Fertility management for improved ….	Walwawo and Community Integrated Development Initiative (WACIDI)	Bumanya	Friday 22nd Feb	
	Integrated Land Management through Appropriate enterprise mix for increased …..	Twali Banafu Farmers Association	Namugongo	"	
Nakaseke	Kyasaga Community-Based Farmers Organization	Improving soil and productivity through integration of crop production with livestock	Nakaseke	Saturday 23rd Feb	
	Twimukye Buwana Farmers' Group	Enhancing the productivity of rangelands through improved pasture management , integrated bee keeping and livestock farming	Kinyogoga	"	

II. Community Field Notes

1. CONSULTATION NOTES FROM NARO

Meeting with Dr. Molo, Ms. Winfred Awolo Msc. Entomologists Student and Mr. Magara Swaliq Msc. Student-

The students are part of the team from NARO that worked on the termite research but not funded by the UNDP project.

- Project was to host 10 research sites and support 2 Msc students. The project did not fund any Msc student activities.
- Collaboration between NARO and the UNDP SLM project started in 2011 through a stakeholders workshop where priority issues were identified, communities identified termites as big threat to their livelihoods. Termites in Nakasongola were identified as priority issue.
- NARO was identified as partner because they had the technology for termite control by working with the communities in Kamwenge who were already using arboreal termites to control the sub-terranean termites. NARO had undertaken research in Namulonge where the arboreal termites and sub-terranean were put together in a cage and found significant mortalities in the sub-terraneian. This research was based on a community initiative in Kamwenge where communities had also got the knowledge from communities in Karagwe-Tanzania.

In May 2012 Funds were released to NARO; the funds received in two phases; Ughs 22m and Ugsh 35m respectively. The funds were to cover transport for the farmers to Kamwenge and other SLM sites for study exchange.

- NARO and UNDP realised that there was no need for a lengthy research under the MScs as the technology already existed and was being used by other farmers in Kamwenge
- Through NARO the communities from Nakasongola were facilitated to collect the arboreals from Kamwenge and setting up demonstration sites in Nakasongola as well as conducting study visits to Kamuli.

Outcomes of the intervention

- Out of the 14 sites where arboreals were introduced 11 sites were established with well developed nests/tree mounds. 10 research and demonstration sites for the arboreals established and farmers are already upscaling to their farms
- The threat however is charcoal burning where trees with established nests may be cut down for charcoal and farmer lose their resource base.

- There were concerns about the arboreal leading to complete mortality of the sub-terraneans, however the experiment was not conclusive although it did not show 100% mortalities, the researcher acknowledge that there is need for further research ex-situ to establish other impacts of arboreal on the sub-terraneans and extent of mortality, before they are widely adopted as biological controls.

- Farmers in Nakasongola also had concerns of the effect of the arboreal on bees since they nest in trees, and Nakasongola is one of the good/fine honey producing areas in the country.
- The researchers at NARO also acknowledge that the restoration/recovery technology of night kraaling researched on by Makerere University and the NARO preventive technology are complement each other, and therefore are both needed in Nakasongola.
- In the prioritisation meetings of interventions with farmers at the local level it was agreed that farmers can use both technologies alongside each other, but NARO was not sure whether farmers doing so.
- Interest from non-participating farmers is currently high
- Expected output of the intervention is that the sub-terranean mounds will become inactive.
- The SLM and termites interventions study are to be made a chapter in the SLM book
- In Kamuli the termites were not a problem because of conservation agriculture, that was generating alternative food for the termite, water and moisture.

General collaboration with SLM/PMU was good, funds were made available to take the farmers for study and field exchanges.

Recommendations

1. Night kraaling to restore pastures first priority, But this needs to be done together with trenching to conserve water and control soil erosion
2. Afforestation although this intervention may be face challenge of water
3. Introduce new and improved pasture species e.g. legumes like the Makuma type that the farmers proposed in the prioritisation meetings.
4. Carry out further research on the arboreal termites and the chemical components that affects the sub-terranean with a view of developing a laboratory based agro-chemical for control of the sub-terraneans.

- The lifetime of the SLM project was short, it needed more time to see the impacts, e.g. if it is forestry, like in Kamuli you need more time to see outputs on the ground, the mangoes being promoted in Kamuli were actually not planted under the SLM project.
- Promote fruit trees in the dry areas for food and for water and soil conservation
- Rainfall data from SLM project could be shared with NARO to form part of the book chapter. Where the data could be related to /part of the termite research, being able to show that the drier it becomes the severe is the termite destruction.
- It is an issue of concern that that there was no M+E carried out during the lifetime of the project, no other reviews or monitoring done. Although there were no activities on the ground before September 2012, and no activities to evaluate/monitor performance, future interventions should be implemented in time.

2. NAKASONGOLA DISTRICT

a) Meeting with District Environment Officer (SLM Coordinator) Nakasongola district

Project was launched in the district in 2010. Activities introduced under SLM include:

- conservation agriculture, low cost water harvesting techniques, soil and water conservation, organic farming, horticulture, improved pastures growing and hay making, restoration of degraded pasture areas
- training of communities in proposal writing, planning and problem identification for sustainability.
- Trainers were from the district staff, National Forestry Authority, NARO, NGOs and training institutions. Proposal writing was from six CBOs from the six subcounties of the district.
- Piloted with 3 groups on conservation agriculture but one group was more of livestock-the NASIA group
- The district through the project provided seeds from companies like; FICA, Victoria Seeds, fertilisers, herbicides during the pilot phase. Farmers preferred to have their own seeds, while others tried out their own seeds.
- Farmers prefer not to have high costs of inputs, it is costly for farmers because every season/ year they have to go back to the companies to buy inputs
- Organic agriculture included; use of cow-dung as manure, use of urine for pesticides and training composting. The first two were adopted as these are techniques that farmers were already practising.

Issue that affected the project

- Late release of funds and hence purchase of inputs and planting. E.g. for the last planting season, inputs came in September 2012, all groups were not able to plant; Tubasaliza Women group planted, Tusubira women group did not plant because they were not certain that the crop could survive, their inputs came in November 2012 which is not a planting time.

They have kept the inputs for the next season

- Procurement of seeds and inputs was also affected by the district financial regulations like taxes which reduced the money
- Soil kits were not use by the farmers groups in Nakasongola, because they saw it a cost that they could avoid.

Impact of Project intervention

- Conservation agriculture (CA): In March-May 2012 rains were short and farmers realised that for those who doing CA their crops remained green and healthy for a long time, now more farmers want to take up the technology. Also farmers in the participating groups tried out comparisons with the indigenous method and realised that CA makes a difference.

DEAP and Mainstreaming Process

- The Nakasongola DEAP was old of 2000 by the start of the project in 2010, the District indicated in the project planning sessions/meetings that rather than review the old DEAP, they should do a new one. The review was not done and neither a new one developed.
- Mainstreaming SLM in DEAP- it slow in the sectors except in the Natural Resources and Production, who are already directly mainstreaming through areas where land management activities are being undertaken.

Byelaws and capacity building in bye law development;

- 4 district staff were trained in Mukono in 2011, the district has later in initiated byelaw/ordinance on Food production and Security. The draft byelaw was presented to the district council and is back to the subcounties for consultations

Funds: Direct funds received to the district from the project amount to Ugsh 114,707,417. Over 50% of these funds were for conservation agriculture inputs. Funds were not sufficient, as some quotas were skipped and the project started in the 3rd quota. In some quotas no funds sent to the district, hence some activities suffered such as field monitoring and backstopping by the district SLM committee/ Coordinator. In some cases the monitoring gap was filled in by the ENR district grant with budget of Ugsh 800,000 annually.

Recommendations

- Advocate for NAADS to take up more of SLM activities and interventions
- SLM project touched only a small portion of the degradation issues in Nakasongola, need to address water availability
- SLM achievements could be incorporated in the NAPA and NAADS budgets and other budgeting processes.

b) Nabiswera Livestock and Sustainable Land Management Group- Nabiswera Subcounty, Kyangogoro Parish,

- Group involved in improved pasture growing and water harvesting for livestock and domestic use.
- The group received overall Ughs 62m, Ughs 13m was used for dam construction, balance expended on pasture growing, training and other activities.
- Company called Agri-stock contracted by UNDP as per the grant agreement provided the seeds for pasture, the group contracted a local construction company to construct the valley dam
- Species promoted are; Elephant grass and asmodium for increased milk production.

Evaluation team visited 2 farmers involved in improved pasture growing and the valley dam

Farmer 1:

Planted less than ¼ acres; The crop was planted late and both species were mixed. A few plants had sprouted, while most of them dried up due to late planting.

Farmer 2

- The seeds were provided without termite control pesticides. Initially the planted seed stalks were attacked by termites, the farmer used his own knowledge to control the termites, by immersing the planting stalks in termite pesticides before planting.
- Planted just about ¼ an acre. Indicated that the project should in future provide seeds early enough at the start of the rainy season; seeds came in October and November when the rainy season was ending.

- The project should also have provided seeds that were already immersed in the termite control pesticide.
- Farmers were trained on how to plant the seeds only. The company came to train on weeding and harvesting soon after delivering the seeds but the farmers did not turn up as there were no crops to train them on. They are waiting to be trained on how to weed and harvest the pasture.
- 50 farmers are involved in pasture growing, most of them planted about ¼ acre each. Just about 20 out of the 50 have some reasonable crop like that of the farmer that the evaluation team visited.

Recommendation; Drought is a big problem in Nakasongola, if there could be a project on helping farmers to set up small water harvesting and irrigation schemes

Valley Dam

- The valley Dam was constructed late and there was no water in it. Farmer indicated that it will be used by the whole parish over 100 families, 60 of them with livestock, for livestock and domestic use. There are risks of over concentration of animals leading to further degradation of the surrounding area. However, there is a water committee that will set rules and guidelines for use of the dam.

c) Women Hay Making Group

- Group received Ugsh 60m, spent on mobilisation of farmers, training on hay making, procurement of contractor and construction of hay bans, and training group leaders.
- Have 8 storage facilities for each group of 10 members. Over 60% of the members are women. Members have on average 5 cows each. Hay is for cows and other livestock that are weak and cannot go grazing long distances, such as calves, sick ones and others.
- Hay making started as an intervention to address women's need to take animals for grazing over long distances
- There was a component of planting pasture, but seed money came late so they did not plant.
- After UNDP SLM project, the group hopes to linkup with ASARECA who have shown interest in working with them to improve the hay bans
- Although hay is available and some farmers have testified that it works, women still have to walk long distances for water for the animal and domestic use.

Recommendations;

- Continued with the financial support to upscale the project to other farmers

d) NACIA Project- Pasture Restoration Group

- Group has 40 members, all of them livestock keepers with a common interest of restoring degraded pasture land. The genesis of the pasture degradation by termites was due to overgrazing.
- Received Ugsh 49m to support labour and fencing materials,(barbed wire and nails), farmers contribution was poles.

- There was GEF/project in 2003 promoting afforestation in the area. Farmers were supported to plant 4,000 trees but only 30 trees are surviving to date. Species planted was pine. Many of them were attacked by termites.

Farmers are using the night kraaling and arboreal termites control technologies

- Champion and demonstration farmer who initiated the night kraaling technology for pasture recovery owns 4sq mile of land that is heavily degraded by termites into open bare land patches. He currently owns of 40 heads of cattle having sold the rest off due to lack of pasture. The farmer initially worked with Makerere University Researchers to develop the technology which proved to be effective.
- Group members have each fenced off 2 acres of land for night kraaling.
- However the challenge with the technology is that the fence poles get destroyed by termites before fully recovery of the pasture. Farmers were advised to replace the poles with euphorbia which is resistant to termites. It is not easily available and has to be purchase from elsewhere. The plant also needs trenching to stop run-off and erosion.
- Study tours were conducted for the farmers to Bushenyi which is a model district for integrated farming. Group members acknowledged having learnt that the best concept irrespective of the land size is that one has to sustainably manage the land for better production.
- The farmers have also tried the arboreal termites control but it seems not to be working. The termites were introduced in Nov. 2012, they survived for sometime but are no longer there. They appear not to survive in the dry season.
- It is not clear whether it the right arboreal species that was collected from Kamwenge. The champion farmer indicated that the project depended on information from the youth and young adults when collecting the arboreal while the elderly people in Kamwenge seem to indicate that the wrong species were collected.

3. KALIRO DISTRICT

a) Meeting with District Coordinator, Assistant Agriculture Officer, District Forest Officer and NR Coordinator

SLM coordination committee/task force composed of District, Assistant Agricultural Officer, District Environment Officer, Natural Resources Coordinator, and District Forest Officer. Role of the task force is to coordinate SLM activities within the district and with MAAIF.

- The task force reported to have coordinated review of the PEAPS, SEAPS and updating the DEAP.
- New DEAP mainstreaming going on at sector levels, e.g. NR sector included about Ugsh 10m for tree seedlings to restore degraded areas. Agriculture has included about ugsh 4m for training communities in conservation agriculture.
- Project arrangement- was found to be good, but the challenge was the long delays in delivering funds and project inputs. 1st phase of funding went to the districts for the pilot groups and 2nd phase directly to the grantees. 2nd phase was paid in November 2012

- Participation of District technical staff in the project design: There was some level of participation, especially formulating the programme areas, criteria for selection of sites
- Coordinated, mobilised and trained farmers in implementation of Conservation Agriculture
- Fruit planting was broadened to include multipurpose trees such as grevillea, calliandra.
- Kaliro formulated 3 bylaws; controlled grazing, tree cutting and bad fishing practices. Bye laws drafts in place.
- District received project logistics; computer, printer, 1 motorcycle
- Rain gauges installed at the subcounties, but challenge is consistency in data collection. No incentive provided for the volunteer observers to collect the data.

Outcomes of Project Activities

- **Conservation Agriculture:** Some farmers reported increased harvest e.g. one farmer indicated that before CA he was harvesting 10 bags from 1 acre but with CA was able to get 41 bags using hybrid seeds (H4 maize seeds), with local improved seeds got 17 bags from same size of land using planting basins and mulching without fertilisers and herbicides as a result farmers have fully bought the basins technology.
- Byelaws: The district now has capacity to develop byelaws. Hopeful that the byelaws will be enforced as they address daily issues that affect the day to day lives of the people. It will also depend on how the district/subcounty popularises them among the local people through the consultation meeting to generate ownership at the local level.
- NAADS & the District want to promote good practices of basin technology by encouraging farmers who access NAADS inputs as a must to have basin technology on the farms.

Barriers to the project:

- Late release of resources, procurement procedures at the districts, absorption capacity of the groups and accountability by the groups as required a lot of paper work and thus some accountabilities were late or not properly done , some groups were overwhelmed with the amount of grants as they had never handled such amounts of money before.
- Fake products-seeds and agro-chemicals on the market, some farmers were affected
- The challenge is that the land holdings are small to establish woodlots. Farmers have been encouraged to adopt boundary planting and those with bigger land to establish woodlots/orchards. Adoption is still low.
- Developing byelaws and ordinance take a lot time and resource, plus long approval process. For example; Kaliro developed an district ordinance in 2010 and forwarded it to the Solicitor General for approval and subsequent publishing in the national Gazette, but uptill now it not approved and yet the district invested in its development ughs 20m

Sustainability

Commercial officer trained farmers to form SACCOs to access finance for purchase of inputs after EOP

Lessons Learnt: Conservation agriculture can improve production with or without fertilisers or herbicides, provided basins and mulching are used. Thus the basin technology will remain.

Recommendations:

- Publicise the achievements of Conservation Agriculture through farmers exhibitions
- Expand SLM achievements especially the basin technology
- The activities that were implemented in Kaliro under SLM cover just a few of the major issues e.g. water and soil management and water resource management were not well addressed.
- Promote irrigation; improve the drip irrigation technology for fruit tree and seedlings growing

b) Meeting with Subcounty Chief, Mrs. Lydia Mpanja, Bumanya Subcounty - Walwawo Project site

Subcounty Chief has visited the group's demonstration site 5 times

- Major positive element is conservation agriculture; the minimum tillage is labour and time saving for the farmers. The problem is that inputs were procured late.
- SLM is teaching people how to move from one level to another, i.e. getting the ability to increase production, environmental awareness and improved income earning streams.
- The subcounty made the SEAP together with the district
- Rain gauge installed at the subcounty
- Gender consideration in the groups; the subcounty condition for groups eligible to participate was to have more than 60% of women membership either as individuals or household members
- Women have been empowered in the groups, women were trained in leadership skills, mobilisation and communication others were given leadership positions

Recommendation:

- where funds permit, establish a demonstration site in every parish to speed up adoption of the basin technology and spread impact of SLM
- Need more training, monitoring and supervisions at the farmer level

c) Walwawo (WACIDI) Farmers Group

Group was inspired by the need to address land degradation. Were already involved in bulky produce and marketing, sell their maize and pineapple produce as a cooperative,

- Involved in conservation agriculture, nursery and seedling raising, agroforesrty and fruit growing
- There are 350 members of the group, but beneficiaries of the SLM project grant are 100 people. Out of the 100, 56 members are involved in CA and 24 in agro-forestry.
- Farmers received grafted oranges, mango and passion fruit seedlings given by the project to farmers; Received a total of 1,200, each farmer got 40 seedlings. The seedling arrived late and most of them dried up .
- The tree nursery shade not yet completed, poorly maintained nursery bed to for grafting materials, the water reservoir has no water, poorly constructed (dug out pit, lined with a polythene and the wall are already falling in)

Challenges

- Late arrival of funds and late planting. Example; in the 1st season of March, the seeds arrived in June, 2nd season was supposed to start in July by the seeds came in September and planting was in October.

- However much as the inputs were procured late farmer were able to realise substantial harvests e.g. on ¼ acrea with CA were able to harvest 6 bags compared to getting 6 bags from 2 acres without conservation agriculture.
- Getting enough mulching materials, there is severe drought in Kaliro, and much of the grass dries up.
- Fake inputs on the market
- The hoe technology cannot allow opening up of considerable conservation basins

Recommendation:

- Farmers should be assisted with seed technology so they can select their own seeds instead of always buying.
- Improve technology such as use of ripper and oxen plough for faster and construction of basins and opening consideration areas of land for increased production

d) Twalibanafu Farmers Group

There are 32 members, have a woman Chairperson, the Secretary is former integrated farmer manager. Composed of all age groups including the youth, young adults, elderly, women and men

- Involved in Conservation Agriculture, fruit growing, livestock management and piggery, received seedlings for tree planting –Msizi and calliandra, piglets and initial stock of maize feed, heifers, and improved cassava seed stem for modern agriculture.
- Grant to this group was Ughs 50m, they bought the heifers, piglets, nursery shed nettings, maize feed, veterinary drugs, camera and inputs for CA.
- There was intensive training and awareness at the beginning, supervision and monitoring by the district coordinator and PMU. Farmers now have good knowledge on SLM. Did training of trainers and now they have in-house training capacity

Good records keeping; have a photo album of all the members in their farms and their captions.

- Audited accountability of grants funds in place, cleared by Chief Administrative Officer and submitted to PMU.
- Progress reports in place; September 2012, October 2012, Nov- Dec 2012
- Each activity has its own documentation and a file
- Group have a constitution, byelaws of the group

Outcomes of the project intervention

- The group indicated that they have gained better farming knowledge from the project in water and soil conservation through minimum tillage.
- Reduced workload for women; use less energy for land tillage and weeding
- Reduced redundancy in the dry season, as farmers, and women are busy opening up the basins
- The new technology has increased production; farmers' testimonies include:

Farmer 1: Using ¼ acre and CA harvested 200kg of maize, but used to get 50kg

Farmer 2: used to get 150kg from ½ acre, but now got 500kg of maize, and got 50kg of beans from ¼ an acre

Farmer 3: From 1 acre got 15 bags of maize of 100 kg each

Farmer 4: a woman whose husband had abandoned for failure of growing enough food for the family she used to work for food to feed the family, on less than ½ acre she harvested 5 bags of maize of 100 kg each, now she has enough food for her family

Farmer 5: Elderly woman got 50kgs of beans from less than ½ acre

- Women participation; women members have own gardens for which they are responsible and are the direct beneficiaries. Male members also have their own gardens
- Evaluation Team found that farmers were already applying CA & basin technology on their own, one member had already prepared the basins for the next season and already planted maize on ¼ acre which had sprouted.

Impact of SLM on the group:

- Food security, women have incomes, and ability to pay school fees
- Improved their capacity in communication, been able to successfully manage a big grant of Ugsh 50m that they had before
- Capacity to mobilise own resources to continue their activities
- Asset building; livestock through zero grazing, camera,

Challenges

- Poor seed quality on the market. Farmers want to maintain their own seed bank of improved seeds like Longe H4 and Longe H7, want also to avoid cross pollination with the local varieties.
- Initial start basin digging is labour intensive and one may not be able to dig big commercial sizes of land.

Sustainability plan

- Integrate with livestock to generate organic manure/fertilisers
- Income from selling seedlings will help members procure farm inputs, hope to raise 30,000 of citrus seedlings and sell at 2,000 each therefore will be able to raise about ughs 60m
- Formation of a SACCO for savings and future source of finances for group members
- In house training for continued training and refreshing members

Recommendation

- Water stressed area, need assistance with minimum irrigation to produce throughout the year
- Project should upscale or mobilise and train more community members
- If the technology for CA can be mechanized so as to use an oxen plough or rippers to be able to increase on acreage

III: Samples for including SLM into District Budgets – Excerpts from DDPs

Excerpt from Kamuli DDP 2012/13 – Section Natural Resources:

Objective	Activity	Target	Budget	Source of funds
To create awareness on sustainable wetland use	Conducting radio talk shows on local FM station	5 talk shows	2,600,000	ENRs Grant
	Holding focus group meetings with wetland users of Kiko & Nalwekomba wetland systems	4 meetings	1,483,895	ENRs Grant
	Production and delivery of reports to MoWE	4 reports	1,188,105	ENRs Grant
To Enforce laws and regulations on use of natural resources	Compliance field inspection and monitoring visits to wetlands	36 visits	2,196,000	ENRs Grant
	Conduct forest regulation field patrols	4 patrols	1,000,000	LR
Natural Resources Office Administration	Payment of staff salaries	15 staff for 12 months	107,430,379	Un Cond. Grant - Wage
	Printing, Stationery, Photocopying and Binding costs	Various	1,000,000	LR
	Computer supplies and IT Services	Various	1,000,000	LR
	Field supervision and monitoring	4 monitoring visits	1,000,000	LR
	Following up on the Land Title for the District Hq. Land		300,000	LR
	Dissemination and awareness creation on the new Physical Act 2010 to district and sub county stakeholders	Technical and political leaders at district level and in all the 18 LLGs	700,000	LR
	Monitoring SLM project activities	4 monitoring visits	4,000,000	SLM Project
	Maintenance & operation of SLM project Motorcycle and other office equipments	1 motor cycle, 1 computer set with a printer & modem	4,000,000	SLM Project

Sustainable Land Management (SLM) project activities supported and implemented	Support implementation of identified community SLM priority interventions	3 community groups	50,000,000	SLM Project
	Supporting charcoal producing communities to construct energy saving kilns	4 kilns	12,000,000	SLM Project
Total			189,898,379	

Samples DDP Sembabule 2011 - 2016

NATURAL RESOURCES DEPARTMENT

5 YEAR SECTOR DEVELOPMENT PLAN 2011 – 2016

SECTOR	**PROJECT/ACTIVITY**	**2011/2012**	**2012/2013**	**2013/2014**	**2014/2015**	**2015/2016**	**Funding Source**
NATURAL RESOURCES	-Sensitize Local Councils and opinion leaders on wetland laws & regulations.	3,384,200	4,226,200	3,384,200	3,384,200	4,226,200	PAF
	-Sensitize wetland users on wise use of wetlands						
	Administrative expenses	897,000	897,000	997,000	897,000	997,000	PAF
	Develop bye-laws relevant to local situations.	2,293,000	2,293,000	3,293,000	2,293,000	3,293,000	PAF
	Train technical and law enforcement officers in compliance monitoring and law						

	enforcement.						
	Prepare wetland management plans in collaboration with wetland users	1,351,500	1,351,500	2,351,500	2,351,500	2,351,500	PAF
	Ensure implementation of Wetland Management Plans						
	Review Sub-County Wetland Action Plan and integrate it into the Sub-County Development Plans for Mijwala and Lugusuulu	2,704,000	2,704,000	3,704,000	3,704,000	4,704,000	PAF
	Motorcycle repair	200,000	220,000	242,000	300,000	360,000	PAF
	Computer repairs	209,800	209,800	209,800	209,800	209,800	PAF
	Monitor compliance with the law and regulations	139,500	139,500	139,500	139,500	139,500	PAF
	Participate in the local government budgeting cycle and articulate key ENR/SLM issues at the local levels and advocate for budgetary allocations to these issues	321,000	321,000	421,000	421,000	521,000	UNDP-DDC
	Undertake gender analysis in the District with respect to Natural resource use and management	3,210,000	3,210,000	4,210,000	3,210,000	4,210,000	UNDP-DDC
	Mobilize communities in the selected Sub-counties to prioritize and participate in	4,815,000	4,815,000	4,815,000	4,815,000	4,815,000	UNDP-DDC

	implementation of agreed SLM initiatives						
	Train local communities and community management structures in group dynamics	7,222,500	7,222,500	7,000,500	7,222,000	6,222,500	UNDP-DDC
	Train and demonstrate to local communities techniques for implementing agreed SLM practices	1,605,000	1,605,000	1,605,000	1,605,000	1,605,000	UNDP-DDC
	Promote farmer to farmer learning and demonstrations of better management practices through exchange visits	19,260,000	19,260,000	19,260,000	19,260,000	19,260,000	UNDP-DDC
	Support implementation of priority SLM activities identified under the PEAPs, SEAPs and DEAP and those proposed by MAAIF in Sembabule using PFI and other methodologies	16,050,000	16,050,000	17,050,000	16,050,000	17,050,000	UNDP-DDC
	Train participating community groups in simple book keeping	3,204,000	3,204,000	3,204,000	3,204,000	3,204,000	UNDP-DDC
	Identify tested SLM interventions for support(e.g. Agro forestry, Rangeland rehabilitation, Bush fire management)-workshops	4,815,000	5,296,500	4,815,000	4,915,000	5,999,000	UNDP-DDC
	Set up focal demonstrations in selected Sub-counties of Sembabule District to be managed by the locals District staff and NGOs/CBOs, researchers and other service	48,150,000	48,150,000	48,150,000	48,150,000	48,150,000	UNDP-DDC

	providers as appropriate						
	Provide training to local communities, extension staff, District staff on implementation of selected best practices for SLM	12,037,500	12,037,500	12,037,500	12,037,500	12,037,500	UNDP-DDC
	Support applied research to generate technologies for rangeland improvement e.g. Termite control, Pasture improvement etc	9,630,000	9,630,000	9,630,000	9,630,000	9,630,000	UNDP-DDC
	Set up and implement an M&E mechanism fo District and local community activities	2,407,500	2,407,500	2,407,500	2,407,500	2,407,500	UNDP-DDC
	Sensitize key decision makers at District and community levels on relevant laws, bye-laws/ordinances, policies and plans that affect SLM	3,210,000	3,210,000	3,210,000	3,210,000	3,210,000	UNDP-DDC
	Conduct workshops and sensitization meetings on sustainable use of forestry resources	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	District (local revenue)
	Carry out inspection and monitoring visits to ensure compliance	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	District (local revenue)
	Collect revenue from all forestry activities in the District	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	District (local revenue)

	Support communities to plant and beat up at least 39Ha in degraded watersheds	23,747,000	23,747,000	23,747,000	23,747,000	23,747,000	FIEFOC
	Strengthen community management groups in all project areas	1,950,000	1,950,000	1,950,000	1,950,000	1,950,000	FIEFOC
	Review community Action Plans (CAPs) and integrate them into District Dev't plans	11,895,000	11,895,000	11,895,000	11,895,000	11,895,000	FIEFOC
	Sensitize local communities & NFOs on the guidelines and legal framework for sustainable management of the private natural woodlands, including gender and HIV/AIDS mainstreaming.	1,520,000	1,520,000	1,520,000	1,520,000	1,520,000	FIEFOC
	Train private forest owners on sustainable management of private natural forests.	450,000	450,000	450,000	450,000	450,000	FIEFOC
	Conduct workshops to train STST in registration of Private Natural forests	4,240,000	4,240,000	4,240,000	4,240,000	4,240,000	FIEFOC
	Survey and demarcate 10km boundaries of natura forests (2) in the District	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	FIEFOC
	Carry out enrichment planting in selected degraded natural woodlands.	15,307,000	15,307,000	15,307,000	15,307,000	15,307,000	FIEFOC
	Support establishment of forest based income generating activities FBIGAs to provide incentives for conservation of forest.	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	FIEFOC

	Open and Maintain access roads to watershed areas	6,284,000	6,284,000	6,284,000	6,284,000	6,284,000	FIEFOC
	Open LF boundaries and mark them with cairns or live markers	213,000	213,000	213,000	213,000	213,000	FIEFOC
	Sensitize communities on the proper management of established SWC demos	1,878,000	1,878,000	1,878,000	1,878,000	1,878,000	FIEFOC
	Identify farmers to establish contour hedgerows	1,408,000	1,408,000	1,408,000	1,408,000	1,408,000	FIEFOC
	Establish Hedgerows to reduce water run-off in the watersheds	33,970,000	33,970,000	33,970,000	33,970,000	33,970,000	FIEFOC
	Procure and supply initial planting materials to initiate hedgerow planting	5,733,000	5,733,000	5,733,000	5,733,000	5,733,000	FIEFOC
	Train 450farmers (185women &265men)on recommended practices to establish plantations, agroforestry, SWC, and Forest management	6,300,000	6,300,000	6,300,000	6,300,000	6,300,000	FIEFOC
	Support inter-district Farmer exchange visit to increase capacity to collectively establish and manage forestry interventions in degraded watersheds	6,394,000	6,394,000	6,394,000	6,394,000	6,394,000	FIEFOC
	Maintenance and repair of project motorcycles	9,504,000	9,504,000	9,504,000	9,504,000	9,504,000	FIEFOC

	Operate and maintain District Computers and accessories, photocopiers, cell phones, e-mails	2,376,000	2,376,000	2,376,000	2,376,000	2,376,000	FIEFOC
	District communications to sub-counties & PIU	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	FIEFOC
	Sub-counties communications to District & PIU	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	FIEFOC
	General office and supplies at District Level	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	FIEFOC
	Conduct quarterly district review and planning for DTST and prepare quarterly report	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	FIEFOC
	Conduct quarterly sub-county review and planning for STST and sub-county leaders	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	FIEFOC
	Backstop and supervise technical implementation of project activities in all sub-counties	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	FIEFOC
	Conduct quarterly verifications and validations on field level outputs	3,456,000	3,456,000	3,456,000	3,456,000	3,456,000	FIEFOC
	Backstop and support farmers to implement the watershed activities according to their CAPs	3,120,000	3,120,000	3,120,000	3,120,000	3,120,000	FIEFOC
	Conduct public awareness raising and deliver extension messages to farmers and groups in	3,024,000	3,024,000	3,024,000	3,024,000	3,024,000	FIEFOC

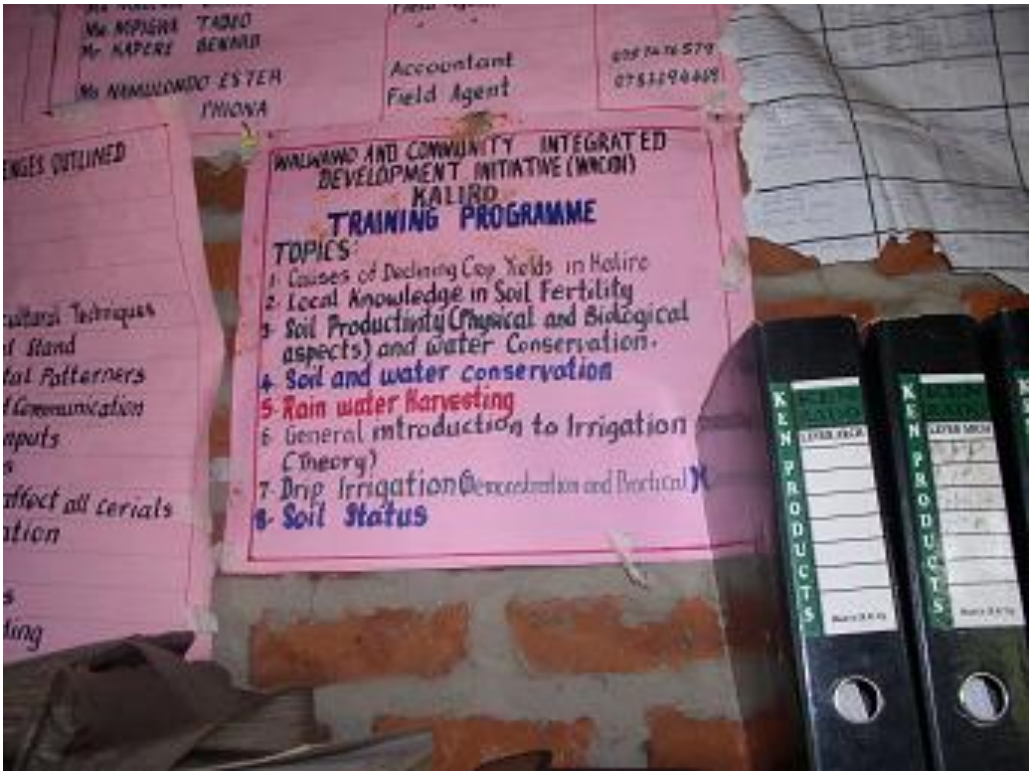
	sub-counties						
	Train 6 farmers (4men & 2women) at the identified established sites on practical management of plantations	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000	FIEFOC
	Conduct participatory identification and selection of appropriate agro forestry technologies to promote	1,755,000	1,755,000	1,755,000	1,755,000	1,755,000	FIEFOC
	Support actual establishment of selected AF technologies	12,807,000	12,807,000	12,807,000	12,807,000	12,807,000	FIEFOC
	Provide materials and technical to 12 selected schools/institutions	12,912,000	12,912,000	12,912,000	12,912,000	12,912,000	FIEFOC
	Provide the required technical and material support to Sembabule TC	9,508,000	9,508,000	9,508,000	9,508,000	9,508,000	FIEFOC
	Train 40 farmers in plantation establishment in Forest reserves	1,040,000	1,040,000	1,040,000	1,040,000	1,040,000	FIEFOC

IV: FIELD PHOTOS

Conservation Agriculture

Nurseries

Training and Agroforestry



Water Harvesting

Animal Husbandry

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Terms of Reference for a Consultancy team to undertake a Mid-Term Evaluation of the Mainstreaming Sustainable Land Management in activities of six cattle corridor districts of Uganda.

1. BACKGROUND

The Mainstreaming Sustainable Land Management (SLM) in activities of six cattle corridor districts of Uganda project is being implemented in Nakaseke, Lyantonde, Nakasongola, Kamuli, Sembabule, and Kaliro districts. The project is implemented by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and benefits from financial support provided by the Royal Norwegian Government through the UNDP Drylands Development Centre.

The programme in Uganda was stated in 2003. During this phase the programme supported Sembabule District to mainstream/integrate drylands issues into its District Development Plan (DDP). This was achieved through supporting District Environment Action Planning (DEAP) processes. Using the lessons learnt from this experience, a second phase was developed in 2008 to support the above 6 cattle corridor districts also known as the drylands to mainstream SLM activities into their District Development Plans. The project (PRODOC) covering the period 2009-2011 was signed by Government and UNDP in late 2009 and for full project implementation began in 2010. The project is scheduled to end on 31 December 2012.

The project to mainstream SLM activities in the six cattle corridor districts of Uganda was developed to contribute to the UNDP Country Programme Action Plan (CPAP) outcome "Enterprises and communities, particularly women, are able to access alternative energy, adapt to climate change and sustainably use natural resources for productive purposes".

The main project objectives are: (i) to support mainstreaming of SLM issues into District Development Plans (DDPs) and budgets, (ii) to support adoption of sustainable livelihood and land management practices by local communities in the cattle corridor districts, and (iii) to strengthen the United Nations Convention to Combat Desertification (UNCCD) and National Action Plan(NAP) Focal Point Office in the Ministry of Agriculture animal Industry and Fisheries (MAAIF) in implementation of the National SLM Investment Framework.

The program component targeted 3 outputs including:

1. Priority SLM interventions integrated in the DDPs and budgets of 6 districts
2. Priority SLM interventions implemented by rural communities in the 6 target districts
3. Capacity of the UNCCD/NAP focal point strengthened to support SLM country program
4. Lessons learned and best practices synthesised and disseminated

2. OBJECTIVE AND SCOPE

The Monitoring and Evaluation (M&E) policy at the project level in UNDP has four key objectives namely:- i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote

accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators, or as specific time-bound exercises such as mid-term reviews, audit reports and independent evaluations.

Mid-Term Review (MTR) are beneficial for project implementation as they provide an independent in-depth review of implementation progress, thus it is responsive to the need for transparency and better access of information during implementation.

The MTR is going to cover the project period up to date. The MTR will be conducted according to the guidance, rules and procedures established by UNDP in the UNDP Evaluation guidelines.

MTRs are intended to identify potential project design problems, assess progress towards the achievement of objectives, identify and document lessons learned (including lessons that might improve design and implementation of other UNDP projects), and to make recommendations regarding specific actions that might be taken to improve the project. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring. The MTR provides the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

The specific objectives of the MTR are to:-

- identify unforeseen project design problems;
- assess progress towards the achievement of objectives;
- identify the changes caused by the project to sustainable livelihoods
- make recommendations regarding what ought to be done during the rest of the project life;
- analyze the project performance up to now in the context of the institutional framework and events in Uganda.

1. EVALUATION APPROACH AND METHOD

An overall approach and method[2] for conducting project MTR of UNDP supported projects has developed over time. The evaluator is expected to frame the review effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidelines for Conducting Terminal Evaluations of UNDP-supported, projects. A set of questions covering each of these criteria have been drafted and are included with this TOR (See *Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of the MTR inception report, and shall include it as an annex to the final report.

The MTR must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close

[2] For additional information on methods, see the Handbook on Planning, Monitoring and Evaluating for Development Results, Chapter 7, pg. 163

engagement with government counterparts, in particular the UNDP Country Office, project team, UNDP Regional Technical Adviser attached to the programme and key stakeholders including farmers, Local governments for participating districts and the Royal Norwegian Government.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual project reports, project budget revisions, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for the review is included in Annex B of this Terms of Reference.

The evaluation team should present a detailed statement of evaluation

2. EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (See Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact.** Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Methodology

Interviews (in person / telephone / by Skype) with:

- UNDP (Project Manager, Technical Advisor, relevant Country Office and Regional staff) / and Regional staff from the Dry lands Development Centre who have project responsibilities;
- Members of the Project Board
- Project Focal Points in the different ministries/parastatals participating in the project;
- Project stakeholders, particularly local partners and project beneficiaries
- Relevant staff in participating government departments.

Field visits: Will be arranged with implementing local Government Offices - Districts and project beneficiaries.

3. DELIVERABLES

Products Expected from the MTR

- An Inception Report (within 3 working days of signing the contract), this should provide details of the methodological approach to be used by the consultants to undertake the study.
- A Mid-Term Review Report of approximately 40 pages, excluding annexes, according to the attached detailed breakdown. The report will be in English and will be prepared and submitted in MS Word, with tables in Excel where necessary.
- A PowerPoint presentation (10 – 15 slides) covering the key points of the MTR with the main findings and recommendations will also be provided.

- A draft of the MTR Report and the PowerPoint presentation should be submitted within one week of the end of data collection and meetings. The final copy will be submitted within a week of receiving written comments on the drafts from UNDP and partners.
- If there are any significant discrepancies between the impressions and findings of the evaluation team and stakeholders these should be explained in an Annex attached to the final report.

4. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this MTR resides with the UNDP Country Office (UNDP-CO) in Uganda. The UNDP-CO will contract the evaluators and ensure the timely provision of travel (including per diems) arrangements within the country for the evaluation team. The Project Implementing partner will be responsible for liaising with the Evaluation team to set up stakeholder interviews, arrange field visits and coordinate with Government. The planning and the administrative arrangements for the MTR will be done in collaboration with the UNDP Head Quarters.

Reporting Arrangements

The consultants will report to the UNDP Country Director in Kampala, Uganda on all technical and contractual obligations.

5. TIME-FRAME

The expected duration of this work is 20 working days from signing of contract.

Deliverable	Timeline
Desk review of documents and preparation of inception Report (home-based)	3 days
Presentation of Inception Report	1 day
Fieldwork	8 days
Power point presentation of field work findings to Key stakeholders including UNDP, Ministry of Finance Planning and Economic Development and Ministry of Water and Environment and Mbale District Local Government	1 day
Prepare and submit Draft Report to UNDP for review by Regional Technical Advisor, Project Coordination Unit, GEF Operational Focal Points	3 days
Draft report presentation to stakeholders workshop to validate draft report findings (in Kaliro)	1 day
Preparation and submission of Final Report	3 days

6. TEAM COMPOSITION, RESPONSIBILITIES AND REQUIREMENTS

The evaluation team will be composed of a total of two consultants including 1 international (Lead/ Team Leader) Consultant and 1 national consultant. The consultants shall have prior experience in evaluating similar projects.

Duties and Responsibilities of Team Leader

The International Consultant / Team Leader will have overall responsibility for the work and operation of the evaluation team, including the coordination of inputs from National Consultant and stakeholders. The Team Leader is responsible and overall accountable for the production of the agreed products.

In addition to the above the Team Leader is responsible for the following:

- Review of documentation to be provided by the project (implementation/evaluation reports)
- Conducting fieldwork together with the national consultant and interview of stakeholders, national and local Government officials, and communities (especially private forest owners) to generate authentic information and opinions.
- Writing and compilation of the information and reports as needed.
- Responsibility for presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders.
- Finalization of the Terminal Evaluation Report.

Required Skills and Experience for the International Consultant (Team Leader)

- PhD or MSc degree and at least 10 years experience in natural resources management, climate change adaptation/ mitigation, socio-economic development or related fields.
- Familiarity with integrated ecosystems development projects in developing countries, particularly in sub-Saharan Africa, either through managing or evaluating donor-funded projects.
- Substantive knowledge of participatory M&E processes is essential, and experience with CBOs/community development processes; experience in Sustainable Land Management and the design, implementation and/or management of community and local level sustainable livelihoods initiatives, and country experience in Uganda are advantages.
- Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required. A demonstrated understanding of UNDP principles and expected impacts in terms of poverty reduction and sustainable development is essential.
- Familiarity and knowledge of the UN Convention to Combat Desertification, integrated approaches to dry lands development and capacity development projects would be an asset
- Excellent English writing and communication skills. Demonstrated ability to assess complex situations in order to analyse critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience in leading small multi-disciplinary, multi-national teams to deliver quality

products in high stress, short deadline situations.

Duties and responsibilities of the National Consultant

The National Consultant will support the Lead Consultant and work with stakeholders to deliver the agreed product.

In addition to the above the National Consultant is responsible for the following:

- Review of documentation to be provided by the project (implementation/evaluation reports)
- Conducting fieldwork together with the Lead consultant and interview of stakeholders, national and local Government officials, and communities (especially private forest owners) to generate authentic information and opinions.
- Writing and compilation of the information and reports as needed.
- Responsibility for presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders.

Required Skills and Experience for the National Consultant

- An MSc. degree and at least 7 years experience in natural resources management, socio-economic development or related fields.
- Familiarity with sustainable land management related projects in Uganda and particularly the cattle corridor Region, either through managing or evaluating donor-funded projects.
- Substantive knowledge of participatory M&E processes is essential, and experience with CBOs/community development processes, design, implementation and/or management of community and local level sustainable livelihoods initiatives and country experience in Uganda are advantages.
- Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required. A demonstrated understanding of UNDP principles and expected impacts in terms of poverty reduction and sustainable development is essential.
- Familiarity and knowledge of the UN Convention to Combat Desertification, integrated approaches to dry lands development and capacity development projects would be an asset
- Excellent English writing and communication skills. Demonstrated ability to assess complex situations in order to analyse critical issues succinctly and clearly and draw forward-looking conclusions.
- Experience in leading small multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations.

7. Evaluator ethics

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
20%	On submission of acceptable inception report
40%	Following submission and approval of the 1st draft Mid-Term Review report
40%	Following submission and approval (UNDP-CO and UNDP RTA) of the final Mid-Term Review eport

8. APPLICATION PROCESS

Applicants are requested to apply online at http://jobs.undp.org by **10th October 2012.** Individual consultants are invited to submit applications together with their CV for these positions. The application should contain a current and complete C.V. in English with indication of the e-mail and phone contact. Shortlisted candidates will be requested to submit a price offer indicating the total cost of the assignment (including daily fee, per diem and travel costs).

UNDP applies a fair and transparent selection process that will take into account the competencies/skills of the applicants as well as their financial proposals. Qualified women and members of social minorities are encouraged to apply.

ANNEX A: LOGICAL FRAMEWORK MATRIX

Intended Outcome as stated in the Country Programme Results and Resource Framework:

CPAPA Outcome : Principles of sustainable development integrated into country policies/strategies and loss of environmental resources reversed

CPAP Output: National and local government plans integrate environment.

Applicable Key Result Area (from 2008-11 Strategic Plan): Sustainable development -

This project aims to mainstream Sustainable Land Management (SLM) into district and local development plans and to identify and implement priority SLM interventions to improve livelihoods of local communities in the cattle corridor of Uganda. The project will be implemented in the districts of Lyantonde, Sembabule, Nakaseke, Nakasongola, Kamuli and Kaliro and will target local communities including subsistence farmers, pastoralists, agro-pastoralists and other resource users. The project shall also contribute to strengthening the coordination of SLM activities at local and national levels through building the capacity of the UNCCD/NAP Focal Point in the Ministry of Agriculture, Animal Industries and Fisheries and the SLM Inter - Ministerial Co-operation Framework.

Partnership Strategy: Ministry of Agriculture Animal Industry and Fisheries shall implement the project, with MEMD, MoLHUD, Civil society and LGs in the target districts shall be responsible parties to support project implementation.

Project title and ID (ATLAS Award ID): Mainstreaming sustainable Land Management activities into plans of six cattle corridor districts (ATLAS Award no: 000777173)

Intended Outputs	Indicator/s	Baseline	Target	Indicative Activities	Timeframe			Inputs
					Y1	Y2	Y3	
OUTPUT 3: THE CAPACITY OF UNCCD/NAP FOCAL POINT STRENGTHENED TO SUPPORT SLM COUNTRY PROGRAMMES	Number of stakeholder meetings held on SCIF for SLM	CSIF document in place	Support implementation of a Country Strategic Investment Framework (CSIF) for SLM	Support regular consultations to discuss progress of the Uganda SLM Country Strategic Investment Framework			x	funds
	Quarterly and Annual progress reports and work plans Availability of World	• No terminal evaluation report in place	4 Quarterly and 1Annual progress reports/ work plans for year 2.	Conduct Annual Audits Undertake Terminal Review Quarterly Project Steering Committee meetings Quarterly progress review/work planning			x	funds

	Desertification Celebration report. Availability of Project activity and monitoring visits Availability of Project Steering Committee meetings held. Availability of terminal report		World Desertification Day Celebrated. Project activities in the target districts monitored Four (4) project steering committee meetings held. Terminal evaluation undertaken at the end of Year 3	workshops and field visits Support activities to mark World Desertification Day Support local travel, technical back stopping monitoring & evaluation Regularly procure consumables/sundries Support vehicle service and fuel Procure telephone services Procure ICT services				
	Availability of final research reports on termites and SLM related research	Research activities ongoing	Research activities on termites completed and 2 theses on termites submitted to the relevant University Faculty.	Complete targeted termite research on two themes to provide ecological and socio-economic data necessary for rangeland improvement (research and supervision expenses			x	funds
OUTPUT 2: SLM PRIORITY INTERVENTIONS IDENTIFIED AND IMPLEMENTED BY RURAL COMMUNITIES IN SIX TARGET DISTRICTS	-Number of farmer innovators and farmer network meetings -Number of exchange visits organized. - Number of on-the-ground SLM priority community initiatives implemented. -Number of communities per District involved in actual implementation of SLM on the ground priority activities. -Number of market linkages created for SLM friendly products.	No farmer Innovators, farmer networks on SLM in place in the districts. No organized local community SLM initiative implemented in the target districts. Poor marketing of SLM friendly products.	6 exchange visits by the end of year 3 At least 3 on-the-ground SLM priority community initiatives implemented per District implemented. At least 3 market linkages for SLM friendly products developed	Support implementation of priority SLM activities in the 6 districts (US$ 10,000 for each project in Sembabule and Nakasongola; US$ 20,000 for each project in the other districts) Create partnerships and linkages to credit institutions (e.g. consult CARE and others for loans to implement value addition activities) Identify and document lessons learnt and best practices for this SLM project			x	grants
	Availability of capacity enhancement activities. Availability of training	Inadequate district capacity for decision making and monitoring of SLM activities	District capacity enhanced for decision making and monitoring of SLM activities	**Strengthen the capacity of the Districts for SLM monitoring and decision making through appropriate support tools and systems** Support to maintain and service of equipment Train District officials in weather and climatic			x	Technical support

	reports.			data recording and support to actual data collection Facilitate Districts and Sub-counties to supervise field activities				
Output 1: **SLM PRIORITY INTERVENTIONS INTEGRATED IN THE DDPs AND BUDGETS OF SELECTED DISTRICTS IN THE CATTLE CORRIDOR**	SDPs & DDPs have visible budgets for SLM	SLM priority issues and climatic change enabling activities not adequately integrated in SDPs, DDPs and budgets, of target districts	SLM priority issues and climate change enabling activities integrated in SDPs and DDPs of the 6 Districts Budgets for SLM issues integrated in DDP & sector plans	**Integrate priority SLM issues focusing on climatic change adaptation in SDPs and DDPs of 6 Districts** Participate in the local government budgeting cycle and articulate key ENR/SLM issues at the local levels and advocate for budgetary allocations to these issues			x	funds
OUTPUT 3: THE CAPACITY OF UNCCD/NAP FOCAL POINT STRENGTHENED TO SUPPORT SLM COUNTRY PROGRAMMES	Number of stakeholder meetings held on SCIF for SLM	CSIF document in place	Support Development of a Country Strategic Investment Framework (CSIF) for SLM	**Support regular consultations to discuss progress of the Uganda SLM Country Strategic Investment Framework** Support meetings to discuss progress of the Uganda SLM Country Strategic Investment Framework		x		funds
	Quarterly and Annual progress reports and work plans Availability of World Desertification Celebration report. Availability of Project activity and monitoring visits Availability of Project Steering Committee meetings held. Availability of terminal report	No work plans and Reports	World Desertification Day Celebrated. Project activities in the target districts monitored Four (4) project steering committee meetings held. Mid-Term evaluation undertaken at the end of Year 2	Conduct Annual Audits Undertake mid term Review Quarterly Project Steering Committee meetings Quarterly progress review/work planning workshops and field visits Support activities to mark World Desertification Day Support local travel, technical back stopping monitoring & evaluation Regularly procure consumables/sundries Support vehicle service and fuel Procure telephone services Procure ICT services *Provide office space for additional staff* *Provide support project staff (Project Manager, Finance Assistant and a Driver*		x		staff
	Number of research activities and M.Sc. progress reports on termites' research	Research activities initiated	Number of research activities and M.Sc. progress reports on termites' research	Undertake 2 targeted termite research on two themes to provide ecological and socio-economic data necessary for rangeland improvement (research and supervision expenses		x		Research funds and guidance

	prepared.		prepared Research activities on termites in progress.					
OUTPUT 2: SLM PRIORITY INTERVENTIONS IDENTIFIED AND IMPLEMENTED BY RURAL COMMUNITIES IN SIX TARGET DISTRICTS	• Number of farmer/ resource user groups (with a minimum of 30 members per district identified, mobilized and trained (with 50% women). • Number of farmer innovators and farmer networks identified suing PFI approach • Number of exchange visits organized. • Number of on-the-ground SLM priority initiatives implemented. • Number of communities per district involved in actual implementation of SLM on the ground priority initiatives • Number of market linkages created for SLM friendly products.	Inadequate training of Farmer groups in governance. Inadequate number of farmer Innovators, farmer networks identified using PFI approach. Inadequate number of exchange visits organized. Inadequate number of on the ground SLM priority initiatives and inadequate number of local communities' involved in actual implementation in the Districts of Lyantonde, Nakasongola, Nakaseke, Kamuli, Kaliro	At least3 Farmer/resource users groups (with a minimum of 30 members of which at least 50% are women) per district identified, mobilized and trained. At least 30 farmer innovators, 12 farmer networks identified (with at least 50% women). 3 exchange visits by the end of year 2 At least 2 on the ground SLM priority community initiatives implemented per District At least 3 market linkages for SLM friendly products developed.	Mobilize and train local communities and community management structures (Lyantonde, Sembabule, Nakasongola, Nakaseke, Kamuli, Kaliro) in governance to promote group formation, strengthening, registration and participation in implementation of agreed SLM initiatives (e.g. CBOs, farmers, pastoralists). Facilitate negotiation meetings between farmers (sellers) and buyers Promote farmer-to-farmer (PFI) learning and demonstration of better management practices through exchange visits Support implementation of priority SLM activities identified in the SEAPs and DEAPs in all the 6 districts using PFI and other methodologies Identify/establish and strengthen market linkages for dry land products including value addition Market research for SLM friendly products Establish pilot roadside markets for SLM products in the 6 districts		x		Grants
Output 1: **SLM PRIORITY INTERVENTIONS INTEGRATED IN THE DDPs AND BUDGETS OF SELECTED DISTRICTS IN**	Availability of capacity enhancement activities. Availability of training reports. Availability of Draft	Inadequate ordinances/ byelaws on SLM. Inadequate district capacity for decision making and	District capacity enhanced for decision making and monitoring of SLM activities for the 6 Districts	Train District officials in weather and climatic data recording and support to actual data collection Facilitate Districts and Sub-counties to supervise field activities		x		funds

THE CATTLE CORRIDOR	Ordinances/ Byelaws addressing SLM issue	monitoring of SLM activities		Support to maintain and service of equipment including Train Local Councils and key decision makers at district and lower levels on formulation of bye-law/ordinances for SLM				
	Number of local government plans containing SLM priority issues and climatic change adaptation activities integrated by Sub Counties and Districts.	SLM priority issues and climatic change enabling activities integrated in SDPs, DDPs and budgets of target districts	SLM priority issues and climate change adaptation activities integrated in SDPs of at least 10 sub counties and DDPs of the 4 Districts	Support the local government budgeting cycle/ process to articulate key ENR/SLM issues at the local levels and advocate for budgetary allocations to these issues Facilitate mainstreaming of SLM issues including climate in SDPs, DDPs and budgets Facilitate mainstreaming of SLM issues including climate in SDPs, DDPs and budgets Integrate budgets for SLM in District sector plans Train Local Councils and key decision makers at district and lower levels on formulation of bye-law/ordinances for SLM		x		
Output 1: **SLM PRIORITY INTERVENTIONS INTEGRATED IN THE DDPs AND BUDGETS OF SELECTED DISTRICTS IN THE CATTLE CORRIDOR**	Number of DEAPs finalized for the 4 target districts	No DEAPs in place for Lyantonde and Nakaseke districts and draft DEAPs in place in Kamuli and Kaliro districts during 2009.	DEAPs for the 4 target districts finalized by year 2.	Hold LC III Councils meetings to approve the SEAPs in the 2 districts of Lyantonde and Nakaseke Hold district level meetings to consult and formulate the draft DEAPs for the 2 districts of Lyantonde, and Nakaseke Hold additional district consultations/ meetings to enable approval and launch of DEAPs by District Councils. in the districts of Lyantonde, Nakaseke, Kamuli and Kaliro		x		
Output 3 **OUTPUT 3: UNCCD/NAP FOCAL OFFICE CAPACITATED TO**	Printed Final CSIF document in place	No CSIF in place	Support implementation of a Country Strategic Investment Framework (CSIF) for SLM	High level Country platform meeting on SLM Country programme Printing of SLM CSIF document	x			Funds

MANAGE SLM COUNTRY PROGRAMMES				Hold 3 stakeholders Meetings on CSIF process				
	A National Rangelands Policy in place	No National Rangelands Policy in place	Finalize National Rangelands Policy	**Activity 3.2: Undertake consultations to develop a National Rangelands Policy and a Pastoral Code** Hire consultant Hold Inter sectoral Taskforce meetings on rangelands policy Hold 4 regional consultation workshops Hold National Stakeholder workshop Hold 3 stakeholders Meetings on CSIF process	x			Consultant
	• Number of Project Management staff recruited, • Project vehicle, furniture and related equipment procured, • World Day to Combat Desertification celebration report • Project activity and monitoring reports produced. • Minutes of project steering committee meetings	No Project Management staff, no vehicle, furniture and related equipment procured	• Project staff recruited, • 1 project vehicle, furniture and other equipment procured • World Desertification Day commemorated. • Project activities in the target districts monitored. • Project steering committee meetings held	Recruit and support project staff (Project Manager, Finance Assistant and a Driver Technical support and local travel Procure 2 Desktop computers & a printer and accessories, laptop computer and photocopier, LCD Projector Procure ICT services Procure telephone services Procure a vehicle Insurance for vehicle Support vehicle service and fuel Regularly procure consumables/sundries Support local travel, technical backstopping and supervision	x			

				Preparation of GEF SLM project document				
Output 2	Two research projects on termites completed and M.Sc. theses prepared for submission to the relevant University Faculty	No conclusive information on the role of termites in dry land areas is available	2 Research activities on termites initiated	Undertake 2 targeted termite research on two themes to provide ecological and socio-economic data necessary for SLM (research and supervision expenses	x			
	Number of farmer/ resource user groups (with a minimum of 30 members of which at least 50% are women) per district identified, mobilized and trained. Number of farmer innovators, number of farmer networks identified using PFI. Number of exchange visits organized. Number of on-the ground SLM priority initiatives implemented and number of communities per District involved in actual implementation	Inadequate training of Farmer groups in governance. Inadequate number of farmer Innovators, farmer networks identified using PFI approach. Inadequate number of exchange visits organized. Inadequate number of on the ground SLM priority initiatives and inadequate number of local communities' involved in actual implementation in the Districts of Sembabule and Nakasongola.	At least 4 Farmer/resource users groups (with a minimum of 30 members of which at least 50% are women) per district identified, mobilized and trained. At least 10 farmer innovators and 4 farmer networks identified using the PFI approach 2 exchange visits by the end of year 1 At least 2 on the ground SLM priority community initiatives implemented in at least 2 per District.	Mobilize and train local communities and community management structures (Sembabule and Nakasongola) in governance to promote participation in implementation of agreed SLM initiatives (e.g. CBOs, farmers, pastoralists) Promote farmer-to-farmer (PFI) learning and demonstration of better management practices through identification of farmer innovators, farmer networks and exchange visits. Support implementation of priority SLM activities identified in the SEAPs and DEAPs in 2 districts namely Nakasongola and Sembabule using PFI and other methodologies	x			Grants
	Number of computers, number of motor cycles and Number of weather equipment	Districts have inadequate capacity in terms of technical and	Districts equipped for SLM monitoring and decision making.	Procure 6 computers, 6 motor cycles and services to process information and support monitoring of project activities	x			Equipments

	procured and delivered in the 6 target districts. District capacity enhanced for decision making and monitoring of SLM activities	equipment for monitoring SLM activities	Districts equipped for SLM monitoring and decision making.	Gather data and information on specific SLM activities/issues and programmes Install weather equipment to collect data for use in national and local weather forecasts Train relevant District officials in weather and climatic data recording and support to actual data collection Facilitate Districts and Sub-counties to supervise field activities Sensitize key decision makers at district and lower levels on relevant laws, bye-law/ordinances, policies and plans that affect SLM				
Output 1 **SLM PRIORITY INTERVENTIONS INTEGRATED IN THE DDPs AND BUDGETS OF SELECTED DISTRICTS IN THE CATTLE CORRIDOR**	Number of Local Government Plans containing SLM priority issues disaggregated by Sub Counties and Districts	SLM priority issues not integrated in SDPs, DDPs of the 6 Districts and DDPs have minimal budgetary allocations for SLM issues	SLM priority issues integrated into Sub County Development Plans of at least 10 sub Counties and 2 District Development Plans for Sembabule and Nakasongola districts.	**Integrate priority SLM issues and climate change adaptation issues in SDPs and DDPs of 2 Districts and selected Sub-counties** Sensitize District and Sub-county level stakeholders on Guidelines for mainstreaming SLM and natural resource issues into LG Dev. Plans in 6 districts District taskforces meetings discuss priority SLM issue to be integrated into SDPs, DDPs and Budgets in 6 districts Hold meetings with sectors and Sub County technical teams to mainstream SLM issues into work plans and budgets for SDPs, DDPs and projects	x			Funds
	Draft DEAPs that contain SLM priorities prepared.	DEAPs are already in place in two districts of Nakasongola and Sembabule, PEAPs and SEAPs are in	2 draft DEAPs containing SLM priority interventions prepared for Kamuli and Kaliro Districts and SEAP preparation started for	**Prepare draft DEAPs in the districts of Kamuli and Kaliro and SEAP preparation process started in Lyantonde and Nakaseke Districts.** Hold 2 training workshops for DEAP facilitators	x			Technical support from NEMA

		place in another 2 districts of Kamuli and Kaliro. The other 2 districts of Lyantonde and Nakaseke have no SEAPs and DEAPs	Lyantonde and Nakaseke Districts.	and District technical Team Hold PEAP and SEAP review meetings and their compilations in the 2 districts of Kamuli and Kaliro Hold LC III Councils meetings to approve the SEAPs in the 2 districts of Kamuli and Kaliro Hold district level meetings to consult and formulate the draft DEAPs for the 2 districts of Kamuli and Kaliro Conduct PEAP and SEAP preparatory meetings in Lyantonde and Nakaseke Districts.				
	Availability of project inception report(s)	No inception report in place.	Project inception reports	**Kick start mainstreaming and implementation of SLM activities in 6 Districts of the cattle corridor** Hold 6 district level inception workshops Hold a National Inception Workshop	**X**			

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

Reference Materials

- Project Document for the mainstreaming SLM activities in the 6 cattle corridor districts
- Quarterly and annual progress reports and work plans of the project;
- Minutes of the Project Board.
- Financial and Administration guidelines;
- Any other project-related documents (e.g. draft Communication Strategy).
- Quarterly and Annual Project performance Reports
- Project Monitoring and Evaluation Plan
- UNDP Quality Criteria for Evaluation Report
- Ethical Code of Conduct for Evaluation in UNDP
- The Evaluation Policy of UNDP
- United Nations Evaluation Group Standards for Evaluation in the UN (2005)
- Norms of Evaluation in the UN system
- Any other relevant documents (to be identified)
- Guidelines for Ratings
- Terminal Evaluation Sample Report Outline

TOR ANNEX C: EVALUATION QUESTIONS

Evaluative Criteria	Questions	Indicators	Sources
Relevance: How does the project relate to the main objectives of the project outputs, outcomes, and to the environment and development priorities at the local, regional and national levels?			
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?			
Efficiency: Assess the project implementation efficiency in line with international and national norms and standards?			
Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
Impact: Assess whether there are indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status			

TOR ANNEX D: RATINGS

Ratings Scales		
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution	**Sustainability ratings**	**Relevance ratings**
6: Highly Satisfactory (HS): The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency 5: Satisfactory (S): There were only minor shortcomings 4: Moderately Satisfactory (MS):there were moderate shortcomings 3. Moderately Unsatisfactory (MU): the project had significant shortcomings 2. Unsatisfactory (U): there were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe shortcomings	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR) *Impact Ratings:* 3. Significant (S) 2. Minimal (M) 1. Negligible (N)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

TOR ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AGREEMENT FORM

Evaluators:

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.

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.

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.

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.

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.

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 imitations, findings and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: ___Ingrid Hartmann_____

Name of Consultancy Organization (where relevant): _____

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: Berlin, March 6th, 2013

Signature: 

_____

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: ___Jane Bemigisha_____

Name of Consultancy Organization (where relevant): _____

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: Kampala, March 6th, 2013

Signature: _____  **_____**

TOR ANNEX E: EVALUATION REPORT OUTLINE

The Report length should not exceed 40 pages in total (not including annexes).

i. Opening page:

„„ Title of UNDP supported

„„ „„ Evaluation time frame and date of evaluation report

„„ Region and countries included in the project

„„ Implementing Partner and other project partners

„„ Evaluation team members

„„ Acknowledgements

ii. Executive Summary

„„ Project Summary Table

„„ Project Description (brief)

„„ Evaluation Rating Table

„„ Summary of conclusions, recommendations and lessons

iii. Acronyms and Abbreviations

1. Introduction

„„ Purpose of the evaluation

„„ Scope & Methodology

„„ Structure of the evaluation report

2. Project description and development context

„„ Project start and duration

„„ Problems that the project sought to address

„„ Immediate and development objectives of the project

„„ Baseline Indicators established

„„Main stakeholders

„„ Expected Results

3. Findings

(In addition to a descriptive assessment, all criteria marked with (*) must be rated)

3.1 Project Design / Formulation

- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
- Assumptions and Risks
- Lessons from other relevant projects (e.g., same focal area) incorporated into project design
- Planned stakeholder participation
- Replication approach
- UNDP comparative advantage
- Linkages between project and other interventions within the sector
- Management arrangements

3.2 Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Partnership arrangements (with relevant stakeholders involved in the country/region)
- Feedback from M&E activities used for adaptive management
- Project Finance:
- Monitoring and evaluation: design at entry and implementation (*)
- UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
-

3.3 Project Results

- Overall results (attainment of objectives) (*)
- Relevance(*)
- Effectiveness & Efficiency (*)
- Country ownership
- Mainstreaming
- Sustainability (*)
- Impact

4. Conclusions, Recommendations & Lessons

„„ Corrective actions for the design, implementation, monitoring and evaluation of the project

„„ Actions to follow up or reinforce initial benefits from the project

„„ Proposals for future directions underlining main objectives

„„ Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

„„ ToR

„„ Itinerary

„„ List of persons interviewed

„„ Summary of field visits

„„ List of documents reviewed

„„ Evaluation Question Matrix

„„ Questionnaire used and summary of results

„„ Evaluation Consultant Agreement Form