Enabling Environment for SLM to Overcome Land Degradation in the Cattle Corridor Districts of Uganda

UNDP PIMS: 3227
Atlas Project ID: 00072031
GEF Agency: United Nations Development Programme
Executing Agency: Ministry of Finance, Economic Planning and Development
Focal Area: Land Degradation

Report of the Terminal Evaluation Mission

June9, 2016

Dr. Arun Rijal (Independent International Consultant)

Dr. John Ejiet Wasige (Independent National Consultant)

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Project Period 2011-2015

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Terminal Evaluation Report
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Acknowledgements

We wouldn't be able to produce this report if we had not receive support from all the staff and people connected with the Project "Enabling Environment for SLM to Overcome Land Degradation in the Cattle Corridor Districts of Uganda" who gave freely their time and ideas to make the evaluation process a success. There are many people to mention by name – and everyone who contributed is included in the lists of names annexed to this report – but special mention must be made of Mr.Sunday Mutabazi, Commissioner Farm Development/MAAIF, Mr. Onesimus Muhwezi, Team Leader Energy and Environment/UNDP, Mr. Paul Mwambu, Project Manager, Ms Sarah Mujabi, Programme Officer Environment/UNDP, Dr. Robert Nabanyumya, Technical Advisor, SLM project, Mr. Bob Kazungu, Ministry of Water and Environment, Ms. Justine Akumu, Ministry of Energy and Mineral Development, Dr. Drake Mubiru, National Agriculture Research Organisation, Mr. Robert Opio (Ministry of Lands, Housing and Urban Development), Mr Ocatum Joseph Paul, Ministry of Trade and Industry, Mr. Stephen Muwaya, Mr. Zac Muyaka and Mr. Grace Kamala, MAAIF who provided required information. All of these personnel answered every question we asked and discussed the points raised. Ms. Sarah Mujabi and Mr. Paul Mwambu also helped in coordination and finalizing the mission. Mr. Elias Tumuhimbise, Ms. Jenesta Atuhaire, Ms. Harriet Karusigarira provided financial figures of the project. We appreciate constructive comments from Ms. Phemo karen Kgomotso, Technical Advisor/UNDP and Ms. Stephanie Ullrich, UNDP-GEF Evaluation Consultant.

We are very thankful to District Local Government staffs of the Project Districts and local NGOs for giving their valuable time to talk to us and also for giving information related to the project activities. Thanks also go to the Project team in Nakasongola and Kamuli and all community members and partner organisation staffs for giving their valuable time to share their experience on the project implementation.

The views expressed in this report are intended to offer an overview of, and some of the lessons learned from this Project as it comes to its conclusion. We have tried to balance our thoughts and to offer fair perspectives of what was observed and learned from people far more knowledgeable about the Project and its context than we will ever be.

And finally, one of the delights of this sort of work remains that of visiting a new and extremely welcoming country and going home again having made new friends, seen new things, and witnessed with great admiration the dedication and enthusiasm that so many people bring to their work in managing land of the Uganda Cattle Corridor sustainably. We would like to thank them and wish them every success in their continuing endeavours.

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9th June 2016

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Acronyms and Terms

CA	Conservation Agriculture
CAO	Chief Administrative Officer
CBO	Community Based Organisation
CO	Country Office
COMESA	Common Market for Eastern and Southern Africa
CPAP	Country Program Action Plan
CPA	Charcoal Producers' Association
CSIF	Country SLM Investment Framework
DEC	District Environment Committee
DLG	District Local Government
EA	Executing Agency
EARS	Dutch company working with LION Insurance for Index based Insurance
EESLMP	Enabling Environment for Sustainable Land Management Project
EWS	Early Warning System
GEF	Global Environment Facility
GEF-SGP	Global Environment Facility –Small Grants Program
GOU	Government of Uganda
HQ	Head Quarters
IA	Implementing Agency
IRA	Insurance Regulatory Agency
LDRR	Land Degradation Risk Deduction
LION	LION Insurance Company
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MEMD	Ministry of Energy and Mineral Development
MFEPD	Ministry of Finance, Economic planning and Development
MLHUD	Ministry of Land, Housing and Urban Development
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MoU	Memorandum of Understanding
MTIC	Ministry of Trade Industry and Cooperatives
MTR	Mid-Term Review
MWE	Ministry of Water and Environment
NAP	National Adaptation Plan
NARO	National Agriculture Research Organisation
NEAP	National Environment Action Plan
NEMA	National Environment Management Authority
NEMP	National Environment Management Policy
NEX	National Executive Modality
NGO	Non-Government Organisation
PB	Project Board
PIF	Project Information Framework
PIR	Project Implementation Report
PMO	Project Management Office
PMU	Project Management Unit
ProDoc	Project Document
RANET	Station for Rural Communications on Weather
RE	Relative Evapotranspiration
ROtI	Review of Outcome to Impact
SLM	Sustainable Land Management

SMART	Specific, Measurable, Achievable, Relevant, Time-bound
TE	Terminal Evaluation
TEC	Terminal Evaluation Consultant
UNCCD	United Nations Convention to Combat Desertification
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNDP HQ	UNDP Headquarter
UNFCCC	United Nations Framework Convention on Climate Change
UNMA	Uganda National Meteorology Authority
USLMIF	Uganda Sustainable Land Management Investment Framework
US$	United States Dollar

Currency of Uganda is the Ugandan Shilling (UGX). At the time of the final evaluation, US$ 1 = UGX3350.00

ii. Executive Summary

This Terminal Evaluation (TE) has been conducted as part of the Monitoring and Evaluation plan of the UNDP/GEF Project: "Enabling Environment for SLM to overcome Land Degradation in the Uganda Cattle Corridor Districts", and will be referred to as the "Project" in the scope of this report. The TE mission to Uganda was conducted from 14th to 23nd December 2015. Extensive consultations with the project partners were also conducted prior and following the mission to ensure a good understanding of the project's results; leading to the submission of the TE report on the date of this report.

Project Summary Table

As per requirements for TE, the Project Summary Table is provided below:

Project Summary Table				
Project Title:	Enabling Environment for SLM to Overcome Land Degradation in the Uganda Cattle Corridor Districts			
Atlas Award ID:	**00072031**		**at endorsement (US$)**	**at completion (US$)**
UNDP Project ID:	PIMS 3227	GEF Fund:	1,830,730	1,696,427.69
Country:	Uganda	Government of Uganda in Kind:	100,000	72,828.70
Region:	Africa	UNDP (DDC/CO):	2,200,000	276,486
Focal Area:	Land Degradation	Resource Users	100,000	110,562.70
Executing Agency:	Ministry of Finance, Economic Planning and Development of Uganda	**Total Project Cost:**	**4,230,730**	**2,156,305.09**
Other Partners involved:	• Ministry of Agriculture, Animal Industry and Fisheries • Ministry of Energy and Mineral Development • Ministry of Land, Housing and Urban Development • Ministry of Water and Environment • District Local Government of Nakasongola • District Government of Kamuli • Local Communities	ProDoc Signature (date project began):		12.08.2010
		(Operational) Closing Date:	Proposed: Dec 2013	Actual: December 2015

Brief Description of Project

The Uganda Cattle Corridor covers an estimated area of 84,000 km^2 (i.e. 43% of the country's total land area), and is home of 6.6 million people. The corridor is a semi-arid transition zone across the centre of the country, between the wet forest/grassland mosaics to the south around Lake Victoria, and the arid grasslands on the Sudanese boarder in the north (Karamoja). Most of the cattle corridor was traditionally inhabited by pastoralists who communally grazed their herds on the range, mixed with limited rain-fed agriculture. The corridor is host to a mixed production system comprising of nomadic pastoralists, agro-pastoralists and subsistence farmers; all

subsisting in the drylands with a production system characterized by five critical facts: unclear, insecure land and resource tenure, increasing demand for biomass energy, low levels of economic growth, high and growing population and uncertain climatic conditions. The corridor exhibits serious land and resource degradation driven by overgrazing, inappropriate agriculture practices and charcoal production leading to deforestation. Overall impact of degradation has been the disruption of ecosystem services, particularly provisioning services due to: habitat fragmentation that reduces complexity and diversity; soil erosion with consequent declining soil fertility and declining productivity; and, invasion by termites and nutrient loading of water bodies.

Weaknesses in the policy and policy implementation, weak capacity for the use of knowledge to guide land use planning and the lack of alternative income generating activities to support local economic development and sustainable land management are three key barriers that hinder adoption of sustainable land management systems in the cattle corridor.

The project's goal is "Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem. The objective of the project is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system, achieved through 3 major outcomes plus a project management component.

The objective of the project is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system. The project sought to achieve three outcomes:

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and tenure security strengthened).

Outcome 2: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development

Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance

The Project Document was approved jointly by Government of Uganda, GEF and UNDP in August 2010 for the duration of four years. The Project is Executed by the Government of Uganda's Ministry of Finance, Economic Planning and Development and implemented by Ministry of Agriculture, Animal Industry and Fisheries through Project Management Unit (PMU) with support from UNDP Country Office (UNDP CO) in close coordination with various other institutions and local communities. UNDP as implementing agency was responsible for the completion of all activities including procurement, recruitment, monitoring, and financial disbursement. The Project has been executed in accordance with the standard rules and procedures of the UNDP NEX Execution Modality. The Project budget is US$ 4,230,730 of which US$ 1,830,730 is the GEF Grant and US$200,000 is provided by the UNDP CO. The remaining financing is provided by the Government of Uganda (US$ 100,000) and resource users in the corridor (US$100,000).

Rating Table

As per UNDP and GEF's requirements for TE, the Terminal Evaluation Rating Table is provided below:

1. Monitoring and Evaluation	*rating*	2. IA& EA Execution	*Rating*
M&E design at entry	Moderately Satisfactory	Quality of UNDP supervision/backstopping	Satisfactory
M&E Plan Implementation	Moderately Satisfactory	Quality of Execution by Executing agency	Moderately Satisfactory
Overall quality of M&E	**Moderately Satisfactory**	Overall quality of Implementation / Execution	**Moderately Satisfactory**
3. Assessment of Outcomes	**Rating**	**4. Sustainability**	**Rating**
Relevance	Relevant	Financial resources:	Likely
Effectiveness	Moderately Satisfactory	Socio-political:	Likely
Efficiency	Moderately Satisfactory	Institutional framework and governance:	Likely
Likelihood of Impact	Moderately Satisfactory	Environmental :	Likely
Overall Project Outcome Rating	**Moderately Satisfactory**	Overall likelihood of sustainability:	**Likely**
		Stakeholder participation	Satisfactory

Note: Justification of rating is given in Annex XIV.

KEY SUCCESSES

Project has contributed to food security by improving productivity through promotion of conservation agriculture and decreased pressure on natural forests by promoting tree planting and improved cooking stoves and charcoal kilns of higher efficiency. This also contributed to the United Nations Development Assistance Framework (UNDAF) outcome focusing on supporting development of sustainable livelihoods and employment for vulnerable segments of the population in Uganda, through building the capacity of the UNCCD Focal Point, improving agricultural systems for increased productivity, reducing economic and gender disparities, environmental shocks and recovery[1]. Similarly, the planting of fruit trees and fuelwood trees contributed to greenhouse gas sequestration and carbon sink establishment to mitigate climate change. The promotion of energy saving stoves also helped to decrease burden of women by reducing wood demand and also contributing to their health. Increased production from improved agriculture practices helped to improve household economy and also contributed to health and education of children. Increased economic status of women through these activities also contributed in leadership building among women. This also contributed to the National Development Plan by spearheading the smallholder farm productivity improvement in Uganda that systematically integrates Sustainable Land Management (SLM) in the agricultural production systems. Similarly, rain water harvesting at the community and household level helped to address water scarcity and decreased drudgery of women who had to travel long distances to fetch water. The storage and supply of water for cattle will improve cattle health and productivity.

The project helped to build capacity of the local government as well as community based institutions. Technical knowledge and awareness on climate change, soil degradation and sustainable land management has been enhanced and impact has already been seen in their activities. The enhanced capacity will influence development planning which help to mainstream SLM and also prioritize SLM activities in development planning. Replication and upscaling of lessons together with mobilization of USD 2million from COMESA, and additional resources from GEF for the Mount Elgon catchment conservation and more effective management of the rangelands in Karamoja are few examples to mention here as impact of the project. Similarly, at the national level, the project also built capacity of officials of Ministries, departments and also contributed in developing management plans

[1] United Nations Development Assistance Framework for Uganda, 2010-2014

and provided some policy recommendations. It also helped to initiate the process to secure land tenure which will encourage investing in SLM. The project also recommended charcoal policy which will help to regulate production system and increase revenue.

The project closely collaborated with the various ministries, local government and community groups. Furthermore, the project through capacity enhancement, and establishment of a knowledge base contributed in mainstreaming SLM and Climate Change in development planning process of local governments. Through project activities, local communities, community based institutions and government have begun to understand the link between land management activities and the potential impact of climate change on those activities, as well as how such activities trigger land degradation. Overall, the project aimed at building Uganda's capacity to fulfil its commitments under the UNCCD and enabling Uganda to prevent the progression of desertification conditions in the already vulnerable cattle corridor of Uganda.

KEY PROBLEM AREAS

The cattle corridor exhibits most of the characteristics of rangelands; low and erratic rainfall regimes interspersed by frequent and severe droughts and fragile soils with weak structures which render them easily eroded. The soil types in the cattle corridor are predominantly poorer than soils in the rest of the country. Like other drylands, the cattle corridor is a unique ecosystem: it is fragile yet resilient, and provides a unique set of ecosystem services to support the country's economic development and the environment. The cattle corridor supports about 90% of the national cattle population, mainly kept by pastoral and agro-pastoral communities and 85% of the total marketed milk and beef in the country is produced from these.

Unsustainable land use practices in the corridor have led to land degradation in the form of soil erosion, declining soil fertility and deforestation, with serious disruption to the provision of ecosystem services for livelihoods, economic development and environmental management. According to the state of the environment report (NEMA, 2007)[2], more than 40% of the country's land is degraded, and the forest cover declined from about 5 million hectares in 1990 to 3.7 million hectares in 2005. Many more hectares of forests have undergone forest degradation and are less capable of sustaining ecosystem services.

Serious land degradation in the area is accelerated by a combination of inappropriate land use practices (agricultural encroachment into forests and reserves) and weakening of pastoralism as a production system. These are further accelerated by high population growth, high dependence on natural resources coupled with poor resource management, and poor economic development, poverty and more recently climate change. Past governments, both colonial and independent, have consistently been more interested in crop agriculture for both export and food production; interventions focused only on soil erosion as the main environment hazard. The concern was more on the increased crop production than on the well-being of the people. The pastoralists in particular were considered merely as agents of environmental degradation who interfered with cash and food crop production, rather than the custodians of the natural resources with vested interests in sustainable management and with systems that could be deployed to achieve multiple objectives.

Main conclusions, recommendations and lessons learned

Conclusion

The SLM Project was designed with provision of appropriate management arrangements but some of the targets were ambitious and not achievable within the project period. Moreover, the lengthy process of fund disbursement affected implementation of activities in the beginning. With the feedback from monitoring processes, the direct payment to grantees was agreed between the implementing Ministry and UNDP which improved the implementation process. Due to delays in the beginning and various other obstructions the project could not complete all its activities, and at the time of the evaluation results of some of the activities are yet to be seen and

[2] State of Environment Report, NEMA 2007

some are still under implementation. But despite these difficulties, the team has managed to deliver a series of interventions that have reduced the threats of desertification to a certain level by generating awareness from local level to the national level, mainstreaming SLM in development planning through developing District SLM plans and creating knowledge and access to it and constructing physical structures to combat drought and soil erosion. Target indicators were not observed in the case of the activities that were delayed and initiated only at the latter part of the project. Targets of some of the activities were very ambitious and were recommended to change by the MTR. But the MTR was also conducted late so the formal agreement process to changes the target indicators could not be concluded and this has affected the rating of the achievements. The Project has been underpinned by good science and a sound technical approach, but there were still room for further technical improvement. It has enhanced capacity to incorporate ground information related to soil, weather, local practices and SLM issues into the development planning process of the local government structures/institutions in the pilot areas; and improved awareness about environment issues among the local communities and government concern on the risk of desertification.

The Project was able to accomplish several activities and remaining ones were also initiated and it is expected that it will meet its targets in future if there is sustained efforts and follow up by the implementing and executing agencies. To address the SLM related problems, the project had a four-pronged strategy: review and development of policies; awareness creation; infrastructure development; and improvement of the rural household economy. The policy development approaches included revision of policies and plans to incorporate SLM issues. Similarly, District level Land Management plans were developed to mainstream SLM. Likewise, policy recommendations were made for SLM and sustainable charcoal production. To encourage evidence-based planning, the project conducted studies and generated knowledge on biophysical and socio-economic aspects and these were made available to the local and national government officials. Infrastructures development included the construction of water reservoirs and weather stations for early weather information transmission and contour construction for controlling soil erosion. Without addressing livelihoods of the people it is not possible to fully implement SLM, hence the project trained farmers in conservation agriculture practices which provide the dual benefit of improving household economy and also stopping soil erosion. Similarly, access to improved cooking stoves and improved kilns which double charcoal production also helped decrease drudgery on women, decrease pressure on the forests and also contributed the local economy. To reach large audience, the information of the project were uploaded in websites of the implementing Ministry (MAAIF), UNDP and the project also facilitated networking among institutions working on the same issues within the country.

To improve the sustainability of the positive outcomes and impacts of the interventions, the project promoted the formed community based groups, trained them on various technologies and as well as on financial management. The community members were made aware of the benefits of using weather information from the early warning system to facilitate informed decision making by farmers and pastoralists. The project piloted participatory approach to planning and implementation. Since this approach showed positive results, the lessons learned from this should be replicated in other areas of the cattle corridor and beyond it.

Recommendation

I. The Project provided support to CBOs to clear *Lantana camara* from 100ha land in Kasolwe Government Livestock farm (in Kamuli district) to use land for maize and latter for grass plantation. Funds were also provided by the project to purchase equipment and the community groups group produced 12,000kg of biochar for making briquettes. It is recommended that MAAIF and MWE share knowledge from this piloting with different institutions working in this field so that they could consider incorporating similar income generation aspects (e.g. production of bio-briquettes) into their future programming. UNDP should also utilise this knowledge to develop a briquettes program in other projects it supports as a strategy for reducing use of wood for energy and also to provide economic incentives to the rural poor.

II. The cattle corridor has a large number of cattle and these generate large quantities of dung. This dung could be used for biogas production to substitute wood use for reducing pressure on the forests. There are favourable condition for this technology to be successful (e.g. temperature) for producing biogas. This will

also further reduce drudgery on women and will have a positive impact on health from reduced exposer to smoke from firewood and charcoal. Slurry from the biogas plants could be further used as manure to improve fertility of the soil and help in pest (e.g. termite) control. Hence it is recommended that Ministries (MAAIF, MWE and MEMD) consider incorporating renewable energy production in the implementation of local level development and sector interventions.

III. Solar technology was not considered in this project. It is recommended that UNDP and also government of Uganda should promote solar technology to substitute Biomass energy demands. Solar cookers and dryers could help in cooking and drying food while electricity from solar be used for lighting and be made available for household use. It is recommended that future project consider using solar water pumps to pump water reservoirs, instead of using fossil fuel based pumps.

IV. Additionally, instead of pumping water from the reservoirs to cattle feeding tanks using pumps, making reservoirs and feeding tanks maintaining gradient (land gradient based technology) could avoid use of such pumps. If the reservoir's floor is raised slightly (about 6 inches) in the existing one and decrease depth of the feeding tank by 6 inches, the gradient will make water to flow from reservoir to feeding tanks without use of any machinery assistance. Same could be followed by placing tanks for human water use under the ground level and people could collect water in buckets dropped with the help of ropes like they do in the traditional wells. Hence, it is thus recommended that future projects interventions consider simpler technologies (e.g. gradient pumping instead of using a fuel-operated pump) that can be easily maintained by community members and do not carry expensive maintenance costs.

V. It is recommended to strengthen implementation of monitoring and feedback mechanisms in future projects. In this project, several tree species used in termite prone areas were exotic and were prone to termite attacks (*Pinus* sp. was exception). If this was monitored on time and provided feedback then damage could have been controlled. Similarly, due to weak monitoring and feedback several activities were delayed.

VI. The Project initiated a process of securing land tenure by raising awareness among community members to encourage submission of application for formal land ownership. This process should be continued to provide land ownership documents for farmers. Land tenure is very important as it will encourage investment in sustainable land management. Hence, it is recommended that MAAIF and UNDP follow up and continue to support this process.

VII. The project established two weather stations, one in each project districts. The weather station in Nakasongola faced technical problems and was not operating. It is recommended to repair it immediately to provide weather information to the meteorology department. Similarly, until now weather information was not transmitted to farmers on their mobile phones as targeted. Hence, it is recommended that MAAIF should follow up to make sure that the problem at the local body is resolved and dissemination of weather message and information to farmers is initiated.

VIII. The project supported the development of Parish level land use plans for some parishes in the project districts. It is recommended that the implementing ministries should support the implementation of these land use plans by the district governments. But before that, the local governments should conduct programs to familiarize farmers on the land use planning guidelines.

IX. Some activities complement others so they had to be implemented in proper sequence. Some activities are weather specific e.g. plantation. Hence, it is recommended that the future projects of UNDP and also others working in coordination with MAAIF should pay close attention to sequencing of activities prior to implementation to avoid delays and to realise impact of the activities within expected timeframe.

X. It is recommended to upscale and replicate lessons learned from this project by UNDP and other agencies involved in this project. There could be many potential donors willing to invest in such activities so it is also recommended that lessons learned should be disseminated to a larger audience including other areas of cattle corridor and beyond. UNDP and GEF could use its network for dissemination.

Lessons Learned

- Women were found to be participating more actively in SLM activities. This could be because they are the ones who are responsible for activities like water collection, firewood collection, livestock grazing, cooking and working in agriculture fields. The community groups with a large number women member and women's group (100%women) were most successfully implementing project activities.
- It was observed that Termites problem was less in moist areas. This means irrigation could help to address the termite problem.
- The farmer exchange visits promoted farmer to farmer learning and technology transfer from one community to another. This is a good way of transferring technology to farmers as farmers could explain by simplifying the technical terms more appropriately to another farmer than others and this makes learning more effective.
- The local communities understand and appreciate that the livelihood activities like charcoal burning, bush burning, overgrazing and poor soil management contribute to environmental degradation. They showed willingness to change their practices if they are provided with alternative environmentally sound practices like improved casamance kilns and others which will safeguard their livelihoods.
- The inclusion of local communities, through the small grants approach made it easier for local communities to identify environmental issues that need to be addressed and enabled the local communities to innovate a wide range of mitigation measures and livelihood improvement strategies.
- Local knowledge should be promoted with modification (if required) as they are more easily adapted by the rural communities. Local communities were good in identifying signs of land degradation and proposing suitable and feasible mitigation measures. For example the local communities in Nakasongola district proposed and piloted night kraaling as a method of reclaiming bare patches of land, locally known as "biwaramata". Night kraaling is a practice where the communities confine cattle in a small paddock of a bare patch for several nights to allow the livestock to concentrate the dung deposing in this small area. The dung provides nutrients for the seeds that exist in the dung to germinate and colonise the hitherto bare patches of land. After the bare patch has fairly recovered, the night kraal is shifted to another part of the bare ground for reclamation.

More on Recommendations and Lessons Learned are given on pages 46-48.

I. Introduction

1.1 Purpose of the Evaluation

As per UNDP's guidance for initiating and implementing terminal project evaluations of UNDP supported projects that have received grant financing from the GEF, this Terminal Evaluation (TE) has the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio (E & E unit) and need attention and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefits.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

The guidance is designed to enhance compliance with both UNDP and GEF evaluation policies and procedural requirements, which are consistent and mutually reinforcing, and use common standards. The guidance also responds to GEF requirements to ensure that Terminal Evaluations of GEF-financed projects should include ratings of project's relevance, effectiveness, efficiency, monitoring and evaluation implementation as well as sustainability of results (outputs and outcomes).

By adopting "UNDP's guidance for Conducting Terminal Evaluations of UNDP-Supported GEF-Financed Projects", this Terminal Evaluation responds to both UNDP and GEF requirements for Terminal Evaluations.

1.1 Scope & Methodology

This Terminal Evaluation (TE), carried out by independent consultants, was initiated by UNDP Uganda as the GEF Implementation Agency for the "Enabling Environment for SLM to overcome land degradation in the Uganda Cattle corridor districts" project to measure the effectiveness and efficiency of project activities in relation to the stated objectives, and to collate lessons learned.

The TE was conducted over a period of 20 days between 10th December 2015 and 15th January 2016 by one International and one National consultant. The approach was determined by the terms of reference (Annex I) which were closely followed, via the itinerary detailed in Annex II. Full details of the objectives of the TE can be found in the TOR, but the evaluation has concentrated on assessing the concept and design of the project; its implementation in terms of quality and timeliness of inputs, financial planning, and monitoring and evaluation; the efficiency and effectiveness of activities carried out and the objectives and outcomes achieved, as well as the likely sustainability of its results, and the involvement of stakeholders. The delay in submission was caused due to delay in receiving financial figures from UNDP CO. The draft report was revised after receipt of comments and finalised on 7th June 2016. The text has been revised to correct factual inaccuracies in the draft or to include additional information. All comments were addressed to ensure a fair hearing to all parties and responses to comments are listed in Audit Trail (Annex XIV).

The evaluation was conducted through the following participatory approach to provide it with sufficient evidence upon which to base conclusions:

- extensive face-to-face interviews with the project management and technical support staff. Throughout the evaluation, particular attention was paid to explaining carefully the importance of listening to stakeholders' views and in reassuring staff and stakeholders that the purpose of the evaluation was not to judge performance in order to apportion credit or blame but to measure the relative success of implementation and to determine lessons learned for the wider GEF context. Wherever possible, information collected was cross-checked

between various sources to ascertain its veracity, but in some cases time limited this. A full list of people interviewed is given in Annex III.

- face-to-face interviews with local stakeholders, particularly the community members, CBOs, local governments authorities, Ministries, NGOs, Uganda Land Alliance, PMU and project field staffs;
- a thorough review of project documents and other relevant texts, including the Project Document, revised log-frame, and monitoring reports, such as progress and financial reports prepared for UNDP and annual Project Implementation Reviews (PIR), minutes of Project Board meetings, technical reports and other activity reports, relevant correspondence, and other project-related material produced by the project staff or partners; and
- field visits to project sites in Nakasongola and Kamuli Districts.

Wherever possible the TE Consultant has tried to evaluate issues according to the criteria listed in the *UNDP Monitoring and Evaluation Policy*, namely:

- Relevance – the extent to which the activity is suited to local and national development priorities and organisational policies, including changes over time, as well as the extent to which the project is in line with the GEF Operational Programmes or the strategic priorities under which the project was funded.
- Effectiveness – the extent to which an objective has been achieved or how likely it is to be achieved.
- Efficiency – the extent to which results have been delivered with the least costly resources possible.
- Results – the positive and negative, and foreseen and unforeseen, changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short-to medium term outcomes, and longer-term impact including global environmental benefits, replication effects and other, local effects.
- Sustainability – the likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. Projects need to be environmentally as well as financially and socially sustainable.

In general, the baseline indicators are very straight forward but detail socio-economic information and quantitative information on land degradation is lacking. These are consistent with the rationale of the project that there is a considerable knowledge gap, which the project intends to fill, or at least tries to contribute to the build-up of a science-based knowledge system. The objective of the project is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system. The project seeks to achieve three outcomes:

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and tenure security strengthened).

Outcome 2: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development

Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance

The original logframe in the Project Document was revised significantly in 2011 and amended in the inception report. This new logframe, comprising Three Components and sixteen Outputs, and 15 indicators, has been used throughout as the basis for this evaluation (see Annex VI), and the TE has evaluated the project's performance against these according to the current evaluation criteria provided to it by the UNDP. This is reproduced in Annex XIII for clarity. Project results were measured against achievement of indicators guided by evaluation questions (tracking tools, Annex XII).

In addition, other scales have been used to cover sustainability (Annex XIII-ii), monitoring and evaluation, and to assess impacts. The Review of Outcomes to Impacts (ROtI) method also requires ratings to be made for outcomes achieved by the project and the progress made towards the 'intermediate states' at the time of the evaluation. The rating scale is given in Annex XIII- iii while Annex XIII-iv shows how the two letter ratings for "achievement of outcomes" and "progress towards intermediate states" translate into ratings for the "overall likelihood of impact

achievement" on a six-point scale. A rating is given a '+' notation if there is evidence of impacts accruing within the life of the project which moves the double letter rating up one space in the six-point scale. Comments/suggestions from reviewers are addressed and changes made are mentioned in the Audit Trail in Annex XIV.

The results of the evaluation were conveyed to UNDP and other stakeholders (Annex IV). **Lessons learned** have been placed and further explained in page 46-48.

1.2 Constraints

The program sites within the district were very far from each other so it was difficult to visit many farmers' groups. The time given for evaluation was very limited and the TE team was not able to meet even 25% of the Community groups. Moreover, planning workshops of the government institutions were going on which kept government officers busy and making it difficult to meet all of them. Similarly, because of the limited time and delay in receiving financial figure, it was not possible to undertake a detailed analysis of financial performance of the project. Moreover, detail breakdown of the National Government's and Local Government's contribution for each component and for each year was not available to the consultants and this also limited financial analysis. Likewise, actual M & E budget was not separable from management budget.

1.3 Structure of the Evaluation Report

The TE report is structured in line with UNDP's guidance and covers the following Sections:

- Project description and development context (this includes project design, its rationale and development context, the problems that project sought to address, the objectives, establishment of baseline, key stakeholders and expected results)

- Findings (Results of implementation and comparison with the targets as set)
    - Project Design / Formulation
    - Project Implementation
    - Project Results
- Conclusions, Recommendations & Lessons
- Annexes.

2 Project Description and Development Context

2.1 Project Start and Duration

The Project Document was signed on 12 October 2010 for the duration of four years. However, initiation of project implementation was delayed in the beginning. Project activities were officially launched in July 2011 with the recruitment of a project manager. The project was planned to end in December 2015. A Mid-term Evaluation was conducted in June 2014. Final evaluation was conducted between December 2015 and January 2016.

The key timelines which were planned for project implementation are shown in the Table below.

Key timelines planned for project implementation.

Key project's milestones	Date
Submission of Concept to GEF	26 April 2010
Approval of the Concept by the GEF Board	12 August 2010
Submission to GEF of a Full Project Proposal	October 2010
Agreed on Project Document	12August 2010
Project activities launched	July 2011
Mid-term Review Date	May 2014
Terminal Evaluation Date	December-January 2015
Original Planned Closing Date	December 2013
Actual Closing Date	30 December 2015

2.2 Problems that the Project sought to Address

The cattle corridor of Uganda is a semi-arid transition zone across the centre of the country, between the wet forest / grassland mosaics to the south around Lake Victoria, and the arid grasslands on the Sudanese border in the north (Karamoja). The corridor runs from the South-west to the North-east direction, from the Tanzania / Rwanda border to the South Sudan/Kenya borders. It covers an estimated area of 84,000 km^2 i.e. 43% of the country's total land area and it is home of 6.6 million people. The cattle corridor exhibits most of the characteristics of rangelands; low and erratic rainfall regimes interspersed by frequent and severe droughts and fragile soils with weak structures which render them easily eroded. The soil types in the cattle corridor are predominantly poorer than soils in the rest of the country. Like other drylands, the cattle corridor is a complex ecosystem: it is fragile yet resilient, and provides a unique set of ecosystem services to support the country's economic development and the environment. The cattle corridor supports about 90% of the national cattle population, mainly kept by pastoral and agro-pastoral communities and 85% of the total marketed milk and beef in the country is produced from these.

Unsustainable land use practices in the corridor have led to land degradation in the form of soil erosion, decline in soil fertility and deforestation, with serious disruption to the provision of ecosystem services for livelihoods, economic development and environmental management. According to the state of the environment report, more than 40% of the country's land is degraded, and the forest cover declined from about 5 million hectares in 1990 to 3.7 million hectares in 2005. Many more hectares of forests have undergone forest degradation and are less capable of sustaining ecosystem services.

Serious land degradation in the area is accelerated by a combination of inappropriate land use (agricultural encroachment into forests and reserves) and weakening of pastoralism as a production system. These are further accelerated by high population growth, high dependence on natural resources coupled with poor resource management, and poor economic development, poverty and more recently climate change. Past governments, both colonial and independent, have consistently been more interested in crop agriculture for both export and

local food consumption; interventions focused only on soil erosion as the main environment hazard. The concern was more on the increased crop production than on the well-being of the people. The pastoralists in particular were considered merely as agents of environmental degradation who interfered with cash and food crop production, rather than the custodians of the natural resources with vested interests in sustainable management and with systems that could be deployed to achieve multiple objectives.

One of the serious drawbacks of the policy makers and technicians is that they failed to recognize pastoralism as an economic activity that needed business skills and quick decision making mechanisms by the farmers. They also failed to separate livestock mobility needed for economic stability from people's mobility, perceived to be a pre-condition for a modern lifestyle. They therefore, attempted to change pastoralism, the production system rather than to support the people to increase productivity while pursuing modern lifestyles. Although some pastoralists still practice pure pastoralism, many have settled to a form of "agro-pastoralism". Moreover, the rangelands are under various ownership (from individual to communal ownership); but without security of tenure, the non-pastoral groups tend to treat this as free land for agricultural intensification. Agriculturalists tend to settle in the high potential rangelands that are very crucial fall-back areas for pastoralists as it stops mobility of animal in the drought year. The pastoralists are confined in ever smaller rangelands making current stock levels to exceed the rangelands' carrying capacity, resulting in reduction of forage below the biological minimum over time. Confined overstocking has led to overgrazing and loss of grasslands, particularly around settlements and along water routes. Grasslands covered 21% of the country in 1998 (NEMA, 1998)[3] with an estimated annual loss of 9%. The annual loss is, however, higher in the cattle corridor; a 2007 UNDP/NEMA assessment of the Kyoga basin revealed that grasslands in Nakasongola district declined from 78,100 to just 40,182 ha between 1990 and 2004- a total loss of over 50%. The situation is exacerbated by water scarcity in the cattle corridor due to the dry climate. This reduced productivity and triggered conflict amongst the pastoralists and the farmers particularly during dry season. Conflicts over resources use are reported to be on the rise.

In the past, the drive to settle pastoralists was accompanied by a serious drive to replace cattle with crops. However, more than 99% of the farmers didn't use inputs like manure/fertilizer and also did no practice crop rotation which resulted in poor crop production.

Firewood demands of increasing population of the adjoining settlement, wood demand for charcoal production to meet the demand from urban areas and encroachment into forest land for food production are the major causes of deforestation. In the sixties and seventies the strenuous charcoal production process was considered inferior to farming and cattle keeping and only employed a small section of the population living on the margins and affected by chronic poverty and vulnerability to drought. The situation has changed drastically in the last 3 decades. Indeed charcoaling recently overtook agriculture as the second most important activity in Nakasongla- after cattle trading, as the charcoal from the cattle corridor, particularly from Nakasongola is in higher demand due to its high quality (high energy content from *Combretum* and *Terminalia spp*.) which is produced in a highly unsustainable manner, thus leading to overall vulnerability of the populations.

Land tenure security is very important to encourage farmers and pastoralists to invest on land for improved and sustainable production. Uncertainty discouraged farmers from investing on land to increase production which could also improve rural and national economies. Land in the cattle corridor is owned and managed through four forms of land tenure, with two or three tenure types often overlapping. The confusing land tenure originates from the colonial history and this is often creating conflict.

A joint study conducted by Meteorology Authority of Uganda and Meteorology Department of UK indicated fewer rainy days and greater intensity of unseasonal erosive storms. This suggests that the frequency and intensity of extreme weather events will continue with erratic change in climate. Between 1991 and 2000, Uganda experienced seven droughts. Inappropriate land use practices, rapid population growth and growing poverty have also contributed to worsen impact of these adverse climate events. The intense land and

[3] National Environment Management Authority (NEMA) 1998

environmental degradation has led to the loss of productive potential of the drylands, specifically reduced complexity and distribution range of all ecosystems due to habitat fragmentation, soil erosion, declining fertility and nutrient loading of water bodies and invasion by termites. These scenarios of climate and natural resources indicate possibility of further increase in vulnerability of local communities. This means there is a serious need for strategies and actions that address these risks to rescue people and safeguard resource base on which livelihood are dependent.

To address the problem, the project was designed to work at both a macro level (national scale) and a micro level (villages of Nakasongola and Kamuli). At the national level, it aimed to develop and strengthen the enabling environment through the identification of legal constraints and the required intervention points at the regulatory level to promote SLM and increase investment by securing land tenure. Similarly, at the micro level it aimed to work at village level to generate awareness among local communities and grassroots level organisations to strengthen their knowledge and adaptive capacity, make them aware of the benefits of using climate information from early warning systems in decision-making by farmers, provide various support for uptake of sustainable agricultural practices, woodlot creation, decreased wood use, regulated and efficient charcoal production, water harvesting and soil erosion control and highlight the importance of land tenure security.

2.3 Immediate and Development Objectives of the Project

The overall goal of the project is "Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem. The objective of the project is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system, achieved through 3 major outcomes plus a project management component. These are: i) the policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and the security of tenure strengthened): ii) knowledge based land use planning forms basis for improving drylands farming and pastoralism tor sustainable economic development (capacity for land use planning developed and utilized); iii) local economic development facilitated through diversification and access to finance and insurance; and iv) effective project management and lessons used to up-scale SLM in the cattle corridor districts and the country.

2.4 Baseline Indicators Established

To measure the achievement of the project, baseline indicators were established and are as follows:

Goal: "Sustainable Land Management" provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle corridor ecosystem.

***Objective*:** To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system.

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and tenure security strengthened);

- At least 10% of the land users have some form of secure tenure
- One policy for sustainable production of charcoal and reduction of fuel-wood use (adoption of improved fuel-wood cook stoves; promotion of improved community kitchens; and provision of Casamance kilns in lieu of tree plantation); and
- Recommendations for policy changes needed to legalize charcoal provided by mid-term and have government support by end of the project.

Outcome 2: Knowledge based land use planning forms the basis for improving drylands sustainable economic development;

- At least 25% of cultivators adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end;
- At least 15% of the agriculturalists and pastoralists taking decisions on the basis of the weather and drought early warning information by mid-term and 40% cumulatively by project end;
- At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills; and
- Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, crop and livestock insurance, and other important project initiatives available for dissemination through the upscaling project.

Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance

- At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end;
- At least 10% of pastoralists and agriculturalists participating in the index based insurance scheme by mid-term and 25% cumulatively by project end;
- At least 25% increase in numbers accessing micro-finance and credits;
- At least ten groups with sustainable charcoal production operations and earning money from carbon finance;
- At least 10 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them;
- Number of charcoal producers using improved kiln in carbonization in pilot districts increase by at least 30% by mid-term and a cumulative 50% by project end;
- At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project
- At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end; and
- At least 25% change in attitudes towards nomadic pastoralism among policy makers.

2.5 Main Stakeholders

The project development process involved many stakeholders including government agencies and non-environmental organizations that are working in cattle corridor areas. Consultations were held with the Ministries, communities, local governments and other relevant authorities in order to discuss the project concept and the site selection. The communities from Nakasongola and Kamuli were also involved in the stakeholders' consultations and community representatives participated in the discussions. As per the project document, the following stakeholders were planned to be included in the implementation process:

Local Communities

Local communities, including subsistence farmers, pastoralists, and commercial farmers are the primary users of dryland resources at the project sites. The project is benefiting these primary stakeholders by: raising awareness about sustainable crop / animal production / charcoal, producing parish level land use plans, and promoting income-generating activities. Local communities are therefore the primary beneficiaries of this project.

District Local Governments of Nakasongola and Kamuli

District Environmental Officers took lead in implementing the project on the ground, in collaboration with the local communities and NGO partners. The capacity of the local governments was enhanced to engage with the communities in sustainable use of natural resources and planning for dry lands management. This is evident in the inclusion of some of the activities in the development plans of the districts.

Ministry of Agriculture, Animal Husbandry Industry and Fisheries [MAAIF]

The MAAIF was the lead agency responsible for the implementation of the project. As a lad implementing agency, the MAAIF has responsibility of coordinating with other relevant ministries that were participating in the Project Board [MEMD, MLHUD, MTTI and MWE] and an inter-ministerial coordination committee was formed to address the issues of SLM as they requires an integrated approach. The Chief Administrative Officers (CAOs) of the districts of Nakasongola and Kamuli are also represented in the Project Board. Thus the MAAIF, through this project has been able to develop vertical and horizontal linkages to implement project activities. Through this project, MAAIF has also benefited from having grant funds for its institutions, namely, National Agricultural Research Organization (NARO) to undertake baseline studies, and biophysical and socio-economic surveys for knowledge-based land use planning. Although MAAIF utilized NARO to undertake research availed more opportunities for capacity building for its research institutions to undertake research on termite and other pest control through this project.

Ministry of Energy and Mineral Development (MEMD)

MEMD coordinated the following key interventions:

- Conducted a study on charcoal value chains and prepared a policy brief;
- Trained district officials on the sustainable charcoal value chains;
- Spearheaded the process of identification and strengthening of Charcoal Producer Associations (CPAs);
- Supported the Forest Department and the Renewable Energy Institute to train officers of other agencies on the new Act working through the District Environment Committees (DEC); and
- Organized training programmes for service providers.

Ministry of Lands, Housing and Urban Development (MULHUD)

MLHUD implemented the following interventions for the project:

- Undertook sensitization activities on access to land ownership and control arrangements supportive to the mainstreaming of SLM in all land administration and management activities in SLM project area;
- Provided guidance in the preparation of guidelines for integrated land use planning at the landscape/ village level;
- Provided guidance to the piloting and implementation of the integrated land use guidelines;
- Participated in sensitization of guidelines for integrated land use planning for policy and decision makers at both central and lower levels on plans, policies and laws relevant to SLM [including the Land Act], and identifying gaps as well as measures to improve their effectiveness; and
- Provided technical backstopping to other land use components of the project.

Ministry of Water and Environment

The MWE implemented the following interventions for the project:

- Assessed energy crops;
- Established RANET stations in the project districts;
- Collected rainfall data which is yet to be analyzed for sending feedback to communities in a usable form; and
- Continuously trained the community based weather data recorders in the basic science of meteorology.

Ministry of Trade
Ministry of Trade, Industry and Cooperatives (MTIC) was a project partner after signing MOU in June 2013 and their role focused mainly on micro finance issues as well as support in relation to the Piloting of the weather based index insurance. Initially, an assessment was undertaken by the ministry regarding micro finance special needs of pastoralists and cultivators, and this was then followed by capacity building and linking of communities with the micro finance service providers.

The National Environment Management Authority (NEMA)
In line with the SLM project, NEMA had a role "for coordinating, planning and monitoring of environmental matters." During the project implementation, the following interventions were coordinated by NEMA:

- Provided support to the monitoring of SLM activities in the focus districts; and
- Provided support to carry out an inventory, survey and mapping of degraded rangelands and available fodder resources.

2.6 Expected Results

The project aimed to achieve its objective through three outcomes generated by a total of 11 outputs together with 7 sub outputs (4 under output 3.3 and 3 under output 3.4).

Output level indicators were also developed for each of the output and are summarised as:

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor [in particular policy and legislation for sustainable charcoal and tenure security strengthened]:
Output 1.1: One policy for sustainable production of charcoal and reduction of fuel-wood use (adoption of improved fuel-wood cook stoves; promotion of improved community kitchens; and provision of Casamance kilns in lieu of tree plantation);
Output 1.2: At least 10% of the land users have some form of secure tenure; and
Output 1.3: Recommendations for policy changes needed to legalize charcoal provided by mid-term and have government support by end of the project.

Outcome 2: Knowledge based land use planning forms the basis for improving drylands sustainable economic development:
Output 2.1: At least 25% of cultivators adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end;
Output 2.2: At least 15% of the agriculturalists and pastoralists taking decisions on the basis of the weather and drought early warning information by mid-term and 40% cumulatively by project end;
Output 2.3: At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills; and
Output 2.4: Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, crop and livestock insurance, and other important project initiatives available for dissemination through the upscaling project.

Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance:
Output 3.1: At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end;
Output 3.2: Viability of the production system increased via access to micro-finance, credits and Insurance: The output will be delivered through two sub-outs, below:

Sub-Output 3.2.1: At least 25% increase in numbers accessing micro-finance and credits; and
Sub-Output 3.2.2: At least 10% of pastoralists and agriculturalists participating in the index based insurance scheme by mid-term and 25% cumulatively by project end.
Output 3.3: Support to sustainable charcoal production delivered. The output will be delivered through 3 sub-outputs described below:
Sub-Output 3.3.1: At least ten groups with sustainable charcoal production operations and earning money from carbon finance;
Sub-Output 3.3.2: At least 10 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them; and
Sub-Output 3.3.3: Number of charcoal producers using improved kilns in carbonization in pilot districts increase by at least 30% by mid-term and a cumulative 50% by project end.
Output 3.4: Livestock mobility supported as an adaptation technology:
Sub-output 3.4.1: At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project;
Sub-Output 3.4.2: At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end; and
Sub-Output 3.4.3: At least 25% change in attitudes towards nomadic pastoralism among policy makers.

As per the project document, two project sites (Nakasongola and Kamuli) were selected for implementing the project activities.

Table 1: Summary of expected global environmental benefits arising from the project

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor	• The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal production and the strengthened security of tenure). This will support conservation of ecosystem within cattle corridor of global significance.
Outcome 2: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development	• Establishment of monitoring plan will support Sustainable Land Management and strategic planning practices for reducing land degradation and this will help in environment protection and conservation of biodiversity of global significance. • Developing capacity for land use planning and utilization will support knowledge-based land use planning which will form basis for improving dry lands farming and pastoralism for sustainable economic development. This improves land use and also household economy which will reduce dependency on forest biodiversity of global significance. • Knowledge management and dissemination in wide audience will help effective land management in similar situations of different parts of the world and will also help to attract donors to invest in SLM. • Comprehensive approach integrating environmentally sustainable development and global environmental concerns and commitments in national development planning, with emphasis on livelihood improvement and consideration of gender equality issues.
Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance	• Local economic development facilitated through diversification and access to finance and insurance will improve livelihoods and decrease dependency on forests. • Country develops and uses communities' support in environmental management contributing in environment protection.

Baseline indicators were fully established and the latter given in the Project Document ahead of the Project's commencement.

3. Findings

3.1 Project Design/Formulation

The project was designed to address the identified problem by improving capacity of planners and policy makers with knowledge, institutional capacity so that SLM will be mainstreamed in development planning and also to facilitate effective implementation of policies, plans and investments that will prevent desertification, soil erosion and improve local economy and livelihoods. Project was aimed at reducing environmental risks to farmers and pastoralists by providing climate information through early warning systems for supporting their decisions and arranging weather index based insurance and water harvesting. The design of RRF was very clear with clear output milestones, activities for each output and SMART indicators (with the exception that few of the indicators are very ambitious and not possible to achieve within the life of the project) to monitor implementation and achievements. The project was designed to work at both a macro level (national government scale) and a micro level (local government and pilot sites or local scale). On the national level, it aimed to identify policy gaps and recommend legislative needs, develop policies for securing land tenure and making charcoal production sustainable and regulated. At the micro level it aimed to work at developing capacity of local government and community groups to address SLM issues, generating awareness among farmers and pastoralists, facilitating decision making of pastoralist and farmers based on weather forecasts from early warning systems, water harvesting to enhance crop productivity, forestry practices, soil erosion control practices, weather index based insurance for farmers and pastoralists, income generation activities and sustainable agriculture practices. Two sites namely Nakasongola and Kamuli were identified based on the information on vulnerability in the Cattle Corridor.

The implementing and executing institutions were involved in the project from the project design phase and the design involved a thorough analysis of capacities of various partners and their interests. Project design has incorporated lessons learned from several relevant projects in Uganda and other countries but still technical aspects of some of the activities have room for improvement to make them more cost effective and sustainable. The roles and responsibilities of the implementing partners and other institutions is clearly defined in the project design. Hence to address the identified problem, the project was designed to apply the following approaches:

(i) Institutionalize Policy framework and guidelines to address SLM risks in the Uganda Cattle Corridor;
(ii) Develop and systematically apply guidelines and criteria for land degradation to enable priority allocation of risk reduction efforts and investments;
(iii) Engage with global, regional and national research networks and centres working on SLM issues;
(iv) Develop risk and vulnerability maps for Uganda Cattle Corridor with the highest SLM risk and exposure of lives, livelihoods and ecosystem;
(v) Conduct preparedness actions for vulnerable communities to reduce risks from land degradation;
(vi) Establish community based system for addressing land degradation issues and offer early warning opportunities of weather for supporting farmer/pastoralists' decision making;
(vii) Establish land degradation risk reduction measures such as soil erosion control, maintaining soil fertility, water supply, contour making, shallow ploughing, increased vegetation cover and explore alternatives to the wood energy and livelihood needs;
(viii) Document technical knowledge and project lessons for use in future initiatives; and
(ix) Disseminate project experiences to policy makers and development planners in Uganda.

3.1.1 Analysis of Logical Framework

The log frame has a single development objective and 3 outcomes. The extensive activities are also listed in full, complete with their own indicators. The objectives, components and outputs are clear and appropriate to the issues and also designed considering the timeframe of the project. The project also utilised lessons from other projects (see in 3.1.3) and also the capacity of executing/implementing agencies was considered while developing project activities (see 3.1.4 & 3.1.8). Project design sufficiently analysed potential risks and assumptions (see 3.1.2) related to the project and it is well articulated in the PIF and PRODOC. Roles and responsibilities of the partners were made clear from the project design phase (see 3.1.8). The logical framework was revised during inception workshop in August 2011 and only broadened the scope of output 2.1 and 2.3 but no major change was made. There has not been any change in the number of outputs and sub-outputs as well as activities from the original logframe. The revised log-frame includes 3 outcomes, 11 outputs and 20 indicators.

The indicators of the logframe are relevant, precise and mostly SMART (Specific; Measurable; Achievable and attributable; Relevant and realistic; Time-bound, timely, tractable and targeted) with the exception that a few are very ambitious and not possible within the project life. All are based on sound scientific monitoring protocols using the most relevant measures for a given criteria.

3.1.2 Assumptions and Risks

There were seven risks identified in the project document and later during the inception workshop three additional risks were identified. All the risks and assumptions outlined in the project document were logical and robust. These helped to identify appropriate activities and required precaution measures to address the risks and assumptions. Arrangements for all risks and assumptions other than related to natural fluctuation were made and with these arrangements, the project was able to implement activities effectively to achieve the targeted results. One assumption was that government priority may change so support to SLM may alter but SLM is still a government priority and is in the National Strategy 2020. It was also assumed that the land tenure and energy policies and implementation process will roll in very slow pace and in reality this has happened. It also had assumed that economic development will take place slowly at the local level and that is natural also. There were assumptions of risk of drought/climate change but no such natural fluctuations took place within the project period and such things are beyond the control of the project and in the future also no organisation could help in such risks as these are related to global climate change or other natural process/disasters. Project assumed to receive support from local government authorities and key stakeholders and involvement of local government authorities and key stakeholders helped project implementation with mutual consensus.

There is certainly a slow pace of rolling out of the land tenure and energy policies. Unfortunately, the project has also not adopted an aggressive advocacy campaign to bring a policy change or influence rather there were no information and communication materials available until the original end date of the project but these were later developed during project extension period. The evaluation team believes that significant progress could be made by adopting policy decisions. For example, the directives issued by the Ministry of Education to all the schools and colleges to adopt improved institutional energy saving technologies in kitchens could lead to a significant reduction in fuel-wood usage; saving trees and addressing environment degradation. The piloting of improved stoves will provide empirical data and feasibility of construction of stoves in schools to reduce the use of wood for fuel. The local economy is at the same level and the communities are still interested in the project and eager to adopt new technologies. Incidentally, no significant drought has been experienced during the project tenure.

3.1.3 Lessons from other Relevant Projects incorporated into Project Design

The EESLMP is basically complimenting UNDP project "Mainstreaming Sustainable Land Management Activities in Six Cattle Corridor Districts of Uganda", which was started in 2009. The EESLMP started in 2011 and it fully utilized the lessons learned from the mainstreaming project. The EESLMP adopted the same approach of conservation agriculture, water harvesting and conservation, tree planting and community mobilization for implementation of SLM activities. When the EESLMP faced difficulties in implementation through the NIM mechanism, it adopted the GEF-SGP approach, whereby community groups were organized, registered with the DLGs and provided funds directly for project implementation. This enhanced project delivery, and now the national authorities are fully convinced that the involvement of communities in project implementation is highly instrumental for achievement of project objectives.

3.1.4 Planned Stakeholder Participation

At the project development phase, the project development team undertook extensive consultations with a wide range of stakeholders from national government bodies, non-government institutions, INGOs and local government bodies through a series of opinion polls, presentations, interviews, group discussions and workshops. These wide-ranging consultations were undertaken to ensure that stakeholders at all levels are aware of the project and its objectives and that they assist in the identification of threats of land degradation and potential institutions that could contribute to various activities of the project. A thorough assessment of relevance, experience and capacity of implementing partners and other stakeholders was also conducted. This assessment helped to utilise the strength of the implementing partners and to also develop capacity enhancement programs. Project design, criteria for potential sites and site selection was carried out with stakeholder participation. The communities from Nakasongola and Kamuli were also involved in the stakeholder consultations.

The project planned to be implemented following the UNDP National Execution (NEX) modality by Ministry of Agriculture, Animal Industry and Fisheries in close coordination with the Ministry of Finance, Economic Planning and Development. The other responsible parties by virtue of their mandates were: Ministry of Lands, Housing and Urban Development, Ministry of Energy and Mineral Development, Ministry of Trade, Industry and Cooperatives and Ministry of Water and Environment.

3.1.5. Replication Approach

This project has demonstrated good models such as water harvesting, capacity enhancement of farmers, awareness generation, conservation agriculture, improved charcoal production, livestock breed improvement, reduction in wood usage through adopting energy saving technologies, woodland establishments, soil erosion control and tree nursery management. The models have been successfully demonstrated in collaboration with the local communities and the DLGs. The lessons from this project are found replicated with up scaling by many other organisations in other areas within the project districts and other neighbouring districts. One of the benefits of the signs of effective capacity building delivered for the district coordinators and land users is that these district officers and land users have become SLM champions, and their expertise and experience could be used to assist other districts in their efforts of mainstreaming SLM in their district development planning processes. Tools provided at district and local levels (training materials, approaches) for building local capacity for replicating and adapting the new community participatory management models of extension service will be useful for nation-wide dissemination. The livelihoods components were mostly designed as a demonstration of how livelihoods can be enhanced through implementing sustainable agriculture techniques and various other income generation activities; and scaling up and replication was one of the underlying objectives. Replication of viable techniques was facilitated through the organized and informal farmer-to-farmer interactions. Scaling up is possible with the mobilization of communities and DLG funds. The success

stories on improved charcoal technologies developed by the project have been posted on the UNDP website and several others stories are mentioned in electronic media which helps to disseminate lessons to a wide audience and helps to promote such activities.

The project document explained that the government intends to replicate innovative approaches of dealing with the threats tested by this project to address problems at the national scale. It also planned to upscale the project approach in other areas of cattle corridor. It was envisaged that sharing of lessons learned and best technical and management knowledge will help to encourage other organisations to invest in such activities. Government authorities also expressed their desire to replicate/upscale the lessons learned from this project in other areas and the Ministry of Agriculture, Animal Industry and Fisheries as well as the Ministry of Environment have given priority to SLM and is working to generate support to replicate the project lessons in new areas. Similarly, already another GEF project is being initiated to build on the successes of this project.

The project tested approaches with dual benefits of mainstreaming SLM issues in development planning and increasing awareness at local to national levels. The learning from this project could be useful for other part of the Cattle Corridor as well. Hence for the benefit of the project and for replication in other areas, the project systematically captured and documented Technical knowledge and lessons in preventing land degradation, maintaining soil fertility, controlling soil erosion and promoting the growth of the local economy to decrease pressure on the forest resources. Arrangements are made to provide Lessons learnt from the project via a number of national, regional and international communication channels to increase their outreach (including radio and TV news pieces). This will enable adoption of project experiences in the up-scaling of project lessons outside of the immediate project area, and benefit other such vulnerable areas.

3.1.6 UNDP Comparative Advantage

During the inception workshop, UNDP's project assurance role was presented and discussed in detail. The participants endorsed the assurance role described in the approved project document. Enhancement of capacities at the national and sub-national levels has been considered by UNDP to be essential for promoting disaster risk reduction. Accordingly, and in line with the government's national priorities, support to enhance capacities and make planning evidence based in the fields of SLM was also a priority area. The SLM Project is deemed to be congruent with these priorities as elaborated in the Millennium Development Goal 7 where ensuring environment sustainability is the first priority programme areas for Uganda; second, UNDAF priority for improved living conditions through environmental management for Sustainable Development and the third UNDP Country Program (2010-2014). The project is in line with the pillars of technical and financial assistance which form the foundation from which risks of land degradation can be reduced in the Uganda Cattle Corridor. Specifically, the project will help realise four pillars identified by UNDP:

- Development of the capacity of the rural population to adapt best practices on SLM;
- Establish knowledge base and assure access to information to encourage evidence based planning;
- Engagement of communities and local government and NGOs to reduce risk of land degradation; and
- Networking with national and regional organisations working in the field of SLM.

UNDP has been working in the field of environment protection, disaster risk reduction, SLM, biodiversity conservation and sustainable use of natural resources for economic development and poverty alleviation. UNDP has a lot experience from these areas. The project has benefited from UNDP's experience during the project development phase through to implementation. This project aimed to encourage national and local authorities and communities in mitigating land degradation risks

like soil erosion, loss of soil fertility, drought etc., by enhancing their capacities for addressing climate change and land degradation. In addition, the project also aimed to establish early warning systems to promote informed decision making by farmers and pastoralists. The project also benefited from UNDP in mobilizing additional funds, building capacity at the local level from its past experiences and supporting a policy review.

3.1.7 Linkages between Project and other Interventions within the Sector

The project is a follow up of the several GEF-SGP projects and the UNDP project on mainstreaming SLM in six cattle corridor districts of Uganda. The excellent models demonstrated by these projects and by highlighting the issue of charcoal production and wood harvesting in Uganda have been consolidated by MEMD, UNDP and GEF through initiating a new US $ 18 million project entitled "Addressing Barriers to Adoption of Improved Charcoal Production Technologies and Sustainable Land Management Practices through an Integrated Approach".

The project tested community based SLM using various approaches backed by scientific knowledge on adaptation and mitigation of land degradation owing to climate change. The findings from the piloting will contribute to fine-tuning the approaches for the remaining part of the Cattle Corridor and also other areas of Uganda to provide guidance for environment friendly development planning; to serve as a basis for monitoring and reporting; and to recommend requirements for improvement of policies and practices related to land degradation.

The project supported field visits for farmers' group members to different project sites. It utilised launch workshop of the Uganda SLM Investment Framework (USLMIF) in February 2015 to share lessons learned and to also distribute brochures of the project to the participants from a wide range of national, regional and international organisations. These visits and conferences also helped to established links with organisations that were represented. Challenges and situations related to land management of many parts of the country are similar and sharing and networking helped different stakeholders to establish links for potential collaborative work in the future.

The project established linkages with various ministries, research institutes including the Uganda Land Alliance. Through UNDP and GEF networks, the project has established linkages with other similar agencies working on the SLM issues. It is evident that SLM, climate change and natural resource management is high on the agenda of UNDP and the Government of Uganda. The EESLMP project therefore, has an opportunity to share lessons and experiences from the related projects that UNDP, MAAIF and other partners are implementing. The project will also contribute to synergies among the related programmes that can strengthen sustainable development efforts in Uganda. The other relevant projects being implemented by UNDP will also benefit from the lessons from this project.

Moreover, as per the plan indicated in the project document, the findings (lessons learned) were distributed to many relevant audiences and will also be distributed to other GEF funded projects dealing with SLM issues.

3.1.8 Management Arrangements

UNDP National Implementation Modality (NIM) was applied to ensure broad stakeholder participation and to create both high flexibility and an enabling environment for innovation. The MAAIF had responsibility of coordination for the implementation of activities and was accountable to UNDP and the GEF for project results. As per the initial arrangements, funds were transferred to MAAIF and through it to DLGs, CBOs and other partner ministries but due to this long processes, payments were delayed which resulted in delay in implementation of the activities. Later, the project Board and UNDP

agreed to make direct payments to DLGs, CBOs and partner ministries to speed up program implementation.

The project had a Project Management Unit headed by the Programme Manager who was responsible for the preparation of work plans and budgets and for supervising implementation of activities to deliver project results. The procurement of major inputs was directly done by UNDP on behalf of the project. The District Accounts Officers were responsible for training the CBOs in the maintenance of project accounts and inventory. The District Accounts Officers regularly conducted audits of the accounts of CBOs. The mission found the management arrangement highly satisfactory and no IP reported any deficiency.

Regular meetings were conducted to discuss progress and the constraints faced by the project. UNDP maintained quality technical and financial implementation of the project through its local office in Uganda. UNDP CO also assured activity implementation, monitoring and ensured proper use of GEF funds to assigned activities, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations.

Though there was provision in the ProDoc for two Project Officers to be recruited, these positions were never filled because management felt project coordinators could do the task of Project Officer. So the project was operated without the Project Officers, and only the Programme Manager was running the project. Likewise, there was also provision of two seconded staff, one each from the MEMD and MLHUD, these were also not fulfilled, and rather the ministries appointed the focal persons to interact with the project, these persons were not available full time to provide technical guidance to the project. There was one Technical Advisor but due to health problems his availability for field work was limited. Both the districts had District Environment Officers, Community Development Officers and Entomologists to provide technical advice and lead project activities. However, the availability of the technical expertise to the project was limited.

A Project Board (PB) was established at the central level with the representation of all stakeholders and also District Local Government representation to provide strategic guidance for the implementation of the project. The PB was chaired by the Ministry of Agriculture, Animal Industries and Fisheries and co-chaired by the Energy and Environment Team Leader from UNDP. The day to day management of the project was handled by the Project Manager and the support team of the Project Management Unit. The project was implemented in close coordination with the Ministry of Agriculture, Animal Industry and Fisheries, other partner ministries, District Local Government and NGO/CBOs. The implementing partners were identified based on the thorough exercise of analysis of relevance, experience and willingness of potential agencies.

The Project's management and implementation focused on the revised log-frame throughout. The project team made an effort to raise awareness and develop capacity amongst stakeholders to provide a solid baseline of understanding the project's main goals and activities. The roles and responsibilities of executing and implementing parties were made clear and negotiated prior to signing the project document. A thorough review of relevant legislations was carried out to assure an enabling environment for the project implementation. Similarly, agreement on co-funding was made before signing the project document and staff, equipment and logistics arrangements were in place by the time of initiation of the project.

3.2 Project Implementation

Two pilot sites (Nakasongola and Kamuli) were selected by the project to implement policies, plans and investments that prevent soil degradation, maintain ecological integrity and support economic development of local communities.

3.2.1 Adaptive Management

The Project's adaptive management was good though some technical feedback was lacking and also monitoring missed to identify issues in some cases. The project was driven by the capable management team, backed by good decision-making by the Project Board and support and advice from the UNDP-CO. Adaptive management has operated effectively at both the strategic level and the tactical level.

As suggested in the inception report, the project redefined its scope (output 2.1 & 2.3) and also made edits to the outcomes and outputs to improve indicators and make activities more clear.

The long process for fund disbursement was affecting implementation of activities at the beginning of the project. After the feedback from the monitoring team, it was revised and both UNDP and MAAIF agreed to implement the project using "Direct Payment" modality which process involves National Project Coordinator forwarding proposals to PMU where an expert team would evaluate them and forward to UNDP through MAAIF; and UNDP would makes payments directly to grantees' accounts. This made process comparatively faster.

The MTE made 17 recommendations (see 3.2.4) and positive responses were made to some of them while some were adopted partly and some not adopted. Recommendation to change the target indicators was approved by the project board and forwarded to UNDP and UNDP sent it to UNDP-GEF Regional Coordination Unit but no approval came by the time of final evaluation and it is believed that as MTR was delayed by one year it was late to make such changes as project termination date was not far. The recommendation to recruit two officers was not adopted because it is believed that project coordinators could do the jobs and for that they recruited one more coordinators, one for each district. Another example of adaptive management was the decision of UNDP and MAAIF to engage the same person for the EESLMP as well as co-financing project as Programme Manager. This helped the two components of the SLMP Framework to work in a well-coordinated manner. Final monitoring of physical and socio-economic impacts was not conducted as it is believed that no tangible change could be seen in such a short period as the baseline study was conducted very recently.

As most of the project activities including baseline study on biophysical and socio-economic situation were conducted at the late, the project could not monitor the impact, success and challenges of the plans. Similarly, policy recommendations were made and process of securing land tenure is initiated but the distribution of certificates has not taken place yet so impact of policies and legislative reforms could not be seen at this stage, so no such study/monitoring has taken place.

The project was designed to pilot in two areas based on the recommendation of the vulnerability assessments. Adoption of inception report recommendations and some of the recommendation from MTR by the project management is described under the heading "Feedback from M&E activities used for adaptive management".

No major change was made in the project design and no new outputs were added but only prioritisation of outputs was done according to recommendations from the MTR.

3.2.2 Partnership Arrangements

The UNDP CO provides technical and financial support and also fulfils the role of monitoring. The Ministry of Agriculture, Animal Industry and Fisheries is the lead implementing partner. Commissioner Farm Development of MAAIF is Chairperson of the Project Board and it has the clear technical mandate related to SLM and adaptation strategies, including knowledge of the international developments and networks related to SLM.

Ministries (Energy and Mineral Development; Lands, Housing and Urban Development; Water and Environment; Trade, Industry and Cooperatives), District Local Governments of Nakasongola and

Kamuli are key partners of the project. MAAIF collaborated with several sub-contractors including Uganda Land Alliance and NARO to carry out activities.

The NARO contributed by conducting biophysical and socio-economic studies in the area and also by training communities on various sustainable agriculture practices. Similarly, Uganda Land Alliance helped to initiate activities for land tenure securing process. An Insurance company named LION was contracted to develop and implement weather index based insurance for farmers and pastoralists. Community-based organizations, from the project areas facilitated the planning and implementation of the project activities at site level.

The district authorities in the project areas were also closely cooperating with the project through the district administration and community groups. The district authorities are key partners in the consultation process to incorporate land degradation as a critical element into district SLM planning and implementation. District Coordinators are involved in the quality assurance and monitoring of the on-going activities of the SLM.

The project focussed efforts on building local capacity for addressing land degradation and implementing SLM actions for vulnerable communities. The research findings and experience from working with local stakeholders provided the project with information for the formulation and amendment of legislations, development of guidelines for SLM risk management, proposing possible approaches to sustainable charcoal production and enhancement of capacity of the authorities, from local to national level. Awareness generation, networking between community groups, involvement of various organisations specialised on specific technical fields related to the subject and involvement of local government staffs have significantly contributed to creating an enabling environment for the progress of the project. These capacity enhancements, commitment from government agency and policy back up is likely to make the project intervention sustainable in the long-term.

The project reached a wider audience through awareness generation through brochure distribution, media coverage, webpages of UNDP and Ministry of Agriculture, Animal Industry and Fisheries. The TECs found that stakeholder engagement and participatory approaches have been of good order throughout.

The project has worked closely with many stakeholders throughout and the active engagement of stakeholders has been vital to fulfilling its achievements, hence stakeholder participation is evaluated as **Satisfactory**.

3.2.3 Gender

Women and children are the ones who are most vulnerable to land degradation, reduction in food production and climate change. As women are the ones who are involved in food production to food preparation and collection of wood for cooking and water for drinking, they are most vulnerable to the effects of drought, soil degradation and deforestation. The project therefore made efforts to include women in all activities to enhance their knowledge and capacity, build leadership capacity, improve their economic situation, increase food production and decrease drudgery related to water and firewood collection. The project provided practical knowledge to address land degradation and promote sustainable land management.

Considering gender mainstreaming to include increasing equity regarding access to and control over production resources, equity in sharing benefits and reducing inequities in gender distribution of labour, this project significantly contributed to increasing equity at community level. Both women and men benefited from water harvesting initiatives and construction of wood saving stoves that saved time on

searching for firewood and water for both animals and household use. Women and men also benefited from construction of improved cook stoves which reduced the burden of searching for firewood, contributed to the improvement of the health of women as a result of reduced smoke in the kitchen. In Nakasongola district, women benefited from capacity building to produce hay which saved them from night grazing during the times of forage scarcity. Women were also highly represented in the community groups formed with the support from the project and several of them were also led by women. Through support to CBOs, both women and men's capacity to manage their own groups was built, but in the case of women's groups such as Tusubira Women's group and Kisalizi Women group both in Nakasongola, women learnt how to actively advocate for the recognition of their own rights, to speak out on their rights and to manage their financial resources, which culturally is a domain for men.

3.2.4 Feedback from M&E Activities used for Adaptive Management

The project's adaptive management has been good throughout but monitoring technical aspects of the project was weak and feedback on such areas was weak.

The MTR made 17 recommendations and positive responses were made to the many (about 12) of them while justifications were made for not addressing the remaining ones – the management response, justifications and actions were taken as follows:

- As per recommendation of MTR, the indicators were revised and approved by the Project Board and sent to UNDP-GEF Regional Coordination Unit through UNDP CO but these revisions were not approved.
- Regarding the hiring of two project officers, considering the limited time left, the project focused more on activities than administration as hiring could take some time. It is also presumed by the project board that the project coordinators could fulfil the role of the project officers so the number of project coordinators was increased to two, one for each district.
- Physiographic and socio-economic study conducted to create baseline scenario but project didn't conduct the final study. As baseline study was delayed (conducted late) so there was no use of conducting final study because no tangible progress towards targets of the project interventions could be observed in such short duration. But data on change in productivity and income from agriculture and other income generation activities was generated by project staff.
- As per the recommendation of the MTR, the project continued to use CBOs to implement project activities.
- Roof-top water harvesting and construction of reservoirs were promoted. The MTR suggested developing roof-top water harvesting on a cost-sharing basis with households but based on an analysis of the household economy in the project sites, the TE does not agree with this modality/approach as the villagers could not afford the cost. The project recommended multipurpose tree seedlings to communities but could not force them as that could discourage them and it will create difficulties in establishing woodlots.
- Project provided Ox-driven rippers and equipment to CBOs.
- As recommended in the MTR, development of brochures for production of various crops was not done.
- Promoted high breed cattle to CBOs as per recommendation.
- Brochure about improved institutional energy saving stove was developed but yet to be printed. As recommended in the MTR, the project also developed energy saving stoves for demonstration in some schools.
- The project took the lead to modify Casamance kilms and also made them portable and disseminated them to the CBOs. The CBOs were given rights to decide on a service charge for use of retort kilns considering the economic status of the users.

- Exchange visits were organised for community groups which helped to establish linkages between energy-efficient cook stoves users from other projects.
- There are now regulations for charcoal production. Monitoring by CBOs and CPAs has not been effective but district have SLM task forces with joint M & E roles that also include community groups.
- As per recommendation, communication materials (project brochure and lessons learned) have been developed. Regarding the project webpage, board felt that there is no need for separate webpage of the project as project activities and information related to SLM project are already included in the webpages of MAAIF and UNDP, as well as those of other partner institutions.
- Automatic weather stations were installed in both project districts. Uganda Meteorology Authority is working to provide weather information to farmers. The weather station in Nakasongola is not yet calibrated so it is not able to send information to Meteorology Department. Plans were also made to transmit weather information to farmers' mobile phones but this is yet to be initiated.
- Insurance Company was identified to provide weather index based insurance services to farmers. The insurance company submitted a model which has already been approved by the project board and work continues to initiate the process of offering the services.

3.2.5 Project Finance

The total project cost as per project document was US$4,230,730 which includes US$4,030,730 in cash and US$200,000 in kind. Of these, the GEF contribution was expected to be US$1,830,730 in cash, UNDP contribution US$2,200,000 in cash, and Government of Uganda's (GoU) contribution US$100,000 and local resource users contribution US$100,000 in kind. But as per the balance sheet provided by the UNDP, the total project cost (revised) was US$3,302,129.66 including US$3,102,129.66 in cash and US$200,000 in kind (Table 2 and 3). Of these, US$2,807,129.66 was expected as GEF contribution with a UNDP contribution of US$295,000 in cash. In-kind contribution from the Government of Uganda and local beneficiaries is the same as in the project document i.e. US$100,000 from each. If project spending is used as a basis of measure of the progress of implementation, then the Project has achieved some of the progress originally envisaged, but because some activities were initiated late, it expected that some of the targets will only be met beyond the project life. Co-financing was well planned and clearly mentioned in the project document. Co-financing ratio and amount was changed latter while revising project finance. There was difference between committed contribution and actual contribution from the GEF as well as UNDP. The UNDP as well as GEF contribution was less than committed. The committed amount from GEF was US$2,807,129.66 while actual received amount was US$1,696,427.69. Similarly, committed amount from UNDP was US$295,000 but actual received amount was and US$276,486. The committed amount of Government of Uganda was US$100,000 while the actual contribution was US$72,828.70 i.e. only 72.8% of committed amount (27.2% less than committed). Similarly, committed amount of local beneficiaries was US$100,000 while actual contribution was 110,562.7 i.e. 110.6% of the committed amount (10.6% more than committed). The executing and implementing agencies made close monitoring of financial transactions and program implementation and materialised the fund for activities by changing mode of payment and this helped to accomplish some of the activities comparatively faster than during the initial year.

- Project management costs were proposed at US$701,746.66 and primarily funded by GEF (50.8.5%), UNDP (20.7%) and Govt. of Uganda/local beneficiaries (14.25%each), but actual management cost covered by GEF was (54.5%), UNDP (20.1%), Govt. of Uganda (10.1%) and local beneficiaries (15.3%). GEF and Local beneficiaries' contribution for management was increased slightly. The actual management cost (US$721,423.02) of the project was more than projected i.e. increased by early 3%;

- Project management costs comprised about 33.5% of the total spend. Original closing date of the project was December 2013 but due to delay in initial years and slow implementation in the beginning due to lengthy disbursement process the closing date was pushed to December 2015 and this also increased management cost.
- The project was co-financed by the GEF, UNDP, GoU and local beneficiaries. The final GEF co-finance ratio in terms of monies spent was 1:0.3 (US$1,696,427.69 (GEF) to US$459,877.4 (UNDP+GoU+Local beneficiaries), This is not so good result as GEF requirement is at least 1:1 ratio;
- Spending on Component 1, 2 and 3 (US$ 223,493.75 and US$419,250.13) accounted for 10.4%, 19.4% and 36.7% of the total spend respectively, while management costs (US$721,423.02 i.e. 33.5%) was much higher than component 1 and 2.
- GEF funding was distributed among all four components while UNDP funding was in mainly allocated to component 3 and 4 (Table 2). GoU support was through in-kind contribution while local beneficiaries' contribution was for implementation of activities. Of the total GEF fund, 13.2% was spent on component 1, 24.7% on component 2, 28.9% on component 3 and 23.2% on component 4. UNDP funds were allocated mainly for component 3 and 4 and of these comparatively more was spent on project management.

Table 2: Total disbursement of funds by output (to end December 2015) (US$) against full project budget as per Project Document.

	GEF			UNDP			Govt. Of Uganda (co-financing in kind)			Local Beneficiaries (in kind)			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%	Budgeted	Actual	%
Component 1	450,171	223,493.75	49.6%	-	-	-							450,171	223,493.75	49.6%
Component 2	915,572	418,410.70	45.7%	-	839.43	-							915,572	419,250.13	46%
Component 3	1,084,640	661,107.29	71%	150,000	131,030.90	87.4%							1,234,640	792,138.19	64.2%
Component 4 (Management)	356,746.66	393,415.95	110.31 %	145,000	144,615.67	99.7%	100,000	72,828.7	72.8%	100,000	110,562.7	110.6 %	701,746.66	721,423.02	102.8%
Total	**2,807,129.66**	**1,696,427.69**	**60.4%**	**295,000**	**276,486**	**93.7**	**100,000**	**72,828.7**	**72.8 %**	**100,000**	**110,562.7**	**110.6 %**	**3,302,129.66**	**2,156,305.09**	**65.3%**

Source: UNDP CO UGANDA

Analysis of budgeted and actual expenditure shows a big difference in all components. Similarly, it is also observed that in some components (component 1 and 2, Table 3) very limited expenses made in some cases (in Component 1 of UNDP expenses even no expenses made) while in others (Component 4 of GEF expenses and local beneficiaries contribution) actual expenses exceeded from the annual budgeted amount for the component. In the initial year, due to long process of fund disbursement affected program implementation and due to that some of the expenses could not be made on the specific component for the prescribed year while in the following years by changing fund disbursement modality, program implementation accelerated and the expenses covered some of the previous year's pending activities also. The planned management cost as per project document was US$154,073 and as per revised budgeted amount was US$701,746.66 while actual management cost was US$721,423.02. The cost increase compared to revised budgeted figure was US$19,676.36.

Tables 3-5 show the disbursement of GEF and UNDP funds. Breakdown of the GoU and local beneficiaries' contribution was not available but it was learnt that GoU contribute in kind i.e. manpower for management of project implementation. Likewise, local beneficiaries' provided in-kind contribution (labour, tools, tree maintenance, water for construction, land etc.) in program implementation. GoU's in-kind contribution covers cost of office rooms in field offices, cost of electricity, telecommunication, government staffs' salary, cost of the time contribution by NPD and chair of the project board and district board members. UNDP's in-kind contribution covers cost of vehicles, fuel and maintenance of

vehicles, Project Management Unit office rent, PMU staff salary, office equipment, office running expenses including stationary and internets, board meeting costs.

Personnel from all ministries involved in this project, district government and research institute (NARO), NGOs, UNDP CO, community based organisations and community members were found satisfied with some reservations and they were advocating achievement of the project. Ministry officials, district government authorities, UNDP CO and local communities also expressed commitment to continue support to the project activities. Similarly, they also noted that the ministry already has some projects which will complement some of the activities under this project and also replicate lessons learned.

TABLE 3: Total disbursement of GEF funds (US$) by Component by year against budget as per Project Document

	2011			2012			2013			2014		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Component 1	142,000	20,692	14.6%	94,000	6,283.40	6.7%	35,300	68,590.70	194.3%	150,000	21,592.79	14.4%
Component 2	317,000	10,020	3.2%	224,000	42,093.93	18.8%	78,000	69,264.13	88.8%	188,600	189,150.64	103.3%
Component 3	0	0	0%	257,000	74,282.34	30%	347,800	241,797.39	69.5%	273,000	209,353.27	76.7%
Component 4	61,000	145,948	239.3%	121,938	92,992.59	76.3%	53,900	40,210.05	74.6%	61,098	81,306.97	133.1%
Total	**595,958**	**145,705**	**24.4%**	**696,938**	**215,652.26**	**31%**	**515,000**	**419,862.27**	**81.5%**	**672,698**	**501,403.67**	74.5%

TABLE 3: CONT..

	2015			Total		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**
Component 1	28,871	106,334.86	368.3%	405,171	223,493.75	55.2%
Component 2	107,972	107,882	99.9%	915,572	418,410.70	45.7%
Component 3	206,840	135,674.29	65.6%	1,084,640	661,107.29	61%
Component 4	58,810.66	33,670.34	57.3%	356,746.66	393,415.95	110.3%
Total	**402,493.66**	**383,561.49**	**95.3%**	**2,807,129.66**	**1,696,427.69**	60.4%

SOURCE: UNDP CO UGANDA

TABLE 4: Total disbursement of Government of Uganda and Local Beneficiaries co-funding (US$) (detail breakdown was not available)

	Total GoU Contribution		
	Budget	**Actual**	**%**
Component 1			
Component 2			
Component 3			
Component 4 PMU			
Total	**100,000**	**72,828.7**	72.8%

	Total Local beneficiaries contribution		
	Budget	**Actual**	**%**
Component 1			
Component 2			
Component 3			
Component 4 PMU			
Total	**100,000**	**110,562.7**	110.6%

Source: UNDP CO UGANDA

.

TABLE 5: Total disbursement of UNDP funds (US$) by Component by year against budget as per Project Document

	20011			2012			2013			2014		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**	**Budget**	**Actual**	**%**
Component 1	-	-	-	-	-	-	-	-	-	-	-	-
Component 2	-	-	-	-	-	-	-	-	--	-	839.43	-
Component 3	-	-	-	-	-	-	-	-		-	649.30	-
Component 4 PMU	-	-	-	-	-	-	28,000	5747.14	20.5%	117,000	138,870.53	118.7 %
Total	**0**	**0**		**0**	**0**		**28,000**	**5,745.14**	**20.5%**	**117,000**	**140,359.26**	**120%**

Source: UNDP CO UGANDA

Table 5: Cont..

	2015			Total		
	Budget	**Actual**	**%**	**Budget**	**Actual**	**%**
Component 1	-	-	-	-	-	-
Component 2	-	-	-	-	839.43	-
Component 3	150,000	130,381.60	-	150,000	131,030.90	87.4%
Component 4PMU	-	-	-	145,000	144,615.67	99.7%
Total	**150,000**	**130,381.60**	**87%**	**295,000**	**276,486**	93.7

Table 3 shows the actual funds spent for each component by year for the GEF funds. These show clearly that the management cost i.e. component 4 exceeded budgeted amount in the year 2011 and 2014. Component 4 was funded by the both UNDP as well as the GEF. Component 1, funded by GEF, peaked disbursement in 2015 and Component 2 in 2014. Component 3 funding by GEF peaked disbursement in 2013 and component 4 peaked in the year 2011. Component 3 funding by UNDP peaked disbursement in 2015 and Component 4 in 2014. UNDP funding was mainly spent in component 3 and 4. No detail breakdown figures for GoU contributions were available and assumed equal disbursement in all year. Similarly, detailed figures of local beneficiary's contribution were not available and it is assumed that contribution was equally distributed for all activity implementation. These expenses correspond to the work accomplishment in respective years.

Financial planning was not able to provide a real figure for each of the activities for different years. At all times, the chair of the Project Board, Commissioner (Farm Development/MAAIF) was been kept abreast on the project's progress though good reporting and this has allowed the necessary budget revisions to be made on a sound basis. Similarly, the link between Ministry of Agriculture, Animal Industry and Fisheries and the UNDP-CO has been efficient in ensuring that budget replenishments have been timely and there were inherent procedural delay in the beginning of the project.

Table no 6: Co-financing of the project.

Co-financing (type/source)	**UNDP own financing (mill. US$)**		**GEF (mill. US$)**		**Govt. of Uganda (mill. US$)**		**Local resource Users**		**Total (mill. US$)**	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	295,000	276,486	2,807,129.66	1,696,427.69					3,102,129.66	1,972,913.69
Loans/Concessions										
• In-kind support					100,000	72,828.7	100,000	110,562.7	200,000	183391.4
• Other										
Totals									**3,302,129.66**	**2,156,305.09**

Source: UNDP CO UGANDA

3.2.6 Monitoring and Evaluation: Design at Entry and Implementation

M&E Design

The project design included good monitoring and evaluation (M&E) plan which is comprehensive in its depth and scope. The project had a log-frame to monitor achievement and the log-frame had clear objectives, components and appropriate to the issues and also designed considering the timeframe of the project. But the output targets were very unrealistic compared to the budget and timeframe and highly ambitious. A detailed survey was conducted following the standard scientific methods to identify the most vulnerable sites which helped to judge impact of interventions. Roles and responsibilities of the partners were made clear from the project design phase. The indicators of the log-frame were all Specific; Measurable; Attributable; and Relevant but not Achievable Realistic or Time-bound. At the stage of the inception, clarifications and updates were made to the M & E plan but no major change was made. Inception report was not able to judge targets against the timeframe. MTR also did not make any changes to the outputs but suggested to change targets as they were very ambitious and unrealistic targets. All activities were listed and explained, and a table was included determining responsibilities, budgets and timeframe for each. M&E budgets were not set realistically, with a total proposed amount of USD 29,000 (Twenty Nine Thousand) being set aside specifically for M&E activities. The cost of Mid-term review and Terminal Evaluation were far more than the provisioned budget. Baselines were already set in the Project Document. The inclusion of indicators for each activities were not only appropriate and useful for evaluation but also good for management purposes.

The design of M&E included fully itemised and costed plan in the Project Document covering all the various M&E steps including the allocation of responsibilities; but provision for monitoring of technical aspects and feedback mechanisms were weak. Similarly targets were very ambitious and not

realistic for the timeframe, hence monitoring and evaluation design has been evaluated as **Moderately Satisfactory**.

M&E Implementation

Monitoring and evaluation of project activities has been undertaken in varying detail at three levels:

i. Progress monitoring
ii. Internal activity monitoring
iii. Impact monitoring

Progress monitoring has been good and was been done through quarterly and annual reporting to the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from Project staff and the UNDP-CO. The annual work plans have been developed at the end of each year with inputs from project staff and the UNDP-CO. The annual work plans were then submitted for endorsement by the Project Board, and subsequently sent to UNDP for formal approval. The implementing team has also been largely in regular communication with the UNDP-CO regarding progress, the work plan, and its implementation. The indicators from the logframe were ambitious but effective in measuring progress and performance. Project management has also ensured that the UNDP-CO received quarterly progress reports providing updates on the status of planned activities, the status of the overall project schedule, the products/deliverables completed, and an outline of the activities planned for the following quarter. The reports' format contained quantitative estimates of project progress based on financial disbursements. The UNDP-CO generated its own quarterly financial reports from Atlas. These expenditure records, together with Atlas disbursement records of any direct payments, served as a basis for expenditure monitoring and budget revisions, the latter taking place bi-annually following the disbursement progress and changes in the operational work plan, and also on an *ad hoc* basis depending upon the rate of delivery.

From the quarterly reports, the UNDP-CO has prepared Quarterly Operational Reports which have been forwarded to UNDP/GEF Regional Coordination Unit, and also uploaded all the information in ATLAS. The major findings and observations of all these reports have been given in an annual report covering the period July to June, the Project Implementation Review (PIR), which is also submitted by the Project Team to the UNDP-CO, UNDP Regional Coordination Unit, and UNDP HQ for review and official comments, followed by final submission to the GEF. All key reports were presented to the Project Board members ahead of their half-yearly meetings and through these means, the key national ministries and national government have been kept abreast of the project's implementation progress.

The Project Management Office (PMO) and the UNDP-CO have maintained a close working relationship, with project staff members meeting, or talking with, CO staff on an almost daily basis to discuss implementation issues and problems.

The project's risk assessment has been updated quarterly by the UNDP-CO with the main risks identified along with adequate management responses and person responsible (termed the risk "owner"), who in most cases differs from the person who identified the risk.

A Mid-term Review (MTR) was undertaken in June 2014. The MTR made 17 recommendations (status discussed in adaptive management chapter of this report, page 18). The report contains formal ratings for different review elements. The report has also discussed efficiency, effectiveness, sustainability, cost-effectiveness and replication aspects. It suggested revising target indicators and also modality of some of the activity implementation like cost sharing in some of the activities with communities. The report listed three lessons learned. A complete reading of the report returns an overview that the Project was considered to be on track in most of the activities but had some minor delays of some activities.

Internal activity monitoring undertaken by UNDP CO, Ministry of Agriculture, Animal Industry and Fisheries and the Project Manager appears to have been good comprising a range of mechanisms to keep informed of the situation and to respond quickly and effectively to any areas of concern. These comprised many of the methods used to track progress, and implementation has been guided by the Annual Work Plan and the quarterly plans submitted to release funds. Generally the project has been small enough not to require formalised communication or monitoring procedures; members being in

almost daily contact. Earlier modality of transfer of the funds to the implementing ministry and from there to grantee was revised and a "direct payment" modality was adopted to speed up payment for accelerating program implementation. This mechanism included payment directly to the grantee based on the recommendation of the technical committee of the project after reviewing the proposals of the grantee. By and large, this provided enough incentive for sound delivery.

Unusually, impact monitoring has been well-developed, with formal protocols in place to measure the functioning of improved kilns and energy saving stoves, practicing of SLM planning, increased in production and income from sustainable agriculture practices and change in awareness among community members. Undoubtedly this has arisen from the scientific background of the project design team, enhanced by the same of its technical staff and managers. But there was room for improvement on the technical aspects of some of the activities to make them more environment friendly and sustainable. As is most often the case, adaptive management of the project has been influenced to a much greater extent by external variables and overcoming the problems (or taking opportunities) that these have presented than by responding to internal monitoring.

M&E implementation has been moderately satisfactory, with progress monitoring and internal activity monitoring. Responses have also been made to the mid-term review and the risk assessments (though some room for improvement in technical aspects of the activities remains) and the TECs considers it to be "moderate practice", hence the implementation of monitoring and evaluation has been evaluated as **Moderately Satisfactory**.

3.2.7 UNDP and Implementing Partners Implementation / Execution, Coordination and Operational Issues

Project Oversight

The project was implemented following National Execution Modality (NEX) to ensure broad stakeholder participation and to create both flexibility and an enabling environment for innovation. The project execution was coordinated by the Ministry of Finance, Economic Planning and Development in close coordination with UNDP CO and implemented by the Ministry of Agriculture, Animal Industry and Fisheries. There was very good communication and coordination between implementing and executing agencies. Regular meetings were conducted to discuss progress and constraints of the project. UNDP had ensured high-quality technical and financial implementation of the project through its local office in Uganda. UNDP CO was responsible for monitoring and ensuring proper use of GEF funds, timely reporting of implementation progress as well as undertaking of mandatory and non-mandatory evaluations. All services for the procurement of goods and services, and the recruitment of personnel were conducted in accordance with UNDP procedures, rules and regulations. The project Management Unit was formed to coordinate and manage project activities and it facilitated the achievement of targeted results on time, adequate and appropriate management practices, program planning and proper implementation and timely reporting. PMU had one National Project Manager, Technical Advisor and support staffs (admin/finance staff, driver and office helper). Similarly, in each of the two field offices there was one Field Coordinator and technical staff. A risk management strategy was developed involving all partners and experts through detailed analysis of issues and was effectively implemented. Local government provided office spaces in the field and also nominated Project Board members representing Ministries involved in the project. The project hired qualified experts to conduct studies and conduct demonstrations at sites levels.

The capacity of the local government and community groups was enhanced for strengthening performance. Since MAAIF, other ministries and local governments institutions' involvement was on behalf of Government of Uganda government ownership in the project was assured.

The technical management of the project was of the highest standards. The project has deployed expertise of the highest calibre, whether international or national, and 11 outputs/deliverables which have been developed have also been excellent, whether these were specialist material, e.g. various study reports, District SLM Plan, database, brochures or legal documents (Review and Analysis of Land management policies and energy policies, Policy Recommendations and SLM Guidelines, Index based insurance scheme document etc.)

The Project has been planned and managed (except in some cases which were delayed and remained incomplete) providing products of good quality and within budget, while responding effectively to several internal and external challenges through good adaptive management, hence the implementation approach has been evaluated as **Moderately Satisfactory**.

UNDP Supervision and Backstopping

UNDP supervision was accomplished through standard procedures and undertaken competently. Terminal Evaluator received no complaints from interviewees about excessive UNDP bureaucracy or delays in procurement, and UNDP's heavy requirements for reporting.

Key aspects of supervision were made through UNDP's involvement in communication with the Ministry of Finance, Economic Development and Planning and other stakeholders. Members of the Energy and Environment Cluster of UNDP CO were heavily involved in regular issues such as the review and approval of work plans and budgets, review of progress and performance against such work plans, and completion of the tracking tools. It appears that the CO was helpful and supportive throughout the implementation period, responding adequately to provide good guidance, honest and constructive criticism, and help to overcome particular problems as necessary. UNDP support was focused towards achieving targeted results and support was appropriate, adequate and timely and the project staff was satisfied by the quality of UNDP support. Annual planning was done on time with active participation of stakeholders. Similarly, risk management options were identified in close consultation of partners and experts and the project was able to manage risk efficiently. To avoid long bureaucratic process that delayed payment disbursements, and therefore delayed activity implementation, alternative ways to pay directly were made. The project was slow in the beginning due to delays in payment to grantees but by changing the payment modality improved implementation. Due to initial delays, there were time constraints at the end of the project to accomplish or initiate all tasks, so a no-cost extension was approved for an additional year to 31 December 2015.

UNDP has provided an adequate level of supervision and backstopping to the project, and its performance has benefitted as a direct result, hence UNDP's supervision and backstopping role is evaluated as **Satisfactory**.

3.3 Project Results

3.3.1 Overall Results

Attainment of Objectives:

The project continued to reducing land degradation risk by addressing policy gaps, enhancing capacity of the local government and community based institutions, generating awareness among community members from the cattle corridor areas, establishing an early warning system for helping decision making by farmers and pastoralists and supporting evidence based planning with the establishment of an information database and facilitating access to them. The following SLM-related outputs were delivered:

- Development of SLM plans for project districts.
- Preparation of studies on SLM topics (Biophysical-socioeconomic assessments in Kamuli and Nakasongola districts, traditional Vs casamance kiln performance in Uganda, land tenure status study of Kamuli and Nakasongola).
- Facilitation of community-level adaptation planning.
- Facilitation of community participation in construction of physical structures to curb land degradation. This direct involvement helped communities to have first-hand experience and therefore better understand what is required to address land degradation.
- Implementation of activities that increase food productivity and income generation supported improved livelihood of local communities and contribution to poverty reduction that is often exacerbated by and leads to land degradation.
- Establishment of knowledge base (database) with access to planners supports evidence based planning which helps to mainstream SLM.
- Policy gap analysis was conducted and recommendations for policy review to incorporate SLM issues were made.
- Strengthening institutional capacities to implement policies and to support evidence based planning.
- Training of locals on energy saving stoves reduced fuelwood consumption, resulting in a dual benefit of reducing deforestation and also decreasing drudgery of women.
- Construction of rooftop water collection and reservoirs for community water harvest helps to address drought problem and help to reduce drudgery of women and improve production from livestock.
- Promoted rainwater harvesting for agriculture to improve food production.
- Promoted mulching, contour making and use of manure to help reduce soil erosion and improve soil fertility.
- Promoted use of improved kilns to improve carbonation process and reduce emissions from charcoal making.
- The availability of Early Warning whether information and access to weather index insurance has reduced farmers' risks and facilitated informed decision-making.
- Secured land tenure and access to credit and finance increase SLM investments (i.e. inputs in sustainable land use practices) and promotes increased productivity.
- Establishment of monitoring plan and strategic planning practices support SLM to address land degradation risks.
- Support to increased awareness among local communities and formation of community groups at local levels for supporting implementation of SLM will increase the sustainability of project outcomes and impacts.

A Summary of the Project's achievements is given below, followed by an outline of the attainment of objectives. This is followed by a Review of Outcomes to Impacts in Table 7 and a brief discussion on the verifiable impacts. A summary evaluation of Project Outputs is given in Table 8 followed by a more detailed description. A detailed evaluation of the level of achievements made against the indicators of success contained in the log frame is given in Annex IV.

Summary of Achievements

Project results were measured against achievement indicators guided by evaluation questions (tracking tools, Annex XI). The SLM Project has been well designed, but in management and implementation

some problems observed. The project team has managed to deliver a series of interventions that have reduced the threats of land degradation to some extent and contributed to the improved livelihoods of local communities from the cattle corridor of Uganda. In the process, the project has demonstrated some innovative approaches particularly in improved agricultural practices, water harvesting, weather–based index based insurance, improved charcoal production, energy saving cooking stoves, woodlot establishment and income generating activities that could be expanded within the region or be replicated elsewhere in the country. One of its biggest strengths has come about through a design-decision to work directly with the community groups through the local government institutions rather than parallel project structures. Since the project is implemented by Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) involving five other ministries and District Local Governments, all government agencies are taking full ownership for most of the project's outputs. Some very good work in the two pilot Districts brought benefits to many community members thereby laying a foundation for improved understanding of, and cooperation on, SLM management. As will be seen below, the achievement of the outputs and activities under each of the three Outcomes has been evaluated as Moderately Satisfactory, and the evaluation of achievements against indicators (provided in Annex IV) show that several of the activities have been accomplished. The project helped to address threats to local communities from land degradation through awareness-raising, strengthening capacity of relevant communities groups and institutions, promoted the use of insurance schemes, water harvesting technologies, improved cultivation practices and supporting evidence based development planning.

Overall, the project has achieved several of its major global and local environmental objectives, and yielded substantial global environmental benefits, with some shortcomings. The project can be presented as "average practice", and hence its attainment of objectives and results is evaluated as **Moderately Satisfactory**.

Key project achievements include:

A. Institutional and Financial Arrangements for Community Based Land Degradation RISK REDUCTION (LDRR):

1. Community groups established in both project sites.
2. Enhanced knowledge and capacity of the local governments.
3. Enhanced knowledge and capacity of community groups.
4. Established separate women's groups in both sites.
6. Provided financial support to groups to initiate various SLM activities.

B. Adaptation Structures in selected valleys for SLM:

1. Contours construction.
2. Rooftop rain water harvest and reservoir for rainwater harvest.
3. Energy efficient kilns.
4. Energy efficient cooking stoves in houses and schools.
5. Established weather station in both districts.

C. Non-structural interventions: (awareness raising, exposures, trainings, linkages development etc):

1. Conducted various trainings for awareness raising.
2. Conducted training programs to train locals on skills to make/manufacture efficient cooking stoves.

3. Various training for charcoal producers on modified kilns.

4. Awareness programs on weather decision making and insurance schemes.

5. Exposure visits to various sites to provide first-hand information to community members on various SLM practices.

6. Conducted studies on various subjects related to SLM and energy.

7. Developed SLM plan for both Districts.

8. Several linkages development meetings were conducted with NGOs and line organisations followed by exposure visits to target project sites.

9. Conducted biophysical and socio-economic baseline studies at the project sites.

10. Conducted several capacity building activities (training on financial management, provided knowledge on fertilizer, pesticides, various crops and farming techniques and also provided equipment)for women and men.

D. Weather Early Warning System:

1. 2 Automatic Weather Stations installed which transmit weather information to meteorology authority of Uganda who after analysis send message to local government and from there it will be transmitted to farmers.

INTERVENTION AT THE DISTRICT AND NATIONAL LEVEL

A. Activities with local, and National Stakeholders:

1. Conducted several coordination/consultation meetings.

2. At the beginning of the project to improve project component for implementation an inception workshop was conducted which refined indicators, approaches and also outlined specific activities.

4. Organised capacity needs assessment workshops.

5. Strengthened District Local Government Environment Cells in project district offices.

6. Strengthened community groups.

7. Organised exposure visits (in country) for representatives of community groups and government representatives.

8. Prepared district SLM Plan for both project districts.

B. Intervention at the Policy Level:

1. Reviewed land use and energy policies and recommendation developed.

C. Awareness, Communication and Documentation:

1. Aired awareness programs on local FM Radio.

2. Used print media for conducting campaign through news clips, articles etc.

3. Uploaded program information on websites of UNDP, MAAIF and other ministries and agencies involved in the project.

4. Lessons learned is being developed for distribution.

5. Produced project brochure and disseminated to various audiences/stakeholders.

The main problem areas identified by the TECs are:

- Ministries and Local Governments of both districts expressed their support to project activities but funds were not committed to cover operational costs for EWS and other activities;

- At the time of conducting the TE, no guaranteed commitment from any non-governmental/development partners was available to replicate lessons from this project to other vulnerable areas of Uganda.

Objective Indicators

A single "Project Goal" and single "Project Objective" was articulated in the log frame with a development objective. The overall project goal is to make land management sustainable to prevent land degradation in Uganda, which secures the livelihoods and property of communities living in nearby areas. The project objective is to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system to reduce land degradation. The project aims to achieve its stated objective through three outcomes. Furthermore, during the log-frame's revision, a series of 20 indicators were defined for 11 outputs. Full details and an evaluation of achievements against targets are provided in Annex IV. Project was able to accomplish most of the targeted activities (leaving few incomplete). The TECs believes this to be a creditworthy performance.

3.3.2 Relevance

The Uganda Cattle Corridor covers nearly half (43%) of the country's land and is home to a population of 6.6 million people. These areas are under heavy pressure from wood extraction for meeting the energy needs of the people. Around 99% of the population in the EESLM project area depends upon biomass for meeting their energy requirements. Land degradation owing to wood extraction has been increasing due to the increasing demand as a result of increase in human population. Lack of policy related to energy/charcoal and rangeland management has meant that these issues have remained unaddressed for a long time, and there's no coherent government response strategy.

The Constitution of Uganda requires the state to maintain trust of the people and protect important natural resources, including land, water, wetlands, minerals, oils, fauna and flora. Recent challenges however have shown the need for a well-coordinated policy framework and there have been a number of reforms in the last decade. The National Environment Action Plan (NEAP), a key policy instrument was the first to recommend an integrated national policy framework and legislation for sustainable maintenance, protection and exploitation of the environment and natural resources. The policy called for the integration of environmental concerns into economic, social and development plans, policies and programs in their sectors. This led to the National Environment Management Policy (NEMP) of 1994 which still remains the main national policy statement on the environment.

The overall policy objective of NEMP is to achieve sound sustainable development by reconciling economic growth and conservation of resources while spearheading social development. NEMP was legitimized by the constitution and a number of other sectorial laws that include; the National Environment Statute 1995, Local Government Act 1997, Uganda Wildlife Statute 1996, Land Act 1998, Water Statute, 1995 and Fish and Crocodiles Act 1996. The sectorial laws address the main policy goals on environmental management in Uganda. All these policies acknowledge important sustainable land management and environment protection.

This project is designed to contribute to the policy reforms to halt land degradation; institutional capacity building for proper land use planning depending upon modern scientific data; local economic development; sustainable charcoal production; conservation agriculture to increase crop productivity per unit of area; weather forecasting and its application for agriculture; water conservation and harvesting and promotion of tree / shrub plantations to increase land cover. Hence the project is highly relevant to the needs of people in the project area and Uganda.

The project intervenes to reduce land degradation and contribute to human lives and property in the cattle Corridor of Uganda and is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats; hence it is evaluated as **Relevant**.

3.3.3 Effectiveness and Efficiency

Cost-effectiveness

The UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported projects defines the criteria of "efficiency" as:

> "*The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy*."

The project has not exceeded the budgeted figures but all of the planned deliverables were not completed by the time of terminal evaluation so the cost-effectiveness is only moderately satisfactory. Many of the activities (considering the ambitious target) of all three components were accomplished with some exceeding the budgeted amount and achievement indicates no lack of quality. Some of the targets are not accomplishable with the given time and budget while some require more time for implementation. Overall management cost is more than initially budgeted and this could also be due to increased timeframe. Total expenses of the project were only 65.3% of the total budgeted amount (some activities not completed) and this expense is including increased management cost. Hence project is moderately cost effective.

Project generated support from the government which helped to reduce cost of project office space in the field and the project also used national consultants to provide technical advice, helping to reduce the cost of project management that otherwise could be very high. Involvement of local communities in implementing project activities helped to increase their knowledge and skills. Income from project activities and water harvesting improved the livelihood of communities comfortable. Construction of rooftop and reservoir water harvest and replacement of wood use by improved stoves reduced drudgery of women and that helped to generate interest of government and other like-minded institutions to be involved in such activities.

The project was able to achieve several of expected outputs, and cost-effectiveness has been a priority of the implementing agency throughout, amongst their priorities. This, combined with significant levels of additional co-financing leveraged by the project's activities, means the overall cost-effectiveness of the project has been Moderate, hence it is evaluated as **Moderately Satisfactory**.

The project was able to achieve some of the expected outcomes and objectives. Many of the targets set in project document are not achievable with the budget and duration of the project. But the evaluation team had to evaluate the achievements following the logframe indicators (as revised indicators were not approved) and judged achievement effectiveness in many activities and efforts made by the project team efficiently. The initial delays in implementation were caused by late disbursements and have contributed to the failure to achieve targets as planned within project time period. Stakeholders expressed satisfaction with the accomplishments of the project and are of the view that the project will have significant impact and will meet its objectives.

The project has facilitated changes in management practice and development planning processes and has increased the level of awareness about the long term positive impacts of SLM, especially in the context of climate change. Similarly, project delivery modalities have been efficient and project has been able to contribute to the GEF and UNDP objectives and also to national priorities. Since some of the interventions of the project showed impact (impact on planning processes, increase in household income, decrease in cattle death through increased availability of water during drought periods, increased awareness on cause of environmental problems, increase in sustainably produced charcoal, reduced use of firewood due to use of improved cook stoves etc.) while others are yet to show impact, the effectiveness of the project is rated as **Moderately Satisfactory**.

The project followed standard scientific methods and used qualified, experienced and dedicated technical manpower which made implementation of activities efficient and helped to achieve many targets on time and with quality outcomes.

The project maintained good relations with all stakeholders and worked in close cooperation and this helped to execute activities efficiently with their cooperation and also made impact effective.

3.3.4 Impacts

Table 7 provides a review of the likelihood of outcomes being translated into intended impacts.

TABLE 7: Review of outcomes to impacts at the end of project situation

Component	Findings	Review of Outcomes to Impacts
Site Level Outcomes		
Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and tenure security strengthened):	• Communities made aware of their rights on land and acquisition of certificates of land ownership. • Policies related to land use, climate change, biomass strategy, and development plans were revised to mainstream SLM principles. • Reviewed 8 policies related to charcoal production and recommendations made. • Developed legal framework relevant for legalization of charcoal production. • Formed Charcoal Producers' Association which made charcoal processes more prominent and easier for taxing.	BC: Moderately Likely
Outcome 2: Knowledge based land use planning forms the basis for improving dry lands sustainable economic development	• About 50% of farmers in project district adopted CA. • Soil fertility improved by 7% and agricultural product increased by 150-200%. • Weather station established but transmission of weather information to farmers/pastoralist is not functional yet. • 90% of technical officers in the districts and 30% of land users have improved skills on SLM practices. • Information materials including leaflets, brochures in different languages developed and distributed.	AB: Likely
Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance	• More than 50% farmers adopted CA practices which increased yield of maize and beans from 150-200%. • Weather index based insurance was implemented for farmers. • Ministry of Trade, Industry and Cooperatives undertook scoping study to determine special micro finance needs but implementation was not initiated as service providers were rigid with their terms because they view agriculture as risky business. • Up to 30 charcoal producer associations have been identified and trained on principles of sustainable charcoal production and marketing. • 30 charcoal producer associations legally recognized within the project districts and are engaged in sustainable charcoal production. • The number of charcoal producer associations adopting improved kilns in carbonisation increased by 25%. • The number of cattle keeper still practicing mobile pastoralism is 5%. The project arranged water reservoirs to address water scarcity during droughts which was the main cause of mobile pastoralism. • The project vitalised the operation of the district, sub county and parish land committees through capacity building. • The rangelands and pastoralism policy has been embraced within the Ministry of Agriculture and has provided a platform for staff to appreciate importance of pastoralism.	BB: Likely

TECs found local people very much aware of the land degradation risks and safety precautions. Also the local and central government officials were very much sensitized on the issues of land degradation and made future plans and programs to address land degradation. Awareness generated among the community members was resulted in them planting trees, practicing minimum tillage and contours to prevent soil erosion, mulching and using manure for maintaining soil fertility. This project also helped

to initiate coordination between different government agencies and community organisations which is very important for promoting an integrated approach and helps to bring together expertise from diverse fields. Similarly, TECs observed that energy saving stoves were helping to reduce firewood consumption and becoming adopted by many households, water harvesting helped to resolve water scarcity and reduced drudgery of women and yielded and income increased from the sustainable agriculture practices helped to improve household economy, livelihoods and also built leadership among the women. These indicate that the expected impact is taking place in the project areas.

Implementation of SLM activities in each project site, increased awareness among the local government and community based organisations and helped to initiate evidence based management that help to address soil erosion, desertification and drought risks. During field visits, TECs observed awareness among local communities and local government and CBOs conforming impact of these interventions to improve status of sustainable land management.

Implementing SLM activities through communities increases awareness and builds capacity and improves the likelihoods of sustainability of initiatives.

Documentation and dissemination of information on SLM and energy efficient stove helped to share knowledge for benefit of large population from various countries with land degradation risks. Similarly, improvement in legislation addressing land degradation issues will help to mainstream SLM in development practices for mitigation of such risks.

As a result of the review of outcomes to impacts, the overall likelihood of impacts being achieved is all **Moderately Likely**, hence the project is expected to achieve most of its major environmental objectives, and yield satisfactory environmental benefits by managing land degradation risk and its effectiveness is evaluated as **Moderately Satisfactory**.

Achievement of Project Output & Outcome

This section provides an overview of the main achievements of the project. Considering the results achieved under each of the outcomes, and the progress towards the overall objective, the project effectiveness is rated as Moderately Satisfactory. The SLM project generated numerous significant results, meeting several of the planned accomplishments. The project objective was stated as *"Enabling Environment for SLM to Overcome Land Degradation in the Uganda Cattle Corridor Districts."*

Based on the respective indicators and overall level of progress toward the three outcomes, the outcomes rating are as follows:

TABLE 8: Evaluation of the end of project situation as per the revised log frame

Component	Evaluation*					
	HS	S	MS	MU	U	HU
Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and tenure security strengthened):						
Output 1.1: At least 50% of the land users have some form of secure tenure.						
Output 1.2 One policy for sustainable production of charcoal and reduction of fuel-wood use [adoption of improved fuel-wood cook stoves; promotion of improved community kitchens; and provision of casamance kilns in lieu of tree plantation]						
Output 1.3: Recommendations for policy changes needed to legalize charcoal provided by mid-term and have government support by end of the project.						
Outcome 2: Knowledge based land use planning forms the basis for improving drylands sustainable economic development:						
Output 2.1 At least 25% of cultivators adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end.						
Output 2.2 At least 15% of the agriculturalists and pastoralists taking decisions on the basis of the weather and drought early warning information by mid-term and 40% cumulatively by project end						
Output 2.3: At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term: by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills.						

Component	Evaluation*					
	HS	S	MS	MU	U	HU
Output 2.4: Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, crop and livestock insurance, and other important project initiatives available for dissemination through the upscaling project.						
Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance:						
Output 3.1 At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end.						
Output 3.2 At least 10% of pastoralists and agriculturalists participating in the index based insurance scheme by mid-term and 25% cumulatively by project end.						
Output 3.3 At least 25% increase in numbers accessing micro-finance and credits.						
Output 3.4 At least ten groups with sustainable charcoal production operations and earning money from carbon finance.						
Output 3.5 At least 10 charcoal associations have rules and regulations for sustainable charcoal production and are actively enforcing them.						
Output 3.6 Number of charcoal producers using improved kilns in carbonization in pilot districts increase by at least 30% by mid-term and a cumulative 50% by project end.						
Output 3.7 At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project (Board revised this indicator and found not feasible in the ground rather suggested arrangement of water in the existing ground).						
Output 3.8 At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end.						
Output 3.9 At least 25% change in attitudes towards nomadic pastoralism among policy makers.						
Overall Project Rating						

* Note: HS = Highly satisfactory; S = Satisfactory; MS = Moderately satisfactory; MU= Marginally unsatisfactory; U = Unsatisfactory; HU = Highly unsatisfactory.

The project supported community based-land degradation risk management by incorporating activities like policy reform, evidence based planning, infrastructure development, awareness generation, capacity enhancement of institutions involved in SLM, reducing energy consumption, improving charcoal production, increasing agricultural yields and improving soil fertility and decreased land erosion. It also applied in two pilot districts and successfully demonstrated a participatory approach of implementation with cooperation from government staff and local to national institutions. Most the project outputs are ranked individually as **Moderately Satisfactory**; hence overall the achievement of outputs and activities is evaluated as **Moderately Satisfactory**. Many of the project outcomes are also achieved as per planned, hence achievement of outcomes of the project is also rated as **Moderately Satisfactory** and overall project is also rated as **Moderately Satisfactory**.

Outcome 1: The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and the security of tenure strengthened)

Output 1.1: Policies, legislative frameworks and institutional set up for sectors related to SLM, i.e. energy and livestock sectors reviewed

- Policies were revised to mainstream SLM principles. The newly approved National Agricultural policy (2014), the Biomass energy strategy (2014), the National Climate change policy (2014) and the National Development Plan (2015/16-2020) have all mainstreamed SLM and the National SLM investment Framework was also launched.
- A review of 8 policies associated with regulation of charcoal production was done and recommended to develop a standalone charcoal policy for the country. However, the responsible ministry preferred to develop principles to be embedded in the charcoal law and to finalize the Biomass Energy Strategy, both of which are relevant for operationalizing the Renewable Energy Policy of 2014.

Output 1.2: Security of tenure for land and resources increased as an incentive for investing in SLM

- With the support from the Uganda Land Alliance, capacity of communities, area committees and land administrators was built to understand their rights on land and on acquisition of certificates of tenure rights. About 15% of the communities have tittles, but many now are aware of the process to follow in order to get tenure right certificates. Posters, booklets and fliers were developed in the local language by ULA and Ministry of Lands and disseminated to the users.

Output 1.3: National policy for regulating sustainable production, processing and marketing of charcoal in place

- The project contributed to development of the legal framework relevant for legalization of charcoal production by generating the following documents:
  1. Principles on Charcoal Value Chain Standards
  2. Guidelines on Taxation of Charcoal
  3. Guidelines for Channeling Charcoal Revenue into Production Lines
  4. Policy Brief on Guidelines on Taxation of Charcoal
  5. Policy Brief on Principles on Charcoal Value Chain Standards
  6. Principles to be embedded in the charcoal law
- As mentioned earlier, no attempts were made to develop a standalone charcoal policy due to different interest of Ministry (see second paragraph of output 1.1).
- The formation of Charcoal Producers' Associations made charcoal processes more prominent and easier to collect tax; however districts are reporting the same level of revenue returns from charcoal because of the legal status of charcoal until now. Guidelines for re-investing tax revenue into sustainable charcoal production approaches have been developed and are awaiting ratification and launching by MEMD.

The outputs has achieved some of its major targets, and yielded some global environmental benefits, with some shortcomings. These outputs can be presented as "moderate practice" and is rated as **Moderately Satisfactory**. The project has accomplished several activities that were required to make SLM management sustainable by providing a viable long-term security to livelihoods and local ecology from desertification; hence the outcome achievement is rated as **Moderately Satisfactory**.

Outcome 2: Knowledge based land use planning forms the basis for improving drylands sustainable economic development

To achieve the outcome 2, project had identified four outputs. Activities and achievements of outputs are listed below:

Output 2.1: Biophysical and socio-economic assessments undertaken and information analyzed.

- With the help of NARO, Biophysical and socio-economic assessment was conducted in both project districts. Study generated baseline information on vegetation cover, various land uses, socio-economic information, rangelands, weather, crop production, fish production, firewood and timber uses, available sources of water, traditional knowledge about rangeland and natural resource management. Since this study was conducted late it was not possible to conduct the follow up study. Moreover, change in the biophysical situation could not be noticed in such a short time so final survey was not conducted.

Output 2.2: Capacity for land use planning and adoption of improved practices in place

- At least 90% of the technical officers in the focus districts have been trained and have capacity to share SLM practices. Similarly, at least 30% of land users in the target districts have improved skills on SLM practices.
- The project conducted 15 project progress review discussions and planning meetings with district level project implementers. The PMU provided technical backstopping to the two participating districts, facilitated quarterly work planning at district levels, undertook monitoring of project activities through field visits, and built partnerships with other stakeholders. The project provided for maintenance of the motorcycles and computers provided to each district, including internet connection.

- The SLM programme management unit was facilitated with resources throughout the years to coordinate and manage the SLM projects in the country. Resources were provided for human resources support as well as operations and maintenance of equipment.
- The Country SLM Investment Framework (CSIF) was finalized as part of the agriculture sector development plan, and was launched in February 2015 to provide a programmatic tool to operationalize existing strategies and national action plans relating to SLM and to identify additional priority activities to complement existing plans which were not captured in sectorial approaches to SLM. It now forms a basis to facilitate synergies in the country level implementation of the Rio conventions particularly the UNCCD and UNFCCC, and across the broad themes of climate change, international waters, and biodiversity.
- In order to implement the CSIF, the project contributed to strengthening the UNCCD/NAP focal point by maintaining access to a car from UNDP which greatly eased the running of project activities. Through the UNCCD/NAP, collaboration has been strengthened between ministries i.e. the inter-ministerial dialogue among the five sectors involved in the U-SLM SIF - energy, land, environment, agriculture and trade.

Output 2.3: Particularly degraded lands rehabilitated

- About 7631ha (woodlots-2450ha, improved rangeland-3000ha & conservation agriculture-2181ha) of land brought under SLM by the end of the project. The target was 1,480,000 ha.
- About 50% of the farmers adopted CA in the pilot districts. They were practicing at least 3 practices which include planting in basins, mulching, drip irrigation and use of animal manure/ inorganic fertilizers. In some areas all conservation agriculture practices including mulching, use of permanent planting basins, ripping instead of ploughing, applying organic and inorganic fertilizers at planting, trenching and agro-forestry were practiced.
- Soil fertility among the farmers that have adopted the improved farming practices has increased by 7%. More than 80% of the farmers that adopted conservation agriculture practices reported increases in production by 150-200% for the annual crops such as maize and beans. Through collaboration with Makerere University, at least 12 farming communities acquired portable soil testing kits which help them to understand the soil fertility and make decision on fertilizing their land using both organic and inorganic fertilizers (the use of inorganic fertilizers is low).
- Weather stations established in both project districts to support farmers' and pastoralists' decision making but the one in Nakasongola faced some technical problem so not transmitting weather information while the one in Kamuli is transmitting weather information to Meteorology Department. Weather information centres were not able to distribute weather information to the farmers and pastoralists for their decision making. Unlike objective of the output, at the moment farmers' decisions on planting is mostly based on the weather forecasts from the radio. Project office assured that they will fix the technical issue of Nakasongola weather station and also initiate weather information transforming to farmers.

Output 2.4: A participatory M&E system designed and used to monitor ecosystem health and improvements in livelihoods

- A participatory M&E system was developed in May 2013 to guide monitoring both the project activities and the ecosystem health. Baseline information was collected. Permanent sample plots were set up to monitor land degradation over time. These will be utilized long after the project has closed to assess land degradation.
- Information materials including leaflets, booklets and brochures in different languages were developed and disseminated to share information about the project. Information generated from several studies and policy reviews are yet to be published and distributed. Some of such studies are as follows:

    1. The State of Land and Natural Resource Tenure in the Cattle Corridor Areas and Actions to Ensure Security of Tenure. A case of Nakasongola District.
    2. Manual for management of energy crops for charcoal and fuel wood production in the rangelands of Uganda.
    3. The State of Land and Natural Resource Tenure in the Cattle Corridor Areas and Actions to Ensure Tenure Security: A case of Kamuli District.
    4. Community Awareness as a Strategy for Increased Security of Land Tenure: The FAQs

5. Increasing Security of Land Tenure in Cattle Corridor Areas of Uganda: Lessons to inform Policy Actions.
6. Participatory Land Use Planning Guidelines; District and Local level planning
7. Building community capacity for increased security of land tenure: A reference manual for land administrators
8. Principles to be embedded in the charcoal legislation to support sustainable charcoal production in Uganda.
9. A review of policy, regulatory and institutional framework for charcoal value chain standards in Uganda.

- Lessons learned are documented but not printed yet for distribution. Some lessons learned were posted in relevant ministries' and UNDP's webpages.

The outcome of Knowledge based land use planning for improving drylands sustainable economic development is achieved to some extent and the outcome is rated as **Moderately Satisfactory**. Similarly, outputs under this outcome have achieved some of its targets, and yielded substantial environmental benefits of local and global value through capacity enhancement and knowledge based planning, with few shortcomings. The outputs can be presented as "moderate practice", hence is evaluated as **Moderately Satisfactory**.

Outcome 3: Local economic development strengthened through diversification and improved access to finance and insurance

To achieve outcome 3, the project had identified 4 main outputs that need to be achieved. Activities and achievements of outputs are listed below. Besides, the project has also made some additional achievements that also help to achieve outcome 3.

Output 3.1: Agricultural productivity increased sustainably

- More than 50% of the farmers adopted 3-6 Conservation Agriculture practices including some SLM technologies that resulted in increase in yield of maize and beans from 150 to 200%. Project team mentioned that they are now trying to approach more farmers in other parts of the country with support from COMESA. Their target is to train 3500 more farmers to practice conservation agriculture by March 2016. Besides, bee keeping and improved livestock rearing has also increased income of the farmers. A quick assessment by the evaluation team noted the household income was increased from 100% to 600%.

Output 3.2: Viability of the production system increased via access to micro-finance, credits and insurance

- An insurance company, M/s Lion Assurance, has been contracted to develop a national agricultural insurance policy and formulate and pilot insurance scheme for cattle and selected crops to the tune of 950 insurance units. The final insurance policy document is available for submission to UNDP and later to stakeholder and MAAIF for review. The insurance unit is defined as a single farmer or a production unit (livestock or field crop). The pilot weather index based insurance in the project focus districts has started work, with community mobilization and awareness creation on the index. Up to 500 farmers units were identified and selected for Kamuli District and 225 farmers units for Nakasongola districts. Maize-beans crops were selected for Kamuli and maize-soya for Nakasongola districts. Lion Insurance company is working with Dutch company called EARS [www.ears.nl] that is providing an agricultural weather insurance index that is based on Relative Evapotranspiration (RE) of crops derived from satellite data. The RE index is set at 0.4 for grass condition and 0.6 for crop condition during the season as threshold to trigger compensation to the insured a farmers against the climate risks. The company charges 1-5% of the cost of crop as premium in different situations and 5% of the cost of animal to ensure a cow or bull. The system is already in place in Uganda. Insurance scheme is being piloted under product name called Kungula Agri-insurance which is driven by a communication philosophy of; 'I see, I hear, I experience and I relate' that encourages farmers to manage their crop so as to avoid crop losses due to drought. The communication channels include; posters, grammar phones and local

radio stations in local languages. Stakeholder platform is available to ensure the reliability of RE index. The stakeholders include; Insurance Regulatory Authority (IRA), MAAIF, Makerere University, Uganda National Meteorology Authority (UNMA)/MWE, Uganda Cooperative Alliance, MTIC and NARO. The staff of the Meteorological Authority has been consulted to ensure the reliability of the Relative Evapotranspiration (RE) rates and data provided by M/S EARS.

Result of this scheme is yet to be seen.

Output 3.3: Support to sustainable charcoal production delivered

- Ministry of Trade, Industry and Cooperatives (MTIC) undertook a scoping study to determine special micro finance needs for pastoralist communities; consequently capacity building was done at district level to link micro finance service providers and the cultivator and pastoralist communities to increasingly engage with micro finance providers. The service providers are rather rigid with their terms because they claim agriculture is still a very risky business, which forces them to keep lending rates very high. Therefore, the target of 25% increase in numbers accessing micro-finance and credits was not achieved.
- Up to 30 Charcoal Producers Associations (CPAs) have been identified and trained on principles of sustainable charcoal production and marketing and awareness created on how they can benefit from carbon finance. There are 600 members of CPAs currently using Casamance and 120 members are using Sam retort kilns. Only two CPAs have planted 16ha of feed stock trees as a sustainability strategy. The groups are yet to enter into formal arrangements that can enable them to access benefits from carbon financing.
- There are now 30 Charcoal Producers Associations legally recognized within the project districts; and are engaging in activities towards sustainable charcoal production.
- The number of charcoal producer groups adopting improved kilns in carbonization increased by 25% during the project period compared to the original users of traditional earth kilns. The project has assisted in providing 20 Casamance and 6 SAM1 Retorts were built in the two districts, which are in use. At least 150 charcoal producers have access to and utilize the SAM1 retorts and 600 charcoal producers are using the Casamance kilns. Some limitation in adoption of the more preferred Casamance was associated with the weight which made them difficult to transport into the forested areas. A modified Casamance is under construction which could pave way for increasing adoption of improved kilns for carbonization. The communities responded that they produce 50% more charcoal than with the conventional earth kiln local methods. This has increased income of the farmers. One group has been assisted with the provision of equipment to make briquettes from invasive species *Lantana camara* which has made 12,000 kg of biochar for making briquettes. The group is facing the challenges with marketing the product.
- As per targeted in output 3.3.2, no process initiated to generate additional income from carbon finance.

Output 3.4: Livestock mobility supported as an adaptation technology

- The number of cattle keepers who still practice mobile pastoralism was about 5%. Mobile pastoralism has a dim future because of the changes in land tenure system dictated by the new land policy that encourages more sedentary behavior and practices. A study indicated that mobile pastoralism was triggered by water scarcity for livestock in the cattle corridor. Hence, the project circumvented the problem of water scarcity by constructing community water reservoir that provide water in dry seasons and reduce the need for mobile pastoralism. Besides, rangeland is interrupted by arable agriculture and obstructs mobility and the land tenure system is also barrier to mobility.
- The project has revitalized the operations of the districts, sub-county and parish land committees through capacity building of the land committees as a strategy to reduce land conflicts. Capacity building initiatives by the Uganda Land Alliance have led to reduction of at least 5% of incidents of conflicts between land lords (land title owners) and settlers (bonafide occupants), the latter preferring to use negotiations and their knowledge of their rights to acquire more secure tenure. Further reduction in conflicts is expected to result from the mapping of communal properties that has been done, and creation of awareness about the user rights associated with them. Consultations

with 12 groups revealed no occurrence of conflicts on the issues of land or otherwise. A clear estimate of the reduction in conflicts was however not available.

- The rangelands and pastoralism policy has been embraced within the Ministry of Agriculture Animal Industry and Fisheries; and has provided a platform for ministry staff to appreciate the importance of pastoralism. There is much greater awareness about pastoralism and its importance to the national economy. It was however not been possible to measure the percentage change in attitudes; interactions indicate an estimated change of at least 10%.
- Farmer innovations and sharing was facilitated through farmer to farmer learning visits which were carried out in each district, resulting in cross learning and adoption of technologies. Technologies on water harvesting were transferred from Kamuli to Nakasongola in this way.

The project was able to achieve the outcome of Local economic development strengthened through diversification and improved access to finance and insurance partly, hence outcome is rated as **Moderately Satisfactory**. Similarly, the outputs under this outcome have achieved some of the targets, and yielded substantial environmental benefits by establishing weather index based insurance, establishing water reservoirs, supporting sustainable charcoal production and Conservation Agriculture. The outputs can be presented as "moderate practice", hence it is evaluated as **Moderately Satisfactory**.

3.3.5 Country Ownership

This project was developed with the lessons from several projects related to sustainable land use. The project was implemented by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and executed by Ministry of Finance, Economic Planning and Development (MFEPD). Besides, other ministries like Ministry of Energy and Mineral Development, Ministry of Lands, Housing and Urban Development, Ministry of Water and Environment and District Local Governments of Nakasongola and Kamuli were also implementing agencies. These government agencies were not only executing and implementing project activities but also involved from the project development stage. Moreover, the project outcomes and outputs identification was also carried out involving relevant government agencies. The result of the project complemented Government of Uganda's priorities and 2020 development strategy. Therefore Government of Uganda has ownership in this project. District Local Governments and national government have expressed their commitments to support continuation of the outcomes of this project.

Finally, the project will contribute to safeguarding the cattle corridor ecosystem and environment by enforcing Sustainable Land Management and addressing risks related to it by creating an environment for economic development in the area. The project outcomes will bring Uganda a step closer towards achieving MDG Goal 7: Ensure environmental sustainability.

3.3.6 Mainstreaming

The mainstreaming of Sustainable Land Management into development planning by the district local government and capacity enhancement by this project is very important for mitigation of risks related to land management. Enhancing knowledge and involving local government and community based institutions in project implementation has helped to mainstream climate change and disaster management. Development of a knowledge base and information supports evidence based planning. Enhancing knowledge and making farmers aware of benefits of using information from early warning system and various practises to minimise damage from land degradation contributes to minimising risks and safeguarding livelihoods and is inline with the UNDP country programme and Country Program Action Plan (CPAP).

As per project document, the project development process involved analysis of various options of management by utilising scientific knowledge, indigenous knowledge and lessons learned from past projects. The project's efforts were focused on identifying policy gaps and recommending policy needs, development of early warning systems to support community decision making and physical structures like water reservoir construction and sustainable agriculture practices to prevent land

degradation and conservation of local ecosystems, enhancing capacity of local government and community based institutions and networking with like-minded national, regional and international institutions for fostering mainstreaming of SLM in development planning and implementation. The SLM approach to address land degradation and desertification risk was relevant as people had a clear vested interest due to the direct to their livelihoods.

The fundamental principle of the project was to address policy gaps, enhance knowledge of planners and local communities and establish knowledge base and mainstreaming land management into development planning.

3.3.7 Sustainability

The project results are likely to be sustainable beyond the project life. As will be seen below, the sustainability at the project level is actually very strong and it is difficult to see what more those involved could have done.

Financial: The outlook for the long-term financial sustainability of the project appears unusually good but it is connected to the interest of the local government and the national government. MAAIF mentioned that they are committed to continue their support to these project activities. Similarly, the local government mentioned that they will continue their support and will utilise information in planning exercises help to mitigate risks from climate change and other disasters. There are several other projects being implemented in these areas which will be utilising the community groups formed by this project to implement their activities so this will directly or indirectly support the continuation of some of the project activities. These also assure financial sustainability at project site level. Financial sustainability is therefore **Likely**.

Socio-economic: The social sustainability of the project appears very promising. The awareness-raising activities have certainly been beneficial and undoubtedly changed people's minds at the community level and at local and national government levels as regards land degradation risk and the need for SLM. The empowerment of local communities through awareness raising and involvement in implementation of project activities has been one of the lynchpins upon which all behavioural change has occurred. For many others, this has been matched by provision of safety measures and knowledge base establishment directly linked to land degradation risk management and these arrangements are particularly strong. This has created a supportive environment and as a result enjoys a very wide support base which is being used to help in replicating the approach in other vulnerable areas. As a result, the socio-economic sustainability is adjudged to be **Likely**.

Institutional and Governance: The institutional sustainability of the project is good. Those agencies directly involved appear strongly committed towards its aims and the impacts that it has had. Clearly, the decision to route all activities directly through local government institutions and local communities has paid dividends in this respect, and the local government officials at the pilot sites are not only extremely supportive of what has been accomplished but are also strong advocates of its achievements. Development of early warning systems for supporting farmers and pastoralists decision making and practicing of evidence based development planning and enhanced capacity of local communities and local government will also assure sustainability of the project outcomes. Moreover, government authorities are sensitised on land degradation issues so they may prioritise future outputs of this project. Therefore, the institutional sustainability is ranked as **Likely**.

Environmental: Environment sustainability is one of the important elements of the project strategy. The project achievements will directly reduce vulnerability of life and property and also ecological resources of Uganda Cattle Corridor Districts (Nakasongola & Kamuli). The capacity development, policy formulation and evidence based planning to mainstream SLM and climate change will make project outcomes sustainable. Moreover, involvement of local communities and community based organisations assures adaptation to land degradation and makes the project achievements sustainable. Possible precautions are taken to safeguard the drought through water harvesting, practicing mulching and using organic manure and minimum tillage and contouring to address soil erosion and maintain soil fertility. Similarly, creation of woodlots will help to create carbon sinks and improved charcoal production and energy saving cooking stoves will decrease pressure on the forest. These address

potential environmental risks so there is less possibility of environmental risks associated with the sustainability of this project, hence the environmental sustainability is deemed to be **Likely**.

The overall sustainability of the regional component is ranked as **Likely**.

3.3.8 Catalytic Role and Replication

Discussion of replication in relation to the SLM Project has to be undertaken at two levels – the macro-level of replicating it as a national-scale project to cover a wide area, and the micro-level with regard to replication at site-based interventions. Success of SLM in controlling land degradation in these two vulnerable sites has indicated that the approach can work in Uganda and could be replicated in broad area including all other vulnerable parts of the cattle corridor. The integrated nature of the policy-level mainstreaming, awareness generation on SLM and land degradation, arrangement of knowledge base to inform policy makers and development planners and facilitate evidence-based planning, capacity building of government agencies, promotion of increased enforcement, research and monitoring provide a solid model of success and that it may influence future project design in the country.

At the micro-level, the project's performance was good. Most outputs of the project fall under the middle two levels of catalytic role, i.e. demonstration and replication. It also creates environment for economic development in these areas. Creation of environment for economic development will also provide incentives for mainstreaming SLM into National Development Plans.

Lessons learned with up-scaling needs to be replicated in other vulnerable areas within Cattle Corridor of Uganda. The project contributed to development of legislation and trained local government staffs and community members. These will help to strengthen SLM efforts and also make replication easier.

Government agencies, local government institutions and community based organisations and local communities expressed interest to replicate lessons from this project in wide areas.

Besides Uganda, the learning from this project could be useful for other countries with similar land degradation problems. Hence for the benefit of projects and for replication in other areas, the project disseminated lessons learned to a wide audience through various means like report distribution, information sharing through different networks, shared with other GEF and UNDP projects, international networks and other institutions.

The project conducted meetings and workshops with government officials and other stakeholders. Similarly, exposure visits were conducted for line departments and stakeholder representatives. The awareness generation among line department, government agencies and other stakeholders will play a catalytic role to replicate lessons in other vulnerable areas. In addition, another GEF project is currently in the development stage and expected to build on the outcomes of this project, especially to support issues around land tenure. The project also developed an exit strategy.

3.3.9 Ratings

104. As per UNDP guidelines, the TE ratings are consolidated in Table 9 below.

Table 9: Terminal Evaluation's Rating Project Performance

Criterion	Comments	Rating
Monitoring and Evaluation		
Overall quality of M&E	The design of M&E was up to standard with a fully itemised and cost plan included in the Project Document covering all the various M&E steps including the allocation of responsibilities. But the feedback mechanism and technical aspect was weak.	Moderately Satisfactory
M&E design at project start up	As above.	Moderately Satisfactory
M&E Plan Implementation	M&E implementation was satisfactory in case of internal monitoring while monitoring of progress and impact was weak. Weak progress monitoring affected adaptive management with impact on decisions making.	Moderately Satisfactory
IA & EA Execution:		

Overall Quality of Project Implementation/Execution	The Project implementation was slow at the beginning and was improved in 2013 but that pace was not maintained so overall implementation was slow which resulted in incomplete implementation of several activities. Similarly, technical feedback was weak and left a lot of room for improvement in time and quality of outcome. This also affected adaptive management practice.	Moderately Satisfactory
Implementing Agency Execution	MAAIF integrated team exhibited drive to meet the targets and able to some extent but some of the targets could not be met as they were very ambitious and some due to late implementation. They showed their desire to communicate their knowledge to others. But there is still room for up scaling activities and also in some cases opportunities for technical improvement remains.	Moderately Satisfactory
Executing Agency Execution	The Ministry of Finance, the executing agency linked very well with MAAIF & UNDP; and was very actively involved in project guidance especially at the project board level and provided some level of supervision and backstopping to the Project. But there were some weaknesses in identifying constraints and providing feedbacks for addressing issues.	Moderately Satisfactory
Outcomes		
Overall Quality of Project Outcomes	Overall quality is of the high order.	Moderately Satisfactory
Relevance	The project intervenes to conserve globally important biodiversity rich area i.e. Cattle Corridor, is congruent with GEF and national priorities, and remains pertinent in light of the current levels of threats.	Relevant
Effectiveness	A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Likely.	Moderately Satisfactory
Cost-effectiveness (Efficiency)	Project management costs were higher than the allocated budget and expected outcomes were not completely achieved by the time of terminal evaluation. Similarly, activities implementation was slow and due to that some activities were recently started, some yet to be started and some that were said to have started were not found functioning (e.g. early warning) so efficiency was weak.	Moderately Satisfactory
Sustainability:		
Overall likelihood of risks to Sustainability	There are some risks but since stakeholders are aware, strengthened and committed it is assumed that these risks will not take place or could be handled.	Likely
Financial resources	Good – Central government, local government and community based groups showed long-term commitment to the area and there is evidence of considerable technical, policy and some financial commitments from the government.	Likely
Socio-economic	Solid – beneficiaries showed increased awareness and changed behaviours linked to SLM risk management.	Likely
Institutional framework and governance	Institutionally good through strengthened capacity and support from senior staff in the government both at local and central levels. Community intuition and local government strengthened.	Likely
Environmental	The project itself is designed to address environmental risks and other than unpredictable ones there are no evident risks. Some risks related to climate change exist but that is beyond control of project. The project had activities to address soil erosion drought and maintaining soil fertility.	Likely
Impact:		
Environmental Status Improvement	Improved land management; generation of information on soil and practicing of sustainable agricultural practices and development of knowledge base and enhancing of capacity of government and other agencies for evidence based planning was satisfactory. Similarly, policy recommendation on SLM and development of SLM plans for districts will support long term management of environmental resources. But target of woodlots and CAP was not met, so the desired level in environmental status was not improved.	Average

Environmental Stress Reduction	Construction of physical structures like water reservoir for water supply to cattle and human beings and making contours to control erosion and capacity enhancement of local government and community based organisations reduces environmental stress. Similarly, energy efficient cooking stoves and improved kilns for charcoal production will decrease pressure on forests. Moreover, awareness generation on local communities and at government level also creates an environment for proper management of land degradation risk. But the project was not able to meet the target and some of the activities were initiated late so the project was able to reduce stress only to some extent.	Minimal
Progress towards stress/status change	Generally good – construction of water reservoir helps to address drought related stress while contour making and minimum tillage helps to decrease soil erosion, mulching and adding manure in soil helps to maintain soil fertility. Establishment of weather stations for early warning, community management arrangements, increased interest of the government bodies, local political bodies and NGOs, increased awareness of planners are in progress but project could not meet the target, so expected level of stress and status change was not made.	Minimal
Overall Project Results		**Moderately Satisfactory**

4. Conclusion, Recommendation & Lessons Learned

4.1 Conclusion

The SLM Project was designed with provision for appropriate management arrangements but some of the targets were ambitious and not achievable within the project period. The lengthy process of fund disbursement affected implementation of activities in the beginning. With the feedback from the monitoring process, the direct payment to grantees was agreed between the implementing Ministry and UNDP which improved the implementation process. Due to delays in the beginning and various other obstructions the project could not complete all its activities, results of some of the activities are yet to be seen and some still were still under implementation at the time of conducting the terminal evaluation. But despite these difficulties, the team has managed to deliver a series of interventions that have reduced the threats of desertification to a certain level. This has party been achieved through generation of awareness from local to the national level, mainstreaming SLM in development planning through developing District SLM plans and creating a knowledge base and facilitating access to it, as well as construction of physical structures to combat drought and soil erosion. Some of the activities were delayed and initiated at the latter part of the project so target indicators were not seen by the evaluation team. Indicators of some of the activities were very ambitious and were recommended to change by the MTR. But the MTR was also made late, these changes were not approved by the UNDP/GEF Regional Coordination Unit and this has affected the rating of the achievements. Though the project has been underpinned by good science and a technical approach of good calibre there are still room for further technical improvement. It has enhanced capacity to incorporate ground information related to soil, weather, local practices and SLM issues into the development planning process of the local government in the pilot areas; and improved environmental awareness and raised concerns about desertification risk at the local communities' and government.

The project was able to accomplish several activities and the remaining ones have been initiated and will contribute towards meeting the targets with follow up and support from the implementing and executing agencies. To address the SLM related problems, the project intervened in four main area: review and improvement of policies, awareness generation, infrastructure development and improvement of rural household economy. The policy development approaches included revision of policies and plans to incorporate SLM issues. Similarly, District level Land Management plans were developed to mainstream SLM. Likewise, policy recommendations were made for SLM and sustainable charcoal production. To encourage evidence based planning, the project conducted studies and generated knowledge on biophysical and socio-economic aspects and made these available to the local and national government officials. Infrastructures facilities like water reservoirs and weather

stations for early weather information transmission and contour construction for controlling soil erosion were developed. Without addressing livelihoods of the people it is not possible to address SLM as poverty is one of the root causes. Hence, the project trained farmers in conservation agriculture practices which provide the dual benefit of improving household economy and also stopping soil erosion. Similarly, improved cook stoves and improved kilns doubled charcoal production also helping to decrease drudgery of women, decrease pressure on the forests and also supported the local economy. To reach a large audience, the information generated by the project was uploaded in websites of the implementing Ministry and UNDP and also networking with like-minded institutions within the country was facilitated by the project.

To make the outcomes and interventions sustainable, the project formed community groups, trained them in various technologies and also on financial management. The community members were made aware of the benefits of using weather information from early warning systems for farmers and pastoralists' decision making. The project tested participatory planning and implementation approaches. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other areas of the cattle corridor and beyond it.

4.2 Recommendations

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

I. The project provided support to CBOs to clear 100ha of *Lantana camara* in Kasolwe Government Livestock farm (in Kamuli district) to use the land for maize and later for grass plantation. The project also provided funds to purchase equipment and the group produced 12,000kg of biochar for making briquettes. It is recommended that MAAIF and MWE should share knowledge from this piloting with different institutions working in this field so that they could initiate similar activities/interventions (e.g. bio briquettes production) into future programing. UNDP should also utilise this knowledge to develop a briquettes program in its future projects on a wider scale in order to reduce use of wood and also to provide economic incentives to rural poor.

II. The project target areas have a large numbers of cattle which supply large amounts of dung. The dung could be used for biogas production to substitute wood use for reducing pressure on forests. The climate of Uganda is also very favourable for bacterial activities required for digestion of dung to produce gas. This will also reduce drudgery of women and will have a positive impact on health by reducing smoke inhalation from firewood. Slurry from the biogas plants could be very good manure to improve fertility of the soil and also help in termite control. Hence it is recommended that Ministries (MAAIF, MWE and MEMD) should recommend to organisations that are working with them to include biogas programs in their future projects.

III. Solar technology was not considered in this project. It is recommended that UNDP and also Government of Uganda should promote solar technology to substitute Biomass energy demands. Solar cookers and dryers could help in cooking and drying food while electricity from solar could be used for household lighting purposes. Likewise, in future projects, to pump water from reservoirs, it is recommended to use solar water pumps instead of fossil fuel based pumps.

IV. Instead of pumping water from the reservoirs to cattle feeding tanks using pumps, construction of reservoirs and feeding tanks with consideration of gradient (land gradient based technology) could avoid use of such pumps. If the reservoir's floor is raised slightly (about 6 inches) in the existing one and the depth of the feeding decreased by 6 inches, the gradient would facilitate water flow from reservoir to feeding tanks without use of any machinery. The same could be followed by placing the water tanks for human water consumption under the ground level and people could collect water in buckets dropped with the help of ropes like they do in the traditional wells. It is thus recommended that all future projects of UNDP and other organisations that involve such activities should follow the gradient technology to distribute water.

V. It is recommended that the monitoring and feedback mechanisms in the future projects of UNDP be strengthened. In this project, several tree species used in termite prone areas were exotic and were prone to termite attack (*Pinus* sp. was exception). If this was monitored on

time and feedback provided then damage could have been controlled. Similarly, due to weak monitoring and feedback, several activities were delayed.

Actions to follow up or reinforce initial benefits from the project

VI. The project initiated a land tenure securing process with awareness generation activities to encourage application submission. This process should be continued to provide land tenure documents to farmers. Land tenure is very important as it will encourage investment in sustainable land management. Hence, it is recommended that MAAIF and UNDP should follow this process to make sure that it will complete its objectives.

VII. The project established two weather stations, one in each project districts. The Weather station in Nakasongola faced some technical problems and was not operating. It is recommended for repairs to facilitate transmission of weather information to the meteorology department. Similarly, weather information has not yet been transmitted to farmers on their mobile phones as targeted. Hence, it is recommended that UNDP and MAAIF follow up to make sure that the problem at the local body is resolved and distribution of weather message to farmers is initiated.

VIII. The project supported the development of Parish level Land use plans for some parishes in the project districts. It is recommended that the implementing ministries follow up implementation of land use plans by the district governments. But before that, the local governments should conduct programs to familiarize farmers on the land use planning guidelines.

Proposals for future directions underlying main objectives

IX. Some activities complement others so they had to be implemented in proper sequence. Some activities are weather specific e.g. plantations. Hence, it is recommended that the future projects of UNDP and also others working in coordination with MAAIF should analyse implementation sequence prior to implementation to avoid delays and to realise impact of the activities within expected timeframe.

X. It is recommended to upscale and replicate lessons learned from this project by UNDP and other agencies involved in this project. There could be many potential donors willing to invest in such activities so it is also recommended that lessons learned should be disseminated to a large audience including other areas of the cattle corridor and beyond. UNDP and GEF could use its network for dissemination.

XI. It is recommended to promote insurance mechanism in pastoralism and agriculture to safeguard farmers. Due to climate change weather became very unpredictable. If farmers whose economy is not so strong have to take risk of climate change then their situation becomes further worsened. Hence to encourage farming and pastoralism, insurance mechanisms should be promoted. Considering the economic situation of the farmers, premium of such insurance should not be high or be subsidised.

XII. As farmers' economy is not so strong, it is difficult for them to bear management cost of maintaining project interventions like cost of fuel to run generators for pumping water, maintenance of water tanks, repairing equipment etc. Hence, to make SLM activities sustainable it is recommended to create endowment fund for farmers' group with clear operating guidelines. Later when farmers' economic status improves then the group could start charging for the services. This could help sustain the endowment fund which could be used to initiate other economic development activities.

XIII. There are several experiments conducted to control termites by using biological methods. It is recommended that MAAIF should promote biological termite control methods by training farmers' groups. A copy of the manuscript on such study is already provided to project team and relevant officers. For reference one of such publication is provided here: **Isaiah N. et.al. 2015. The effects of tillage, mulching and termite control strategies on termite activity and maize yield under conservation agriculture in Mozambique. Elsevier, Crop Protection 78(2015) 54-62**. More references are provided in Management section of Lessons Learned.

4.3 Lessons Learned

Best and worst practices in addressing issues relating to Relevance, Performance and Success

Lessons learned are arranged under project-related headings. Further discussions and key points for future projects have been added in this section. Some of the lessons learned listed below have arisen from discussions with persons interviewed during the evaluation and the team thank them for their insights.

Strategic

- *Community organisations lack scientific knowledge and are ill-equipped for handling such projects so support to enhance their knowledge and strengthen their capacity will help to encourage them to continue in adapting risk of climate change or desertification and there by facilitate a cooperative approach for reducing damage from land degradation.*
  Lack of knowledge has been seen as a drawback in many projects limiting communities from taking precaution. Similarly, lack of knowledge, literacy and lack of capacity affect their ability to manage risk. Awareness generation on risk of land degradation and its potential impacts available adaptation measures and availability of appropriate technology helps to reduce damage. Moreover, linking them with early warning systems help farmers' decision making helps to minimise risk in decision-making. Increased economic benefits from sustainable agriculture practices and other income generation activities encourages communities to conserve their resources.
- *Local adaptation knowledge is easily adapted by the rural communities.* Local knowledge should be promoted together with scientific knowledge to respond to local situation as they are more easily adapted by the rural communities. Local communities were good in identifying signs of land degradation and proposing suitable and feasible mitigation measures. One example observed in Nakasongola district was that local communities proposed and piloted night kraaling as a method of reclaiming bare patches of land, locally known as "biwaramata". Night kraaling is a practice where the communities confine cattle in a small paddock of a bare patch for several nights to allow the livestock to concentrate the dung deposing in this small area. The dung provides nutrients for the seeds that exist in the dung to germinate and colonise the hitherto bare patches of land. After the bare patch has fairly recovered, the night kraal is shifted to another part of the bare ground for reclamation.
- The farmer exchange visits promoted farmer to farmer learning and technology transfer from one community to another. This is the best way for transferring technology to farmers as farmers could explain by simplifying the technical terms more appropriately to another farmer making learning more effective.

Design

- *Working directly through existing government structures brings dividends*
  The project chose to work directly with the Ministry of Agriculture, Animal Industry and Fisheries, five other ministries and local government, rather than setting up parallel implementation structures. This decision has proved very successful not only in empowering government by providing experience and training, but also in developing effective government "ownership", engagement, participation and motivation, thereby promoting long-term sustainability of the project's achievements.
- *Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.*
  The project chose to work with various institutions of different levels and local communities. This helped in empowering these institutions by providing experience, training and equipping in a well-funded and well-equipped environment and also in developing effective "ownership", engagement, participation and motivation, thereby promoting long-term sustainability of the

project's achievements at community levels. It also helped to generate local guardianship (from community organisations or groups, local authorities and National Government's relevant sectors) that made project implementation efficient and effective.

- *Community participation in the project design, formulation of implementation modality, implementation and monitoring is very important.* This will help to implement projects effectively and also make activities sustainable. In this project, the inclusion of local communities, through the small grants approach helped local communities to identify environmental issues that need to be addressed and enabled them to innovate a wide range of mitigation measures and livelihood improvement strategies.

- *Local communities understand causes of land degradation and environmental problems but due to lack of livelihood alternatives they are forced to continue unsustainable practices so if project designs consider alternatives for betterment of livelihood by improving their practices then locals wil cooperate.* The local communities understand and appreciate that the livelihood activities like charcoal burning, bush fires, overgrazing and poor soil management accelerate environmental degradation. They also showed willingness to change their practices if they are provided with alternative environmentally sound practices like improved casamance kilns which support their livelihoods.

Project Management

- *Constant contacts with communities are vital to community-based land degradation risk management projects.* Good communication and regular communication in relation to project activities with the communities helps to promote successful, community-based projects as they built trust and motivation of the targeted local communities. To achieve this, the quality and commitment of those employed at the sites are key attributes of a project. This project has been benefited from efficient site coordinators and technical staff. But what the evaluation team believes to be the most important factor is the almost constant contact that they have had with the communities throughout the project's lifetime. This frequency of contact has undoubtedly enabled the project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mind-sets and behaviours and brought about the success of the SLM schemes. The role of the National Project Manager is very vital in motivating field staffs.
- *Implementation by the institution with long experience and capacity makes program technically sound.*All technical activities i.e. sustainable agriculture practices, contour making, minimum tillage, water harvest, energy efficient cooking stoves, efficient kiln for charcoal production etc. were implemented through MAAIF, MEMD, MLHUD and MWE which have very long experience, broad institutional set up from national to field level and experienced personnel. This assured technical standards of implementation of activities and their performances. Due to involvement of experienced and technically strong institutions, technical implementation has gone smoothly and brought about satisfactory results, generally thought to be of a high standard.
- *High participation of women in groups and forming women's groups will assure more success.* Women were found more serious in SLM activities. It was observed that the groups with more women and women groups were more efficient in implementation and functioning and able to generate expected results. This also helped to generate leadership and develop decision making authority among them and also increased income through income generating activities (bee keeping, conservation agriculture, livestock etc., also see output 2.3, 3.1 and 3.3 paragraph 4) improving their livelihoods. Women were found to be more engaged in SLM activities. This could be because they are the one who most interact with natural resources through activities like water collection, firewood collection, livestock grazing, cooking and working in agriculture field. The community groups with domination of women and women's group were most successfully implementing project activities and able to achieve desired results.
- *Low cost and environment friendly options for termite control are effective.* Termite effect was less in moist areas. This means irrigation could help to address the termite problems. Mulching, tillage and other control strategies should be considered in the project design to address the

termite problems in agriculture and in woodlots plantation. More knowledge could be gained from the following manuscripts:

~ Sileshi, G.W., Nyeko, P., Nkunika, P.O.Y., Sekamatte, B.M., Akinnifesi, F.K., Ajayi, O.C.(2009). Integrating ethno-ecological and scientific knowledge of termites for sustainable termite management and human welfare in Africa. Ecology and Society, 14(1), 48.

~ Logan, J.W.M, Cowie, R.W., Wood, T.G. (1990). Termite (Isoptera) control in agriculture and forestry by nonchemical methods: a review. Bulletin of Entomological Research, 80, 309 - 330.

~ Nkunika, P.O.Y. (1994). Control of termites in Zambia: Practical realities. Insect Science and its Application, 15, 241 - 245.

Annex I: Terms of Reference for Terminal Evaluation

TERMINAL EVALUATION TERMS OF REFERENCE

BASIC INFORMATON Location: Uganda Application Deadline: July 30th, 2015 Type of Contract: Individual Contract

Post Level: International Consultant Languages Required: English Starting Date: (date when the selected candidate is expected to start) October 15th, 2015 Duration of Initial Contract: 20 working days Expected Duration of Assignment: 20 working days

BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the ENABLING ENVIRONMENT FOR SLM TO OVERCOME LAND DEGRADATION IN THE UGANDA CATTLE CORRIDOR DISTRICTS (PIMS 00058105)

The essentials of the project to be evaluated are as follows: Project Title: ENABLING ENVIRONMENT FOR SLM TO OVERCOME LAND DEGRADATION IN THE UGANDA CATTLE CORRIDOR DISTRICTS GEF Project ID: 3227 UNDP Project ID: 00072031 GEF Focal Area: Land degradation Executing Agency: Ministry of Finance, Planning and Economic Development Other Partners involved: Ministry of agriculture, Animal Industry and fisheries, Ministry of Lands, Housing and Urban development, Ministry of Trade Industry and Cooperatives, Ministry of Energy and Mineral development. GEF financing at endorsement (Million US$): 1,830,730. Total co-financing financing at endorsement (Million US$): 2,400,000 ProDoc Signature (date project began): 12/08/2010 (Operational) Closing Date (proposed): 31/12/2015

OBJECTIVE AND SCOPE:

The overall goal of the project is sustainable land management that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the cattle corridor ecosystem. This project was designed to provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the cattle corridor production system, which goal would be achieved through 3 major outcomes including:

1) The policy, regulatory and institutional environment support sustainable land management in the cattle corridor (in particular policy and legislation for sustainable charcoal and the security of tenure strengthened); 2) Knowledge based land use planning forms basis for improving drylands farming and pastoralism for sustainable economic development (Capacity for land use planning developed and utilized); 3) Local economic development facilitated through diversification and access to finance and insurance; 4) Project managed effectively and lessons used to upscale SLM in the cattle corridor districts and the country.

At mid-term, a review was carried to assess the implementation of the project as well as the extent to which it had achieved its intended objectives and results, and generating lessons learnt to guide the implementation of the remaining activities of Project. MTR findings highlighted that the project is relevant for both the communities , the districts and Uganda as a nation in their needs to alleviate poverty through improved land productivity, and relevant for the implementation of the UNCCD. The MTR highlighted that the project had significant impacts at the community and district levels and its institutional framework was good enough to ensure sustainability of results at the national, sector level, at district and community levels. The project built capacity of districts to mainstream SLM into their development plans and budgets, trained established CBOs in resource mobilization and carried out activities that addressed long term environmental challenges and addressed all risks that would deter sustainability. The review noted that the project contributed to the United Nations Development Assistance Framework outcome focusing on supporting development of sustainable livelihoods and employment for vulnerable segments of the population in Uganda, through building the capacity of the UNCCD Focal Point, improving agricultural systems for increased productivity, reducing economic and gender disparities,

environmental shocks and recovery; and to National Development Plan by spearheading the smallholder productivity revolution in Uganda that systematically integrates Sustainable Land Management [SLM] in the agricultural production systems. Overall, the project was rated as proceeding in the right track but needed to scale up the activities.

The Terminal Evaluation (TE) will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the 'UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects' (2012), henceforth referred to as 'TE Guidance'. The overall objective of this TE is to assess the extent of achievement of the intended long term results defined in the PRODOC, and identify opportunities, challenges and lessons learnt during implementation, and determine relevance of a next phase of programming. The specific objectives of the TE are to:- ☐assess the extent to which project activities have delivered global environmental benefits ☐identify the impact of project activities on the target beneficiaries, particularly regarding local economic development ☐Identify the changes in the policy/regulatory environment and the effects they have on SLM/sustainable charcoal production in Uganda ☐Identify results of the project that should be scaled up into the rest of the country

Scope of work The Lead Consultant/Team Leader will have overall responsibility for the work and operations of the evaluation team, including the coordination of inputs from the national consultant. The lead consultant is responsible and overall accountable for the production of the agreed products and s/he will deliver on the following: i. Identify strengths and weaknesses in the project design and implementation ii. Ascertain achievements to date; to what extent the project has moved towards achievement of the objectives and outputs under the three outcomes in the results framework and the need for continued focus iii. Assess likelihood of sustainability of results iv. Examine the significance of un-expected results, whether beneficial or detrimental in character v. Assess to what extent the project has contributed to building capacity at national, district and community levels to formulate, implement and monitor actions/activities for sustainable land management vi. Identify and assess lessons learnt and best practices in relation to achievement of the project objectives and outputs vii. Assess how this SLM project has adapted to emerging issues and trends such as climate change, energy and other emerging issues, etc. viii. Assess the validity of assumptions used in the development of the this SLM project;

EVALUATION APPROACH AND METHOD:

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the TE Guidance. A set of questions covering each of these criteria is provided to the selected evaluator. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

DUTIES AND RESPONSIBILITIES

The evaluator is expected to conduct a field mission to project sites in Nakasongola and Kamuli districts. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Agriculture Animal; Industry and Fisheries, National Agricultural Research Organization, Ministry of Energy and Mineral Development, Ministry of Lands, Housing and Urban development, Ministry of Water and environment, ministry of Finance, and Ministry of Trade and Industry, Nakasongola and Kamuli district local governments.

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. The project team will provide all the necessary documents to the selected evaluator. The obligatory rating scales must be completed and included in the evaluation executive

summary. The lead consultant will compile the required reports and present the key findings highlighting achievements, constraints, and make practical recommendations to decision makers and stakeholders, and finalize the Terminal Evaluation Report using the required format as shall be informed. Compile the reports as needed.

EVALUATION CRITERIA & RATINGS: An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework, 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:

☐ Monitoring and Evaluation design at entry ☐ Monitoring and Evaluation Plan Implementation ☐ Overall quality of M&E ☐ Relevance ☐ Effectiveness ☐ Efficiency ☐ Overall Project Outcome Rating ☐ Quality of UNDP Implementation – Implementing Agency (IA) ☐ Quality of Execution - Executing Agency (EA) ☐ Overall quality of Implementation / Execution ☐ Sustainability of Financial resources ☐ Socio-political Sustainability ☐ Institutional framework and governance sustainability ☐ Environmental sustainability ☐ Overall likelihood of sustainability

PROJECT FINANCE AND CO-FINANCE:

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the Required Co-financing Table (as found in the TE Guidance), which will be included in the terminal evaluation report.

MAINSTREAMING: UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global projects. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IMPACT:

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements [a useful tool for gauging progress to impact is the 2009 Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office].

CONCLUSIONS, RECOMMENDATIONS & LESSONS: The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

IMPLEMENTATION ARRANGEMENTS:

The principal responsibility for managing this evaluation resides with the UNDP CO in Uganda. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME: The total duration of the evaluation will be 20 days over a time period of 3 weeks (recommended: 10-12), according to the following plan:

☐ Preparation: 3 days ;expected completion: October 20, 2015 ☐ Evaluation Mission: 10 days; expected completion date: November 3rd, 2015. ☐ Draft Evaluation Report: 5 days; expected completion: November 10th, 2015. ☐Final Report: 2 days; expected completion: date: 27th November, 2015.

DELIVERABLES: The evaluation team is expected to deliver the following:

☐Inception Report: Evaluator provides clarifications on timing and method, Evaluator submits to UNDP CO no later than 2 weeks before the evaluation mission ☐Presentation of Initial Findings: Evaluator submits to project management and UNDP CO at the end of evaluation mission ☐Draft Final Report: Full report (per template provided in TE Guidance) with annexes, Evaluator submits to CO within 3 weeks of the evaluation mission, reviewed by RTA, PCU, GEF OFPs ☐Final Report: Revised report, Evaluator submits to CO within 1 week of receiving UNDP comments on draft

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

PAYMENT MODALITIES AND SPECIFICATIONS:

☐20%- at submission and approval of inception report ☐30%- Following submission and approval of the 1st draft terminal evaluation report ☐50%- Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report)

COMPETENCIES

CORPORATE COMPETENCIES: ☐ Demonstrates integrity by modelling the UN's values and ethical standards; ☐ Promotes the vision, mission and strategic goals of UN/UNDP; ☐ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

FUNCTIONAL COMPETENCIES: ☐ Ability to lead strategic planning, results-based management and reporting; ☐Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback; ☐ Consistently approaches work with energy and a positive, constructive attitude; ☐ Demonstrates good oral and written communication skills; ☐Demonstrates ability to manage complexities and work under pressure, as well as conflict resolution skills. ☐ Capability to work effectively under deadline pressure and to take on a range of responsibilities; ☐ Ability to work in a team, good decision-making skills, communication and writing skills.

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

REQUIRED SKILLS AND EXPERIENCE The evaluation team will be composed of (1 international and 1 national evaluators). The International evaluator will be the team leader and will be responsible for finalizing the report). The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

EDUCATION: ☐ PhD or MSc degree and at least 7 years' experience in natural resources management, Agriculture, climate change adaptation/ mitigation, socio-economic development or related fields.

LANGUAGE REQUIREMENT

☐Excellent English writing and communication skills;

EXPERIENCE: ☐ Minimum 7 years of relevant professional experience; ☐ Knowledge of UNDP and GEF requirements; ☐Previous experience with results-based monitoring and evaluation methodologies;

☐Technical knowledge in the targeted focal area(s) including SLM, dryland agriculture, development processes with CBOs and grass root communities, and understanding of both conservation and development decisionmaking processes at national and district level is essential. ☐Experience with evaluating similar UN or GEF financed projects is an advantage ☐ Familiarity and knowledge of the UN Convention to Combat Desertification, integrated approaches to drylands development and capacity development projects would be an asset ☐Experience in leading small multi-disciplinary, multi-national teams to deliver quality products in high stress, short deadline situations.

LANGUAGE: ☐Advanced knowledge of English.

APPLICATION REQUIREMENTS:

Qualified candidates are requested to apply online via this website. The application should contain: ☐ CV In English ☐ Technical and Financial Proposal*- (using the standard template) Costs related to missions will be paid separately as per UNDP rules and regulations; (see Annex I) ☐ Incomplete applications will not be considered. Please make sure you have provided all requested materials. ☐ Please note that UNDP jobsite system allows only one uploading of application document, so please make sure that you merge all your documents into one single file.

*Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services).

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under dss.un.org

General Terms and conditions as well as other related documents can be found under: http://on.undp.org/t7fJs.

Due to large number of applications we receive, we are able to inform only the successful candidate(s) about the outcome or status of the selection process.

EVALUATION OF APPLICANTS: Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants' qualifications and financial proposal.

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:
☐ Responsive/compliant/acceptable; and ☐ Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. 70% - 30%.
Technical Criteria weight; [70%] Financial Criteria weight; [30%]
Only candidates obtaining a minimum of 490 points (70% of the total technical points) would be considered for the Financial Evaluation. Technical Criteria – Maximum 1000 points:
☐ Expertise of the Individual (Qualifications and Experience) – 300 Points; ☐ Description of approach/methodology to assignment/logical plan of action – 700 Points.
Interested individual consultants must submit the following documents/information to demonstrate their qualifications in one single PDF document on this jobs website:
1) Duly accomplished Letter of Confirmation of Interest and Availability using the template provided by UNDP (Annex II). 2) Personal CV or P11, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references. 3) Technical proposal: a. Brief description of why the individual considers him/herself as the most suitable for the assignment b. A methodology, on how they will approach and complete the assignment. 4) Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II)
Annexes
☐ Financial proposal that indicates the all-inclusive fixed total contract price, supported by a breakdown of costs, as per template provided (Annex II); ☐Annexes I (Terms & Conditions) and II - may be downloaded from the UNDP Procurement Notices Website - http://procurement-notices.undp.org/ - under reference # 23658. For further clarifications, please contact; fredah.zawedde@undp.org; justine.naiga-bagonza@undp.org and diana.nabbanja@undp.org; ☐ Interested applicants should submit applications through uploading of all their required documentation in one single pdf document on this website only.

Annex II: Itinerary of Activities of the Final Evaluation Mission

Dates	Task	Contact person & their contacts
A. Preparation		
10-12 December 2015	• ***Home-based work to*** prepare for evaluation including desk review of documents provided in advance at home office and develop preliminary evaluation methodology • ***Depart from home country (13 December, 2015)***	Consultants: Dr. Arun Rijal (Arun Rijal arunrijal@yahoo.com), Dr. John Wasige (johnwasige@g,ail.com)
14 December 2015 Monday	• International consultant arrives in country.	Programme Manager: Mr. Paul Mwambu (WhatsApp Number +256 774 013363, pmwambu2@yahoo.com or paul.mwambu@undp.org)
B. Evaluation Mission		
9:00-12:00 14th December 2015 Monday	Meeting inception: project staff, International & National Consultant UNDP & MAAIF	Onesimus Muhwezi (0772 289139, onesimus.muhwezi@undp.org), Stephen Muwaya (0752 642536, smuwaya@yahoo.com), Kamala Grace (0772 659678, kamalagrace2@yahoo.com) ,Sarah Mujabi (0772 289138, sarah.mujabi@undp.org), Paul Mwambu (0772 289157, paul.mwambu@undp.org), Dr. Robert Nabanyumya (0772 289217, Robert.nabanyumya@undp.org), Elias Tumuhimbise (0772 289154, elias.tumuhimbise@undp.org), Others
15th December 2015 Tuesday	• Travel to Nakasongola for field work ~ Meeting with District Team ~ Visit project sites & Community meetings ~ Travel back to Kampala	The Chief Administrative Officer, Mr. A Kasozi (0772 456916, zisokas@yahoo.com) and the District SLM Coordinator, Mr. James Bond Kunobere (0700 127113, jimkunoberejb@gmail.com)
16th December 2015 Wednesday	Visit Nakasongola project sites & Meet with Sub-county Officials, Community meetings & Travel back to Kampala	Mr. James Bond Kunobere (0700 127113, jimkunoberejb@gmail.com) and Mr. Henry Kaweesi (0772 894876, kaweesihenry@gmail.com)
9:00-11:00 17th December 2015 Thursday	Ministry of Agriculture Animal Industry and Fisheries	Mr. Stephen Muwaya (0752 642536, smuwaya@yahoo.com); Mr. Sunday Mutabazi (0772 468207, sundaymutabazi@yahoo.co.uk) , Mr. Zac Muyaka (0752 966955, zac_muyaka@hotmail.com)and Mr. Grace Kamala (0772659678, kamalagrace2@yahoo.com)
11:30-1:30 17th December 2015 Thursday	Ministry of Energy and Mineral Development	Mr. John Tumuhimbise (0714 694014, tumuhimbise@energy.go.ug) and Ms. Justine Akumu (0789 784613, j.akumu@energy.go.ug)
2:00-3:30 17th December 2015 Thursday	National Agricultural Research Organization	Dr. Drake Mubiru (0782 415843, drakenmubiru@yahoo.com), Dr. William Nanyenya (0772 441471, willinany@gmail.com) and Dr. Sarah Nalule (snalule@gmail.com)
18th December 2015 Friday	Travel to Kamuli for field work ~ Meeting with District Team ~ Visit project sites & Community meetings ~ Night in Jinja/ Kamuli	Mr. Robert Isabirye (alupar@yahoo.com), CAO, Mr. Musenero ,District Production Coordinator (0772 595849, musenero@hotmail.com) ;

Dates	Task	Contact person & their contacts
A. Preparation		
19th December 2015 Saturday	Visit Kamuli project sites, Community meetings & Meet with Sub-county Officials & Travel back to Kampala	BANDERA (Mr. George Mpaata- 0777 682613), Gemakumwino Nabbala, and any other
20th December 2015 Sunday	Work on findings	
9:00-11:00 21st December 2015 Monday	Ministry of Lands, Housing and Urban development, and a visit to the Uganda Land Alliance	Mr. Robert Opio (0751 914846, robertopiomlhud@gmail.com), Freda Mutuzo (0772 319379, mutuzofridah@yahoo.com or fridahmutuzo@yahoo.com , Ms. Beatrice Kyasimire (0772 363221, bkyasiimire@wcs.org), Mr. Edmond Owor (071 502803, emowor@yahoo.com) and Dr. Justine Namalwa (0772 962877, namaalwa.justine@gmail.com)
11:30-1:30 21st December 2015 Tuesday	Ministry of Water and environment/ Ministry of Trade and Industry	Mr. Mugabi David (0782 059294, mugabisd@gmail.com ; Mr. Bob Kazungu (0782 687190, bob.kazungu@gmail.com)
2:00- 21st December 2015	Work on Findings	
22nd December 2015 Wednesday	Debriefing : Presentation of the highlights to the project Board	Project staff & stallholders (presentation to the project Board)
23 December 2015 Thursday	Departure of International consultant	Inter. consultant
A. Draft Evaluation Report		
25Dec015-15 January 2016 (Try to complete before said date)	• Home-based work to prepare draft report • Submission of final draft report to UNDP for comments and suggestions	consultants
15 January 2015	• UNDP provides comments and suggestions on draft report	
A. Final Evaluation Report		
23-26 January 2016	Home-based work to finalize report based on comments from stakeholders, followed by submission of the final report to UNDP for further circulation	consultants
26 January 2016	Submission of final report to UNDP for further dissemination	consultants

Annex III: Persons Interviewed

Meeting with Kampala based stakeholders

Meeting date	Meeting/Organisation	**Contact persons/**
9:00-12:00 14th December 2015	Meeting inception: project staff, International & National Consultant UNDP & MAAIF	**OnesimusMuhwezi** 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 **Sarah Mujabi** Programme officer Environment United Nations Development Programme Uganda **Stephen Muwaya** SLM Project Coordinator MAAIF (smuwaya@yahoo.com) Tel: 0752642536 **Paul Mwambu** Project manager SLM programme (paul.mwambu@undp.org) **Dr. Robert Nabanyumya** Technical Advisor MAAIF- SLM programme (nabanyumya@yahoo .com) **Elias Tumuhimbise** (0772 289154, elias.tumuhimbise@undp.org)
5:00-5:30 15th December 2015	Ministry of Water and environment/	Mr. Bob Kazungu (0782 687190, bob.kazungu@gmail.com)
9:00-11:00 17thDecember 2015	Ministry of Energy and Mineral Development	Ms. Justine Akumu (0789 784613, j.akumu@energy.go.ug)
2:00-3:30 17thDecember 2015	Emailing: National Agricultural Research Organization	Dr. Drake Mubiru (0782 415843,drakenmubiru@yahoo.com), Dr. William Nanyenya (0772 441471, willinany@gmail.com) and Dr. Sarah Nalule (snalule@gmail.com)
4:00-5:00 17th December 2015	Ministry of Lands, Housing and Urban development, and a visit to the Uganda Land Alliance	Mr. Robert Opio (0751 914846, robertopiomlhud@gmail.com) Ms. Beatrice Kyasimire (0772 363221, bkyasiimire@wcs.org), Mr. Edmond Owor (071 502803, emowor@yahoo.com) and Dr. Justine Namalwa (0772 962877, namaalwa.justine@gmail.com)
19thDecember 2015	Ministry of Trade and Industry	Ocatum Joseph Paul, jpocatum@gmail.com, 0772997592
21thDecember 2015	Ministry of Agriculture Animal Industry and Fisheries	Mr. Stephen Muwaya (0752 642536, smuwaya@yahoo.com); Mr. Sunday Mutabazi (0772 468207, sundaymutabazi@yahoo.co.uk), Mr. Zac Muyaka (0752 966955, zac_muyaka@hotmail.com)and Mr. Grace Kamala (0772659678, kamalagrace2@yahoo.com)

Meeting with Distick based stakeholders

C. Evaluation Mission		
15thDecember 2015	• Travel to Nakasongola for field work ~ Meeting with District Team ~ Visit project sites &Community meetings ~ Travel back to Kampala	The Chief Administrative Officer, Mr. A Kasozi (0772 456916, zisokas@yahoo.com) and the District SLM Coordinator, Mr. James Bond Kunobere (0700 127113, jimkunoberejb@gmail.com)
16thDecember 2015	Visit Nakasongola project sites&Meet with Sub-county Officials, Community meetings&Travel back to Kampala	Mr. James Bond Kunobere(0700 127113, jimkunoberejb@gmail.com) and Mr. Henry Kaweesi(0772 894876, kaweesihenry@gmail.com)
19thDecember 2015	Travel to Kamuli for field work ~ Meeting with District Team ~ Visit project sites & Community meetings	Mr. Robert Isabirye (alupar@yahoo.com), Mr. Joseph Isanga, 0752553390

Interviews with beneficiaries of farmer small grants

Date	Name	Designation	Farmer group	SLM activities	District
15th December 2015	Nviiri Kalisiti	Chair person	KamuKamu Namaasa Women group	Water harvesting for domestic & livestock Rangeland rehabilitation	Nakasongola
	Katongole Robert	secretary			
	Buule Geofrey	Ass. Secretary			
16th December 2015	Nanyike Edinansi	Farmer	NAFIPETLPE farmer group	Apiculture Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves	
	Waswa stephen bamba	Chair person		Efficient Charcoal production Apiculture Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves	
	Nakanyike Catherine	Farmer		Apiculture Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves	
	Sebyalla Moses	Farmer		Efficient Charcoal production Apiculture Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves	
	Nakafero keti	Chairperson	AgaliAwamu Women Group – Kasozi	Apiculture Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves Dairy farming Value addition on Groundnuts processing	
	Harriet Byansi	Treasurer			
	Namirembe Victor	Farmer			
	Proscovia Sanyu	Farmer			
	Robinah Nakabugo	Farmer			

	Makayi Nyombi	Information secretary			
	Serugwa Gerald	Farmer			
	Kibuka Samwel	Farmer			
19th December 2015	Musirike Joseph	Farmer	Gemakumwino Yourth Development Group	Tree planting (fruit & woodlot) Efficient Charcoal production Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Apiculture	Kamuli
	Nabirye Matovu	Farmer			
	Maganda James	Farmer			
	Batuli Constant	Farmer	Nabala farmers Organization	Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Tree planting (fruit trees)	
	Mwidu Amiisi	chairperson	Agaliawamu development group	Tree planting (fruit & woodlot) Efficient Charcoal production Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Apiculture Energy saving stoves	
	George Mpata	chairperson	BANDERA 2000	Water harvesting for domestic Tree planting (fruit & woodlot) Efficient Charcoal production Conservation agriculture (contour ridges, planting in basins, crop residue retention, fertilizer application) Energy saving stoves	
	Tigawalana John	Farmer			
	Baligeya Patrick	Farmer			
	Nanangwe Suzan	Farmer			
	Babirye Florence	Farmer			
	Musenero Tabiisa	Farmer			
	Tigawalana Betty	Treasurer			
	Magoba Ruth	Vice chairperson			

Annex IV: Summary Evaluation of Project Achievements by Objectives and Outcomes

The Project logframe in the Project Document was revised in the Inception Report. The present evaluation matrix uses the version contained in the Inception Report and also used by the MTR.

KEY:

GREEN = Indicators show achievement successful at the end of the Project.

YELLOW = Indicators show achievement nearly successful at the end of the Project.

RED = Indicators not achieved at the end of Project.

HATCHED COLOUR = estimate; situation either unclear or indicator inadequate to make a firm assessment against.

Project Objective: To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system.

Description	Performance Indicator	Baseline	Target Level at end of project [2015]	Achievements as of December 2015	Rating
To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor	Improvement in rangeland condition	Various statistics report that about 90% of rangelands badly degraded	At least 25% of the rangeland registering improvement in pilot districts using range condition measurements] by mid-term and 75% cumulative by end of the project	The estimated total rangeland in the two project districts is 65300 ha. Of these about 3000ha of the rangeland (4.6%) was improved through various activities like plantation of tree and grass species, promotion of hay production, rehabilitation of degraded lands, improvement in efficiency in charcoal production and energy saving improved stoves and encouraging to grow energy crops. The achievement is far less than the target but it is due to ambitious targets which was not possible to meet with the allocated budget and time. Suggestion to change the target indicators was approved by the Project Board and though UNDP CO sent recommendation to GEF secretariat for approval but till the date of final evaluation no response was received from the GEF secretariat.	MS

production system	Woodland condition	Various statistics report that about 90% of rangelands badly degraded	At least 25% of woodlands showing recovery as measured by regeneration and improvements in species index and canopy cover	As per information received from the project office, the project was able to rehabilitate about 2450 ha (about 15%) of woodland. The activities conducted for this purpose included community forests establishment, growing woodlots at household level, rehabilitating bare lands by planting fodder tree, promotion of community nurseries and building communities capacities to plant woodland. Besides, study was conducted to identify the fastest growing energy trees to recommend appropriate species for the woodlot plantation for charcoals. Since some of the plantation activities took place recently, it is too early to judge exact area recovered. Survival rate of planted saplings varies in different sites. On average success rate of plantation seem between 50-60 %.	MS
	Carbon mitigated from sustainable charcoaling	Currently no sustainable charcoaling and no carbon mitigated from it	At least half a million tons of carbon dioxide mitigated from sustainable charcoal in the districts by mid-term and a million cumulative at the end of the project	Through establishment and use of 7 SAM 1 retorts, 7 institutional stoves, use of wood saving cooking stoves in 25,000 households and use of improved Casamance kiln by 150 CPA members, the project has contributed to mitigate emission of large quantity of carbon dioxide. However, the rates of gross deforestation were also found to be high in those areas. 25000 Cooking stove saves about 70000tons of $C0_2$ emission. Information regarding quantity of firewood used by Schools is not available to calculate reduction of carbon dioxide reduction. Likewise, total quantity of firewood burned by the 7 SAM 1 retorts and Casamance kiln is unknown so it is difficult to calculate $C0_2$ reduction by these kilns. But farmers mentioned that production of charcoal is doubled from the improved kilns which indicate the combustion efficiency of the kiln. Increased charcoal quantity means reduction in CO_2. Hence, it could be said success of this effort.	

	Reduction in soil erosion	More than 85% of land experiencing serious forms of erosion	At least half of land under improved SLM registers at least 15% reduction in soil erosion by mid-term and 40% cumulative by end of project	A total of 2181ha (0.45%) were brought under conservation agriculture. In such areas through mulching, minimum tillage and pit digging soil erosion was reduced to large areas of land but in the areas infested by termites soil erosion could not reduce more than 5% because in such areas termite attacks and destroy mulch.	MU
	Change in household wellbeing	More than 95% of households below the UN defined poverty line	At least 25% improvement in household welfare for a minimum of 75% of the households in pilot districts, as measured by percentage increase in household income, percentage reduction in number of food insecure days, etc.	Household welfare has improved in the household that were approached by the project for implementing conservation agriculture practices, which increased maize yields by up to 200% and bean yields up to 150% compared to conventional farming methods. With establishment of several water-dams animal loss from drought was brought to 1% in the recent dry season which was 50% at the beginning of the project. Water storage through water harvesting has reduced women's drudgery. Similarly, rehabilitation of bare lands to grow new pasture has increased forage for animals which increase animal productivity improving livelihoods of the pastoralists. With 1500 to 1700households in each sub-county, the total number of households in the project areas is 28000 and of these about 8000 households (29%) were benefited from the project and had improved livelihoods.	MS
OC1:The policy, regulatory and institutional environment support	Extent of land under SLM	Less than 50,000 ha under any form of SLM in pilot districts	Over 780,000 ha under direct SLM by mid-term and 1,480,000 ha cumulative by the end of the project	About 7631ha (Woodlots-2450ha, Improved rangeland-3000ha & Conservation Agriculture-2181ha) of land brought under SLM by the end of the project.	MU

sustainable land management in the cattle corridor [in particular policy and legislation for sustainable charcoal and land tenure security strengthened	Resource users with security of tenure	Most land in Nakasongola under either Mailo or communal tenure and almost 50% of Kamuli is either under Mailo or communal with no security of tenure	At least 50% of the land users have some form of secure tenure	With the support from the Uganda Land Alliance, Capacity of communities, area land committees and land administrators was built to understand their rights on land and on acquisition of certificates of tenure right. About 15% of the communities have tittles, but many now are aware of the process to follow in order to get tenure right certificate. Posters, booklets and fliers were developed in local language by ULA and Ministry of Lands and disseminated to the users.	MU
	Number of policies mainstreaming SLM	All policy statements mention importance of SLM but do not have details of how SLM will be ensure	At least 4 policies revised to mainstream SLM principles and so provide a better policy environment for SLM	Policies were revised to mainstream SLM principles. The newly approved National Agricultural policy (2014), the Biomass energy strategy (2014), the National Climate change policy (2014) and the National Development Plan (2015/16-2020) have all mainstreamed SLM and National SLM investment framework was also launched.	S
	Number of policies with legislation and institutional arrangements for effective implementation	None of policies have updated and effective frameworks well linked in to the LCs	Discussion for legislation and institutional arrangements for policy implementation for at least 4 key policies held by mid-term and recommendations provided and adopted by the end of the project	A review of 8 policies associated with regulation of charcoal production was done and recommended to develop a standalone charcoal policy for the country. However, the responsible ministry preferred to develop Principles to be embedded in the charcoal law and to finalize the Biomass energy strategy, both of which are relevant for operationalizing the Renewable Energy Policy 2014.	MS

	Legal status of charcoal	No clarity on the legal status of the charcoal chain. Some aspects are legal while others are not. Production is not legal, transportation is often banned but consumption is not regulated and therefore, presumably not illegal	Recommendations for policy changes needed to legalize charcoal provided by mid-term and have government support by end of the project [it is difficult for the project to get the policy approved]	The project contributed to development of the legal framework relevant for legalization of charcoal production by generating the following documents: 1. Principles on Charcoal Value Chain Standards 2. Guidelines on Taxation of Charcoal 3. Guidelines for Channelling Charcoal Revenue into Production Lines 4. Policy Brief on Guidelines on Taxation of Charcoal 5. Policy Brief on Principles on Charcoal Value Chain Standards 6. Principles to be embedded in the charcoal law As mentioned earlier, no attempts were made to develop a standalone charcoal policy due to different interest of Ministry.	MS
	Revenue from charcoal going to District and national revenue	Minimal collection through licensing but none through taxation	Collection of revenue by Districts and Uganda Revenue Authority from charcoal processes increase by 25% by mid-term and 50% cumulatively by end of the project	The formation of Charcoal producers' Associations made charcoal processes more prominent and easier to collect tax; however districts are reporting the same level of revenue returns from charcoal because of the legal status of charcoal until now. Guidelines for re-investing tax revenue into sustainable charcoal production approaches have been developed and are awaiting ratification and launching by MEMD.	MS
OC2:Knowledge based land use planning forms the basis for improving drylands sustainable economic	Percentage of land and resource users adopting improved practices	Less than 10% engaging in 1-2 improved practices consistently	At least 25% of cultivators adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end	About 50% farmer adopted CA in the pilot districts. They were practicing at least 3 practices which include planting in basins, mulching, drip irrigation and use of animal manure/ inorganic fertilizers. In some areas all conservation agriculture practices including mulching, use of permanent planting basins, ripping instead of ploughing, applying organic and inorganic fertilizers at planting, trenching and agro-forestry were practiced.	MS

development	Change in soil fertility	Very low and declining, exact levels for pilot districts obtained during inception	At least 10% increase in soil fertility from baselines for land users consistently engaging in 3-5 improved practices by mid-term and by 30% cumulatively by end of the project	Soil fertility among the farmers that have adopted the improved farming practices has increased by 7%. More than 80% of the farmers that adopted conservation agriculture practices reported increases in production by 150-200% for the annual crops such as Maize and Beans. Through collaboration with Makerere University, at least 12 farming communities acquired portable soil testing kits which help them to understand the soil fertility and make decision on fertilizing their land using both organic and inorganic fertilizers (the use of inorganic fertilizers is low).	MS
	Use of weather data for adapting SLM practices	Less than 5% use of weather information provided by Uganda Meteorological Department	At least 15% of the agriculturists and pastoralists taking decisions on the basis of weather and drought early warning information by mid-term and 40% cumulatively by project end	Weather stations established in both project district but the one in Nakasongola faced some technical problem so not transmitting weather information while the one in Kamuli is transmitting weather information to Meteorology Department. Weather information centres were not able to distribute weather information to the farmers and pastoralists for their decision making. Unlike objective of the output, at the moment farmers' decisions on planting is mostly based on the weather forecasts from the radio. Project office assured that they will fix the technical issue of Nakasongola weather station and also initiate weather information transforming to farmers.	MS
	Number of people with relevant skills for SLM	Less than 20% of land users and pastoralists have skills for improved management; less than 50% of technical officers have updated SLM skills	At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term; by the end of project, at least 60% of land users and 75% of technical officers cumulatively have updated skills	At least 90% of the Technical officers in the focus districts have been trained and have capacity to share SLM practices. Similarly, at least 30% of Land users in the target districts have improved skills on SLM practices.	MS

	Lessons generated	Limited knowledge management happening now, no clear mechanism for generating and sharing lessons	Lessons on improved land and resource tenure, range rehabilitation, sustainable charcoaling, improved livestock mobility, crop and livestock insurance, and other important project initiatives available for dissemination through the upscaling project	Information materials including leaflets, booklets and brochures in different languages were developed and disseminated to share information about the project. Information generated from several studies and policies reviews are yet to be published and distributed. Some of such studies are as follows: 1. The State of Land and Natural Resource Tenure in the Cattle Corridor Areas and Actions to Ensure Security of Tenure. A case of Nakasongola District. 2. Manual for management of energy crops for charcoal and fuelwood production in the rangelands of Uganda. 3. The State of Land and Natural Resource Tenure in the Cattle Corridor Areas and Actions to Ensure Tenure Security: A case of Kamuli District. 4. Community Awareness as a Strategy for Increased Security of Land tenure: The FAQs 5. Increasing Security of Land Tenure in Cattle Corridor Areas of Uganda: Lessons to inform Policy Actions. 6. Participatory Land Use Planning Guidelines; District and Local level planning 7. Building community capacity for increased security of land tenure: A reference manual for land administrators 8. Principles to be embedded in the charcoal legislation to support sustainable charcoal production in Uganda. 9. A review of policy, regulatory and institutional framework for charcoal value chain standards in Uganda. Lessons learned are documented but not printed yet for distribution. Some lessons learned were posted in relevant ministries' and UNDP's webpages.	MS

OC 3: Local economic development strengthened through diversification and improved	Change in agricultural productivity	Currently low and declining, exact levels of selected crops to be obtained during inception	At least 10% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end	More than 50% of the farmers adopted 3-6 Conservation Agriculture practices including some SLM technologies that resulted in increase in yield of maize and beans from 150 to 200%. Project team mentioned that they are no trying to approach more farmers in other parts of the country with support from COMESA. Their target is to train 3500 more farmers to practice conservation agriculture by March 2016.	MS

access and finance and insurance	Number of households with insurance for crops and livestock	No insurance scheme operating	At least 10% of pastoralists and agriculturalists participating in the index based insurance scheme by mid-term and 25% cumulatively by project end	An insurance company, M/s Lion Assurance, has been contracted to develop a national agricultural insurance policy and formulate and pilot Insurance scheme for cattle and selected crops to the tune of 950 insurance units. The final insurance policy document is available for submission to UNDP and later to stakeholder and MAAIF for review. The insurance unit is defined as a single farmer or a production unit (livestock or field crop). The pilot weather index based insurance in the project focus districts has started work, with community mobilization and awareness creation on the index. Up to 500 farmers units were identified and selected for Kamuli District and 225 farmers units for Nakasongola districts. Maize-beans crops were selected for Kamuli and maize-soya for Nakasongola districts. Lion Insurance company is working with Dutch company called EARS [www.ears.nl] that is providing an agricultural weather insurance index that is based on Relative Evapotranspiration [RE] of crops derived from satellite data. The RE index is set at 0.4 for grass condition and 0.6 for crop condition during the season as threshold to trigger compensation to the insured a farmers against the climate risks. The company charges 1-5% of the cost of crop as premium in different situations and 5% of the cost of animal to ensure a cow or bull. The system is already in place in Uganda. Insurance scheme is being piloted under product name called Kungula Agri-insurance which is driven by a communication philosophy of; I see, I hear, I experience and I relate that encourages farmers to manage their crop so as to avoid crop losses due to drought. The communication channels include; posters, grammar phones and local radio stations in local languages. Stakeholder platform is available to ensure the reliability of RE index. The stakeholders include; Insurance Regulatory Authority (IRA), MAAIF, Makerere University, Uganda National Meteorology Authority (UNMA)/MWE, Uganda Cooperative Alliance, MTIC and NARO. The staffs of the Meteorological Authority has been consulted to ensure the reliability of the Relative Evapotranspiration [RE] rates and data provided by M/S EARS.	MS

	Number of households or individuals accessing micro-finance and credits	Less than 10% of households have access	At least 25% increase in numbers accessing micro-finance and credits	Ministry of Trade, Industry and Cooperatives (MTIC) undertook a scoping study to determine special micro finance needs for pastoralist communities; consequently capacity building was done at district level to link micro finance service providers and the cultivator and pastoralist communities to increasingly engage with micro finance providers. The service providers are rather rigid with their terms because they claim agriculture is still a very risky business, which forces them to keep lending rates very high. Therefore, the target of 25% increase in numbers accessing micro-finance and credits was not achieved.	MU
	Number of groups with operational sustainable charcoal processes	No groups engaged in sustainable charcoal	At least 10 groups with sustainable charcoal production	Up to 30 Charcoal Producers Associations (CPAs) have been identified and trained on principles of sustainable charcoal production and marketing and awareness created on how they can benefit from carbon finance. There are 600 members of CPAs currently using Casamance and 120 members are using Sam retort kilns. Only two CPAS have planted 16ha of feed stock trees as a sustainability strategy. The groups are yet to enter into formal arrangements that can enable them to access benefits from carbon financing.	MS
	Number of functional charcoal associations	5 charcoal associations but without functional governance systems	At least 10 charcoal associations have rules and regulations for sustainable charcoal and are actively enforcing them	There are now 30 Charcoal Producers Associations legally recognized within the project Districts; and are engaging in activities towards sustainable charcoal production.	S

	Adoption of improved charcoal kilns in carbonization	Less than 10% use improved kilns in carbonization	Number of charcoal producers using improved kilns in carbonization in pilot districts increase by at least 30% by mid-term and a cumulative 50% by project end	The number of charcoal producer groups adopting improved kilns in carbonization increased by 25% during the project period compared to the original users of traditional earth kilns. The project has assisted in providing 20 casamance and 6 SAM1 Retorts were built in the two districts, which are in use. At least 150 charcoal producers have access to and utilize the SAM1 retorts and 600 charcoal producers are using the Casamance kilns. Some limitation in adoption of the more preferred casamance was associated with the weight which made them difficult to transport into the forested areas. A modified casamance is under construction which could pave way for increasing adoption of improved kilns for carbonization. The communities responded that they produce 50% more charcoal than with the conventional earth kiln local methods. One group has been assisted with the provision of equipment to make briquettes from invasive species Lantana camara which has made 12,000 kg of biochar for making briquettes. The group is facing the issues of marketing.	MS
	Mobile livestock	The current trend is tilted to fast rates of sedenterization; specific baseline will be obtained during inception	At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project.	The number of cattle keepers who still practice mobile pastoralism was about 5%. Mobile pastoralism has a deemed future because of the changes in land tenure system dictated by the new land policy that encourage more sedentary behaviour and practices. Study indicated that mobile pastoralism was triggered by water scarcity for livestock in the cattle corridor. Hence, the project circumvented the problem of water scarcity by constructing community water reservoir that provide water in dry seasons and reduce the need for mobile pastoralism. Besides, rangeland is interrupted by agriculture and which obstruct mobility and the land tenure system also is barrier in mobility.	MS

	Incidence of conflicts over resources [inter- and intra-pastoralists and agriculturalists]	Very high number of incidents of conflicts, specific baseline will be obtained during inception	At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end	The project has revitalized the operations of the districts, Sub-county and Parish land committees through capacity building of the land committees which are expected to reduce land conflicts. Capacity building initiatives by the Uganda Land Alliance have led to reduction of at least 5% of incidents of conflicts between land lords (land title owners) and settlers (bonafide occupants), the latter preferring to use negotiation and their knowledge of their rights to acquire more secure tenure. Further reduction in conflicts is expected to arise from the mapping of communal properties that has been done, and creation of awareness about the user rights associated with them. Consultations with 12 groups revealed no occurrence of conflicts on the issues of land or otherwise. A clear estimate of the reduction in conflicts was however not available.	MS
	Attitude towards mobile livestock by policy makers	Most policy makers and technical officers blame mobile pastoralism for land degradation and conflict over resources in cattle corridor	At least 25% change in attitudes towards nomadic pastoralism among policy makers [measured through rapid assessments at key meetings]	The range lands and pastoralism policy has been embraced within the ministry of Agriculture Animal Industry and Fisheries; and has provided a platform for ministry staff to appreciate the importance of pastoralism. There is much greater awareness about pastoralism and its importance to the national economy. It was however not possible to measure the percentage change in attitudes; interactions indicate an estimated change of at least 10%.	MS

Annex V: Map of Uganda showing Cattle Corridor

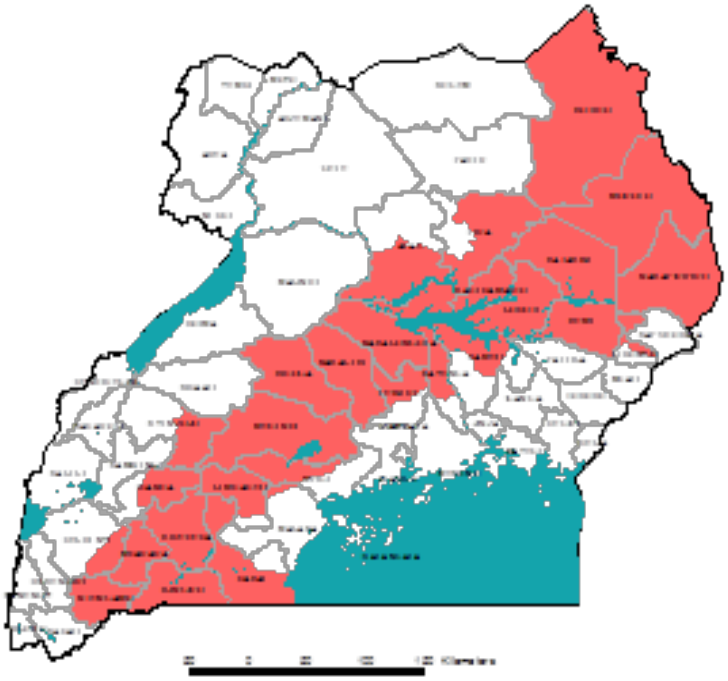
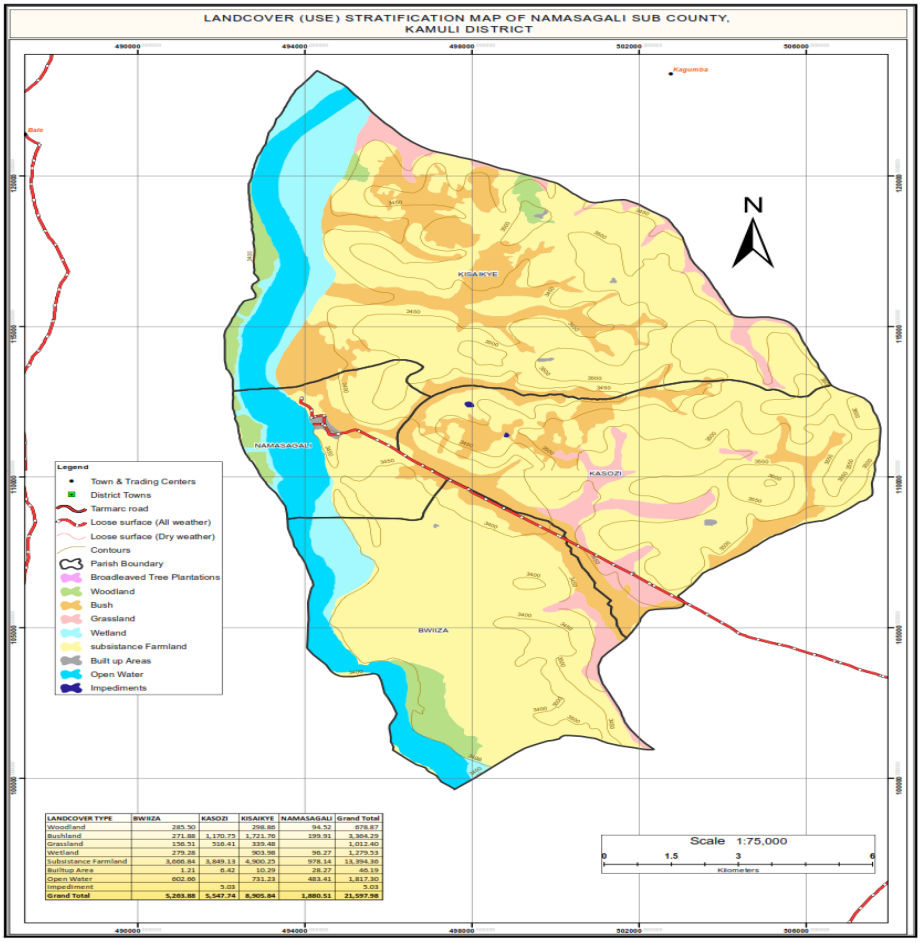


Figure 1: Map of Uganda showing cattle corridor



LANDCOVER TYPE	BWIIZA	KASOZI	KISAIKYE	NAMASAGALI	Grand Total
Woodland	285.30		298.88	94.52	678.87
Bushland	271.88	1,170.75	1,721.76	199.91	3,364.29
Grassland	156.51	516.41	339.48		1,012.40
Wetland	275.28		903.98	96.27	1,275.53
Subsistance Farmland	3,666.84	3,849.13	4,900.25	978.14	13,394.36
Builtup Area	1.21	6.42	10.29	28.27	46.19
Open Water	602.66		731.23	483.41	1,817.30
Impediment		5.03			5.03
Grand Total	5,263.88	5,547.74	8,905.84	1,880.51	21,597.98

Figure 1: Land Use Map of Namasagali Sub-County

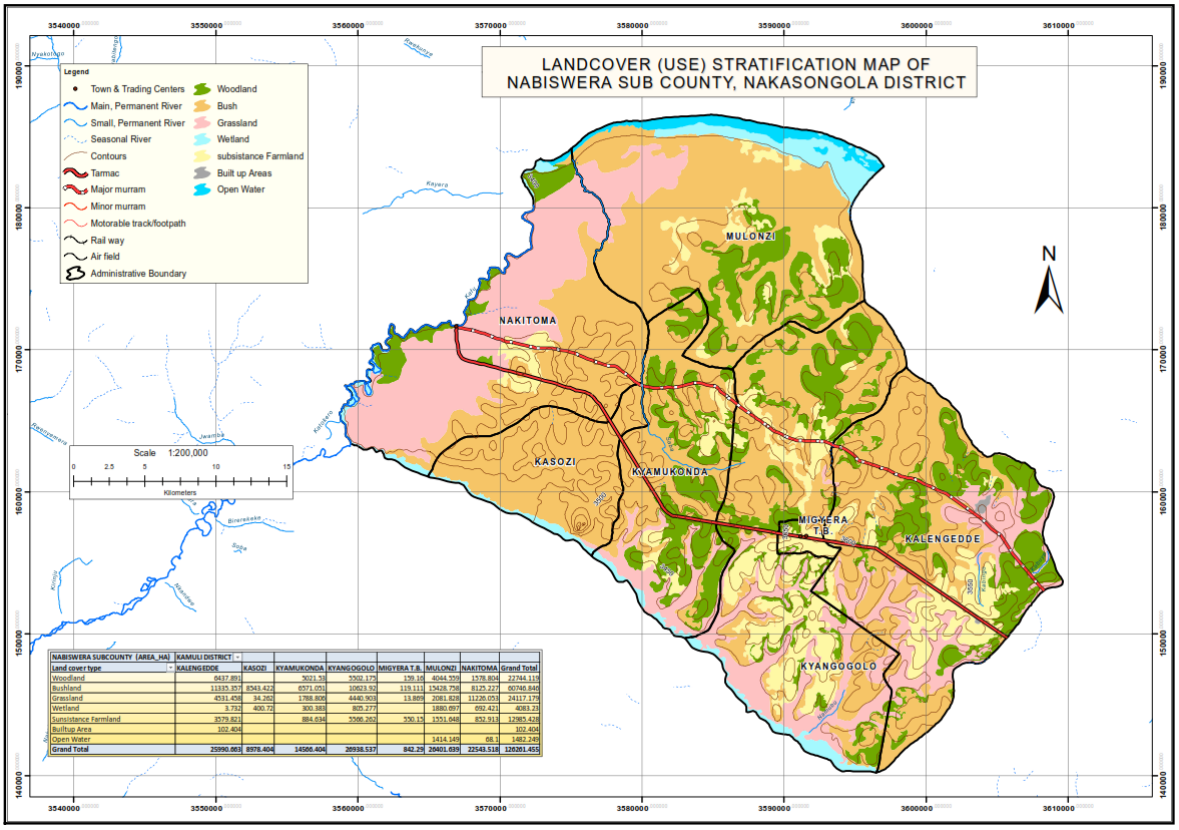


Figure 2. Land Use Map of Nabiswerra Sub-County

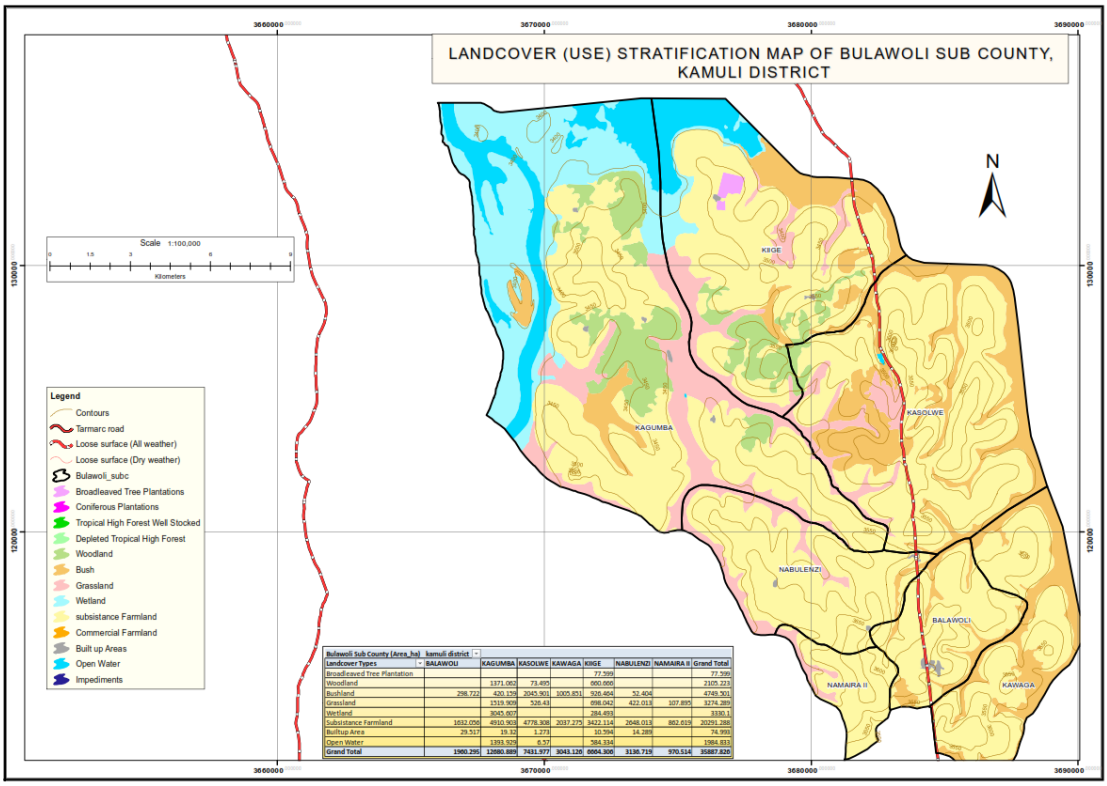


Figure 3. Land Use Map of Balawoli Sub-County

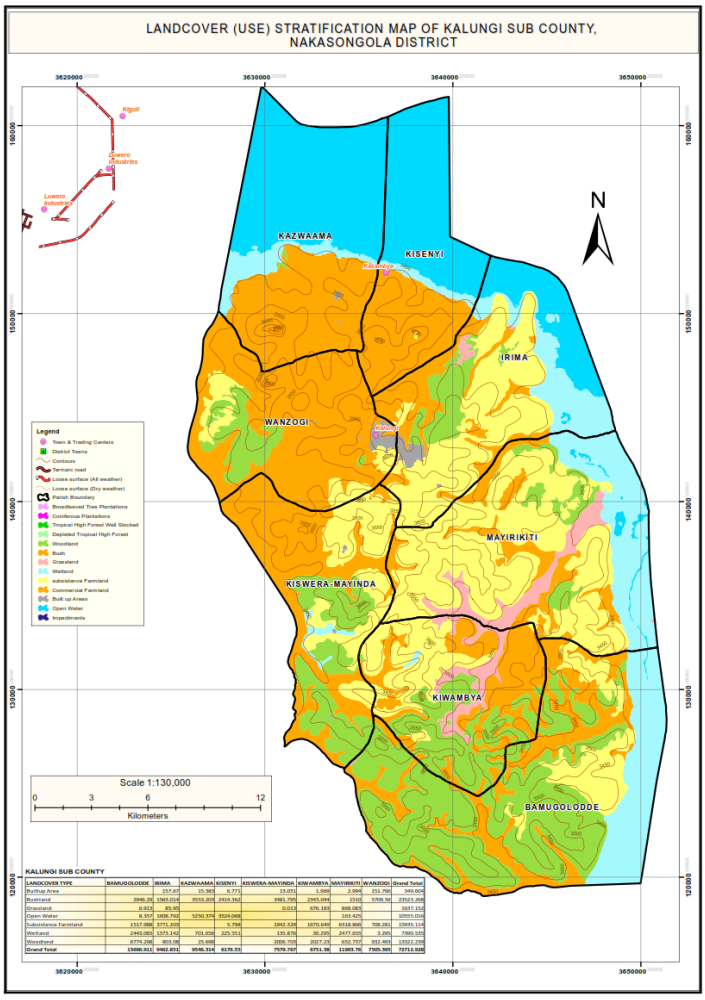


Figure 4. Land Use Map of Kalungi Sub-County

Annex VI: Revised Table of Project Indicators

Project Strategy	Objectively verifiable indicators				
Goal	**"Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem.**				
Objective / Outcome	**Indicator**	**Baseline**	**Target as per ProDoc**	**Sources of verification**	**Risks and Assumptions**
Objective: To provide land users and managers with the enabling policy, institutional and capacity environment for effective adoption of SLM within the complexity of the cattle corridor production system.	Improvement in rangeland condition	Various statistics report that about 90% of rangelands badly degraded	At least 25% of the rangeland registering improvement in rangeland condition in pilot districts [using range condition measurements] by mid-term and 75% cumulative by end of the project	Baseline report augmented by rangeland condition sampling under the M&E system linked to Transects done by MoA/NARI a relevant Project reports	Prolonged drought Increased encroachment by agriculture
	Woodland condition	Various statistics report that about 90% of rangelands badly degraded	At least 25% of woodlands showing recovery as measured by regeneration and improvements in species index and canopy cover;	Baseline report augmented by ecological sampling under the M&E system linked to Transects done by MoA/NARI a relevant Project reports	Prolonged drought Increased encroachment by agriculture
	Carbon mitigated from sustainable charcoaling	Currently no sustainable charcoaling – no carbon mitigated from it	At least half a million tons of carbon dioxide mitigated from sustainable charcoal in the districts by mid-term and a million cumulative at the end of the project	Reports of the charcoal associations on extent of adoption of sustainable charcoal augmented by records of carbon credits ready for sale and/or sold	Voluntary markets dry up due to the global financial crises. This would reduce the incentive for sustainable charcoal;
	Reduction in soil erosion	More than 85% of land experiencing serious forms of erosion	At least half of land under improved SLM registers at least 150% reduction in soil erosion by mid-term and 40% cumulative by end of project	Soil erosion monitoring reports as part of the participatory ecological monitoring;	Occurrence of El Nino or severe drought;
	Change in household wellbeing	More than 95% of households below the UN defined poverty line	At least 25% improvement in household welfare for a minimum of 75% of the households in pilot districts, as measured by percentage increase in household income, percentage reduction in number of food insecure days, etc.	Socio-economic monitoring reports as part of the participatory monitoring system	Severe weather events such as drought or El Nino making SLM improved practices ineffective

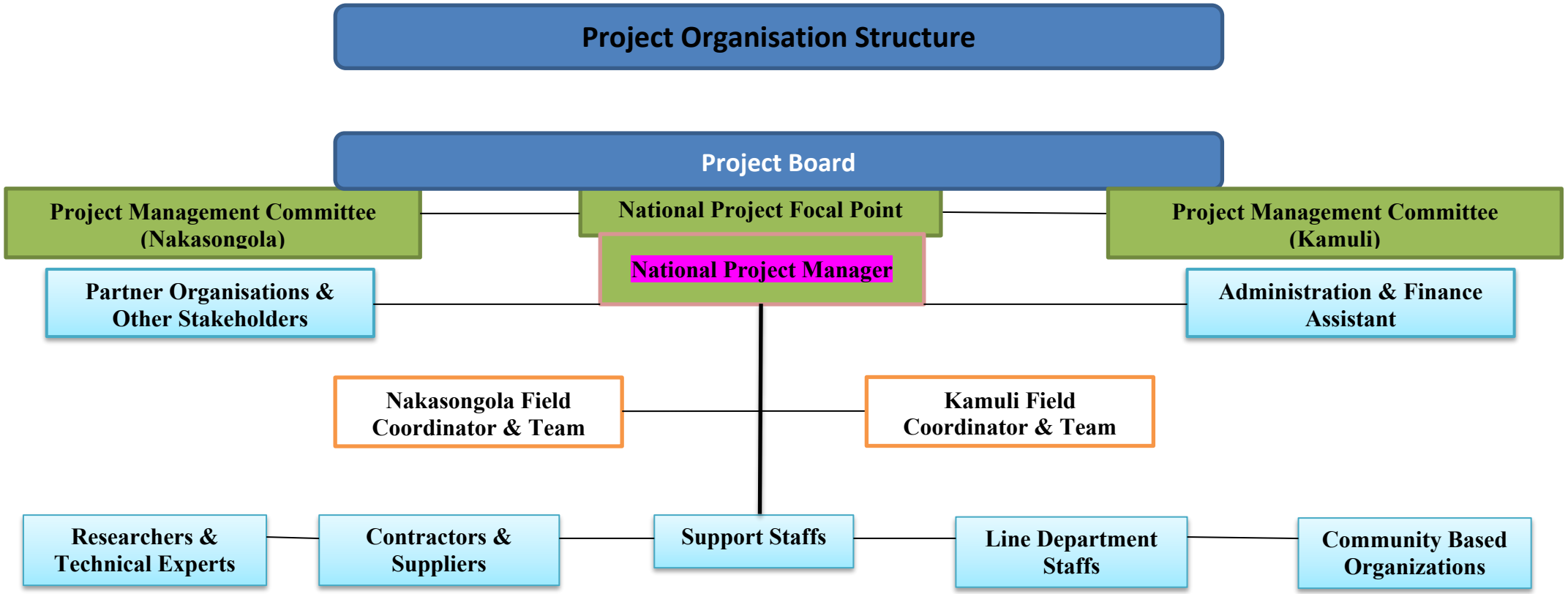
Project Strategy	Objectively verifiable indicators				
Goal	**"Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem.**				
Objective / Outcome	**Indicator**	**Baseline**	**Target as per ProDoc**	**Sources of verification**	**Risks and Assumptions**
Outcome 1. The policy, regulatory and institutional environment support sustainable land management in the cattle corridor [in particular policy and legislation for sustainable charcoal and tenure security strengthened]:	Extent of land under SLM	Less than 50,000 ha under any form of SLM in the pilot districts	Over 780,000 ha under direct SLM by mid-term and 1,480,00 ha cumulative by the end of the project	Monitoring reports, project technical reports	Security of tenure can be obtained No new influx of agriculturalists, so rate of encroachment can be contained
	Resource users with security of tenure	Most land in Nakasongola under either Mailo or communal tenure and almost 50% of Kamuli is either under Mailo or communal with no security of tenure	At least 50% of the land users have some form of secure tenure	Project monitoring reports; Land and resource security negotiations	The land policy emphasizes restoration of security of tenure through transformation of Mailo into other forms of land ownership. It also emphasizes the protection of rights under communal lands. Achievement of this indicator assumes that tenure arrangements that protect communal and other land tenure types can be negotiated and supported by speedy implementation of the policy guidelines
	Number of policies mainstreaming SLM	All policy statements mention importance of SLM but don't have details of how SLM will be ensured	At least 4 policies revised to mainstream SLM principles and so provide a better policy environment for SLM	Policy discussion papers and briefs; project monitoring reports	Policy processes tend to be slow in developing countries. Speeding up the process, especially of formulating legislative frameworks will be necessary for achievement of this indicator
	Number of policies with legislation and institutional arrangement for effective implementation	None of the policies have updated and effective frameworks well linked into the LCs	Discussions for legislation and institutional arrangement for policy implementation for at least 4 key policies held by mid-term and recommendations provided adopted by the end of project	Policy discussion papers and briefs; project monitoring reports	Policy processes tend to be slow in developing countries. Speeding up the process, especially of formulating legislative frameworks will be necessary for achievement of this indicator
	Legal status of charcoal	No clarity on the legal status of the charcoaling chain. Some aspects are	Recommendations for policy changes needed to legalize charcoal provided by mid-term and have government	Policy discussion papers and briefs; project monitoring reports	Slow speed of policy process

Project Strategy	Objectively verifiable indicators				
Goal	**"Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem.**				
Objective / Outcome	**Indicator**	**Baseline**	**Target as per ProDoc**	**Sources of verification**	**Risks and Assumptions**
		legal while others are not. Production is not legal, transporting is often banned but consumption is not regulated and therefore presumably not illegal	support by end of the project [t is difficult for the project to commit to get the policy approved].		
	Revenue from charcoal going to District and national revenue	Minimal collection through charcoal licensing but none through taxation	Collection of revenue by Districts and Uganda Revenue Authority from charcoal processes increase by 25% by mid-term and 50% cumulatively be end of the project;	Budgets Project monitoring reports	Current levels of rent seeking could divert revenue collection if not changed Slow policy change processes might delay the legislation that allows taxation to start
Outcome 2. Knowledge based land use planning forms the basis for improving drylands sustainable economic development	Percentage of land and resource users adopting improved practices	Less than 10% engaging in 1-2 improved practices consistently	At least 25% of cultivators adopting 3-5 forms of improved practices by mid-term and 75% cumulatively by project end	Sampling captured in project monitoring reports	Prolonged drought
	Change in soil fertility	Very low and declining, exact levels for pilot districts obtained during inception	At least 10% increase in soil fertility from baselines for land users consistently engaging in 3-5 improved practices by mid-term and by 30% cumulatively by end of the project	Sampling captured in project monitoring reports	Prolonged drought
	Use of weather data for adapting SLM practices	Less than 5% use of weather information provided by Uganda Meteorology Authority	At least 15% of the agriculturalists and pastoralists taking decisions on the basis of the weather and drought early warning information by mid-term and 40% cumulatively by project end	Sampling captured in project monitoring reports	Weather information from Met department continues to be largely inaccurate thereby reducing credibility
	Number of people with relevant skills for SLM	Less than 20% of land users and pastoralists have skills for improved management; less than	At least 40% of land users and 30% of technical officers requiring to update skills have done so by mid-term: by the end of project, at least 60% of land	Project training reports as part M&E reports	Current levels of political willingness and support for SLM by government and resource users declines

Project Strategy	Objectively verifiable indicators				
Goal	**"Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem.**				
Objective / Outcome	**Indicator**	**Baseline**	**Target as per ProDoc**	**Sources of verification**	**Risks and Assumptions**
		50% of technical officers have updated SLM skills	users and 75% of technical officers cumulatively have updated skills.		
	Lessons generated	Limited knowledge management happening now, no clear mechanism for generating and sharing lessons	Lessons on improving land and resource tenure, range rehabilitation, sustainable charcoaling, improving livestock mobility, crop and livestock insurance, and other important project initiatives available for dissemination through the upscaling project;	Project M&E and technical reports	Project implementation is effective and generates lessons worth sharing
Outcome 3. Local economic development strengthened through diversification and improved access to finance and insurance	Change in agricultural productivity	Currently low and declining, exact levels of selected crops to be obtained during inception	At least 20% increase in agricultural produce for key crops for those adopting 3-5 improved practices consistently by mid-term and 50% cumulative by project end	Project monitoring reports	Unusual weather event such as prolonged drought or El Nino
	Number of households with insurance for crops and livestock	No insurance scheme operating	At least 10% of pastoralists and agriculturalists participating in the index based insurance scheme by mid-term and 25% cumulatively by project end;	Household economic activity data captured in project monitoring reports	Insurance institutions are convinced to invest in the rural economy
	Number of households or individuals accessing micro finance and credits	Less than 10% of households have access	At least 25% increase in numbers accessing micro-finance and credits	Household economic activity data captured in project monitoring reports	Finance institutions are convinced to invest in the rural economy
	Number of groups with operational sustainable charcoal processes	No groups engaging in sustainable charcoal	At least ten groups with sustainable charcoal production operations and earning money from carbon finance	Charcoal production data captured in project reports	Voluntary carbon markets recover from current slump occasioned by the global financial melt down
	Number of	5 charcoal associations	At least 10 charcoal associations have	Charcoal production data	Current willingness and support by

Project Strategy	Objectively verifiable indicators				
Goal	**"Sustainable Land Management" that provides the basis for economic development, food security and sustainable livelihoods while restoring the ecological integrity of the Cattle Corridor ecosystem.**				
Objective / Outcome	**Indicator**	**Baseline**	**Target as per ProDoc**	**Sources of verification**	**Risks and Assumptions**
	functional charcoal associations	but without functional governance systems	rules and regulations for sustainable charcoal and are actively enforcing them;	captured in project reports	government and people to clean up charcoaling processes declines
	Adoption of improved kilns in carbonization	Less than 10% use improved kilns in carbonization	Number of charcoal producers using improved kiln in carbonization in pilot districts increase by at least 30% by mid-term and a cumulative 50% by project end	Charcoal production data captured in project reports	Current willingness and support by government and people to clean up charcoaling processes declines
	Mobile livestock	The current trend is tilted to fast rates of sedenterization; specific baseline will be obtained during inception	At least 50% of current mobile pastoralists still retain livestock mobility by the end of the project	Project monitoring reports	Current hostility based on misunderstanding of role of mobility persists
	Incidents of conflicts over resources [inter and intra pastoralists and agriculturalists]	Very high number of incidents of conflicts, specific baseline will be obtained during inception	At least 10% reduction in incidents of conflicts over land and resources in the pilot districts and a cumulative 50% reduction by project end	Project monitoring reports	Current hostility based on misunderstanding of role of mobility persists
	Attitude towards mobile livestock by policy makers	Most policy makers and technical officers blame mobile pastoralism for land degradation and conflict over resources in the cattle corridor	At least 25% change in attitudes towards nomadic pastoralism among policy makers [measured through rapid assessments at key meetings]	Sampling for attitudes Policy statements and level of support provided to enable mobility all captured in project monitoring reports	Current hostility based on misunderstanding of role of mobility persists

Annex VII: Organizational Structure of Project



Annex VIII: Field Visit Summary

Field study mission started from 14th of December 2015. On 14th December an Inception Meeting was organised in the PMU office to brief stakeholders on the Terminal Evaluation objective and approaches. On the same day National and International consultants had meetings to discuss the evaluation mission plan. International consultant also had brief meeting with Project Manager, PMU, Program Officer UNDP and Technical Advisor of the project. On the 15th and 16th December, Evaluation team (ET) visited Nakasongola and had first-hand information on the activities in the field, had interaction with farmers and also with local government officials and project team in this District. In the evening of 15th December, team had meeting with Mr. Bob Kazungu from Ministry of Water and Environment. On the 17th December ET met Ms. Justine Akumu of Ministry of Energy and Mineral Development and Mr Robert Opio of Minitry of Land, Housing and Urban Development and Mr. Edmond Owor of Uganda Land Alliance. On 18th December, team had plan to visit Kamuli District but UNDP didn't allowed team due to security reasons so team used this day to analyse findings. On the 19th December, ET visited Kamuli District and had interaction with farmers groups, local government staff and project team. In the evening of the same day team had meeting with Mr. Ocatum Joseph Paul of Ministry of Trade and Industry. On the 20th, ET had meeting in PMU with Mr. Paul Mwambu, Project Manager, Ms Sarah Mujabi, Programme officer UNDP, Dr. Robert Nabanyumya, Technical Advisor MAAIF-SLM programme. On 21st, Team worked on findings and prepared for debriefing to the project Board. ON the 22nd December, Team presented initial findings of project evaluation to the project board in Paradise Hotel in Jinja. On the 23rd December, International Consultant returned to home from Uganda.

Annex IX: Project Deliverables

- Project Brochure
- Leaflets
- T-shirt
- Training Manual

Annex X: List of References

- GEF Concept and/or Proposal. Project Document Revised Final Version.
- Inception Report, Report of the Inception Phase and Inception Workshop.
- Annual Progress Report 2012
- Annual Progress Report 2013
- Annual Progress Report 2014
- Quarterly Report January-March 2013
- Quarterly Report April-June 2013
- Quarterly Report July-September 2013
- Quarterly Report October-December 2013
- Quarterly Report January-March 2014
- Quarterly Report April-June 2014
- Quarterly Report July-September 2014
- Quarterly Report October-December 2014
- Quarterly Report January-March 2015
- Annual Work Plans 2012, 2013, 2014 and 2015
- Mid-Term Review Report 2014
- Final Project Report 2015
- Project Lessons Learned Report 2015
- Weather based Insurance Policy from LION 2015
- Building communities' capacity for increased security of tenure for land and resources as an incentive for investing in sustainable land management 2014
- Community Sensitization-Kamuli-Annex 4b
- Community Sensitization-Nakasongola-Annex 4b
- Community Sensitization-Summary and FAQs
- Land Tenure Status-Annex 2a-Kamuli
- Land Tenure Status-Annex 2b-Nakasongola
- Land Tenure Status –Summary for Kamuli
- Land Tenure Status –Summary for Nakasongola
- Mapping of CPRs-Annex 5
- Policy Recommendations
- Project Synthesis Resport
- Training Land Administrators-Kamuli Annex 3a
- Training Land Administrators-Nakasongola Annex 3b
- Training Manual for Land Administrators
- Biophysical-socioeconomic assessments in Kamuli District
- Biophysical-socioeconomic assessments in Nakasongola District
- Traditional Vs Casamance Kiln performance in Uganda

Annex XI: Evaluation Questions

Evaluation Criteria/Questions	Indicators	Sources	Methodology
Relevance: How does the project related to the main objective of the GEF focal area, and to the environment and development priorities at the local, regional and national level?	• Project objectives and activities related to objective of GEF focal area and priorities at national, local and regional level • Consistency and contribution to GEF focal area objectives and to national development strategies • Stakeholder views of project significance and potential impact related to the project objective	• Project documents, report vs GEF document • Interview with authorities at different level	• Project report review in the light of GEF document • Interviews with relevant personnel
Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved?	• Level of achievement of expected outcomes or objectives to date • Long term changes in management processes, practices and awareness that can be attributable to the project • Rehabilitation of degraded land • Sustainable Agriculture and Charcoal production	• Change in the ground situation observed. • Policies reviewed to address issues • Policies effectively implemented • Supply regulated	• Report with forest status information • Report on land management status • Interaction with the policy level people to ground level communities and field staffs. • Reports with information and verification on the ground
Efficiency: Was the project implemented efficiently in-line with international and national norms and standards?	• Reasonableness of the costs relative to scale of outputs generated • Efficiencies in project delivery modalities Consistency and contribution to GEF focal area objectives and to national development strategies	• Financial statements • Project structure and function • Project document and annual reports	• Analysis of financial statements. • Analysis of project structure and functionalities

	• Changes in project circumstances that may have affected the project relevance and effectiveness	• Experience of project staffs and other relevant stakeholders	• Analysis of project circumstances in project document (past and present) • Interaction with relevant stakeholders
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?	• Degree to which outputs and outcomes are embedded within the institutional framework (policy, laws, organizations, procedures) • Implementation of measures to assist financial sustainability of project results • Observable changes in attitudes, beliefs and behaviours as a result of the project • Measurable improvements from baseline levels in knowledge and skills of targeted staff/collectors, cooperative members etc.	• Project report • Observation in the field • Interview with stakeholders	• Review of project reports. • Observation in the field to see impact on the ground • Interaction with stakeholders
Impacts: Are there indications that the project has contributed to, or enabled progress towards reduced environmental stress and/or improved ecological status?	• Sectorial development activities addressing SLM code of conducts. • Rise in awareness and skills improved efficiency of the staffs. • Measurable improvements from baseline levels in knowledge and skills of targeted staff/other stakeholders. • Measurable improvements from baseline levels in the management functions of the responsible organizations that were targeted by the project. • Degraded land rehabilitated.	• Project Reports • Interview with local collectors. • Interview with cooperatives. • Interview with local authority • Observation in the field.	• Review of project reports/documents. • Interaction with local communities, collectors, local authorities. • Field observation.

Annex XII: Evaluation Consultant Agreement Document

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND 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[1]

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

Name of Consultant: Arun Rijal

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* Kathmandu, 10.12.2015

Signature: _____

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

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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[1]

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

Name of Consultant: Dr. John Wasige

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* **Kampala Uganda** on *date* 14.03.2016

Signature: _____

Annex XIII: Evaluation Criteria

i)Criteria used to evaluate the Project by the Final Evaluation Team

Highly Satisfactory (HS)	Project is expected to achieve or exceed **all** its major global environmental objectives, and yield substantial global environmental benefits, without major shortcomings. The project can be presented as "good practice".
Satisfactory (S)	Project is expected to achieve **most** of its major global environmental objectives, and yield satisfactory global environmental benefits, with only minor shortcomings.
Moderately Satisfactory (MS)	Project is expected to achieve **most** of its major relevant objectives but with either significant shortcomings or modest overall relevance. Project is expected not to achieve **some** of its major global environmental objectives or yield some of the expected global environment benefits.
Moderately Unsatisfactory (MU)	Project is expected to achieve **some** of its major global environmental objectives with major shortcomings or is expected to achieve only **some** of its major global environmental objectives.
Unsatisfactory (U)	Project is expected **not**to achieve **most** of its major global environment objectives or to yield any satisfactory global environmental benefits.
Highly Unsatisfactory (U)	The project has failed to achieve, and is **not** expected to achieve, **any** of its major global environment objectives with no worthwhile benefits.

ii) Scale used to evaluate the sustainability of the Project

Likely (L)	There are no risks affecting this dimension of sustainability.
Moderately Likely (ML)	There are moderate risks that affect this dimension of sustainability.
Moderately Unlikely (MU)	There are significant risks that affect this dimension of sustainability.
Unlikely (U)	There are severe risks that affect this dimension of sustainability.

iii) Rating scale for outcomes and progress towards "intermediate states"

Outcome Rating	Rating on progress toward Intermediate States
D: The project's intended outcomes were not delivered	**D:** No measures taken to move towards intermediate states.
C: The project's intended outcomes were delivered, but were not designed to feed into a continuing process after project funding	**C**: The measures designed to move towards intermediate states have started, but have not produced results.
B: The project's intended outcomes were delivered, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding	**B**: The measures designed to move towards intermediate states have started and have produced results, which give no indication that they can progress towards the intended long term impact.
A: The project's intended outcomes were delivered, and were designed to feed into a continuing process, with specific allocation of responsibilities after project funding.	**A**: The measures designed to move towards intermediate states have started and have produced results, which clearly indicate that they can progress towards the intended long term impact.

NOTE: If the outcomes above scored C or D, there is no need to continue forward to score intermediate stages given that achievement of such is then not possible.

iv) Rating scale for the "overall likelihood of impact achievement".

Highly Likely	Likely	Moderately Likely	Moderately Unlikely	Unlikely	Highly Unlikely
AA AB BA BB+	BB AC+ BC+	AC BC	AD+ BD+	AD BD C	D

Annex XIV: UNDP-GEF TE Report Audit Trail

To the comments received in April 2016 from the Terminal Evaluation of the project titled, Enabling Environment for SLM to Overcome Land Degradation in the Uganda Cattle Corridor Districts of Uganda (UNDP-GEF Project ID-*PIMS #3227)*

The following comments were provided in track changes to the draft Terminal Evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

Author	#/Date	Para No./ comment location	Comment/Feedback on the draft TE report	TE Team's response and actions taken
Sarah Mujizi UNDP CO Uganda Program Officer Environment/UNDP (SM)	#1/12April 2016	Pg-xi / Conclusion	The way the sentence is made depicts that even cooking stoves are for charcoal production, but even for improved kilns the sentence needs to be qualified better to indicate that the double production was from same amount of wood as was used with unimproved kilns	Edited to make it more clear and understandable.
SM	#2	Pg -Xi / Main Recommendations	I think this should state that the project supported one CBO to rid 100ha of Lantana camara (in Kasolwe Government Livestock farm) which was first used to grow some maize before grass was replanted in that area making it available for the animals. This group got equipment worth (USD 10,150) to make briquettes	It is mentioned.
SM	#3	Pg- Xii/ Recommendations	I think that 2it would be good to mention that A weather based index insurance against crop and livestock based risks was being piloted under the project and results would be finalized by the end of the season	It is done as suggested.
SM	#4	Pg-Xii /Recommendations	May be farmers should create endowment because if project does, they will not sustain it.	Due to poor economy it is not possible for farmers to create such fund.
SM	#5	Pg- 1/ Introduction	This needs to be qualified probably mention the E&E unit because the UNDP portfolio is a very wide item that also involves things like crisis response, governance issues and policy development	Done
SM	#6	Pg - 2/Scope of Evaluation	I am not sure projects achieve (and not just contribute to) outcomes. I am sure projects should achieve outputs and contribute to achievement of outcomes which are either in the medium or long term	When all targeted outputs are achieved then that will contribute to achieve the outcome. Achievements indicate signs of achievement of outcomes.
SM	#7	Pg-10 /Table 1	Please review the content of this entire table and make it reader/user friendly because now it is like a parable, the meaning is so hidden	Revised and made clearer.
SM	#8	Pg-11 / Project design	since you understood that the targets needed to be reviewed, I would expect that to be mentioned here	Mentioned in many places and repeated here too.
SM	#9	Pg-11 /Table 1	Ok, please review the content of this entire table and make it reader/user friendly because now it is like a parable, the meaning is so hidden	Edited to make it easier to read.
SM	#10	Pg-12 / Analysis of Logical Framework	if you were considering the original targets stipulated in the prodoc, I think this is not correct because the midterm review report reported otherwise and proposed that since	It is justified and edited to make clearer.

			some were way above what is even available in Uganda, the targets ought to be revised down ward. This is rather contradictory.	
SM	#11	Pg-12 /Assumptions and Risk	This sentence seems incomplete	Made clear so does not look incomplete now.
SM	#12	Pg-12 / Assumptions and Risk	Good statement but in reality, the project assessment of possibility for such a policy to be implemented without financial support to the schools would be zero. The option taken was to sell the idea to min of Energy which chose to address the issue using funds allocated to development of Nationally Appropriate Mitigation Actions (NAMA), so there is a NAMA particularly on institutional stoves and it is locally referred to as the "Schools NAMA". It is ready for presentation for approval. So the project did contribute by providing empirical data and feasibility of construction of these stoves to save the environment.	Addressed with editing.
SM	#13	Pg-19 /Feedback from M & E	This is not clear. I do not know the relationship between household economy and sharing water, and then tree seedlings!	Edited to make it clear with additional information for clarity.
SM	#14	Pg-19 / Feedback from M & E	Also mention that the MTR recommended that the casamance is modified to make it portable and that was done, giving chance to the green charcoal project to promote the same	Mentioned.
SM	#15	Pg-35 /Output1.1	This report seems to be misplaced as it is not related to policies or institutional frameworks	This placement followed the Project document. But I agree your suggestion so I moved it to appropriate output.
SM	#16	Pg-36 /Output 2.1	Only the final report was not yet generated but the study has gone on for at least 1 year and the MTR report gave an indication of some the results/findings	Baseline study conducted but follow up study to see changes has not taken place and what I wrote was justification I learned from the technical advisor and project staff for not conducting follow up study.
SM	#17	Pg-44 /Table-9,	It would be good to mention the target referred to in this case so that the reader does not have to go back and forth to look for the target referred to in the document earlier.	This is summarized table with brief justifications so not possible to list all targets. In result and also in the achievement table of the annex.
SM	#18	Pg-44 /Table-9,	As far as I know, the most critical environmental stress in the cattle corridor is drought, which comes with lack of animal feeding materials and water, which impacts on livelihoods through loss of animal lives and incomes to households, leading to further land degradation as communities tend to keep more animals as a risk abatement option. We recognized that by just increasing access to water for animals and humans, for an area Nakasongola where the loss in cows was not less than 3 per household per dry season was reduced to zero, this was very significant and was applauded by the PS MAAIF who then instructed that funds be moved from one study to making more water reservoirs	One of the problems was addressed but there are still several environmental stress that Project aimed to address and impact on those yet to see in the future.

SM	#19	Pg-44 /Conclusion,	I think you need to mention, except for overly ambitious targets, some of which were out of the range achievable in the entire country	It is mentioned in several places and here also it is mentioned.
Harriet Karusigarira Finance staff, UNDP CO Uganda	#1/20April,2016	3.2.5 Project Finance	Provided different figures on budgeted and actual expenses on each outcome for each year for all co-financing.	Financial figures changed as per suggestion. Earlier financial figures were also provided by CO but there was very much confusion on the financial figures within the finance department of CO.
Stephanie Ullrich, UNDP-GEF Evaluation Consultant (SU)	#1, April 20th 2016	Recommendations/ executive summary/ final chapter	Because the project has already operationally closed, the recommendations should be geared towards future programming. The recommendations should still be focused and targeted. Many of the recommendations currently in the report are more like lessons learned, (mostly) without indications of who should implement the recommendation and when. These recommendations should be clarified. Additionally, all recommendations made (in the executive summary and in the final chapter) should be numbered.	All recommendations are for the future programming. These are focused, relevant to the issues, clarified and with clear indication of the responsive parties. Experience from this project and also from other projects were used some background information are included to justify importance of the recommendations and also how it resolve issues. But they are also followed by recommendation for the future projects.
SU	#2	Pg –V /Executive summary	The evaluators rate some extra categories throughout the report that are not included in the executive summary's ratings summary table (e.g. UNDP's backstopping is rated as Satisfactory on pg. 27; is this the same as the rating for Implementing Agency (UNDP) execution?). All ratings should be summarized in this table in the executive summary.	The regular listing ratings were listed in the summary table but now other ratings also added in the rating summary table.
SU	#3	Pg. 26 /M&E Implementation	The TE report should also briefly outline the 17 MTE recommendations and how these individual recommendations were or were not addressed in the time since the MTE (see pg. 25).	MTE recommendations are discussed under the sub-heading "Adaptive Management" Page 18.
SU	#4	Pg. 32 /Section 3.3.3 "Effectiveness and Efficiency",	It seems the rating for efficiency (cost-effectiveness) is given in the report as Moderately Satisfactory (pg. 32), and it is justified with evidence. However, this Section 3.3.3 "Effectiveness and Efficiency" only gives a rating for cost-effectiveness. The consultants need to also discuss and rate effectiveness, ideally separately from efficiency. The current discussion on effectiveness on pg. 32 is quite vague. Furthermore, the justification given for the rating on effectiveness in Table 9. TE Rating Project Performance (pg. 43), the evaluators state, "A review of outcomes to impacts (ROtI) shows the overall likelihood of impacts being achieved is Likely"; it is not clear how they came to the Moderately Satisfactory rating.	Effectiveness is discussed and rated. Though sustainability is rated likely, the risks are also indicated in the comments and also remaining results are also mentioned. Based on some positive indications and willingness it is expected that sustainability is likely. The overall rating of the project is based not only on overall likelihood of the impact but also M&E design/implementation, implementation and

				execution of the project activities, outcomes, effectiveness, efficiency, impact etc. also.
SU	#5	Pg-41 /Section 3.3.7,	In the text on sustainability in section 3.3.7 (pg. 41), the evaluators seem to miss inclusion of the rating for financial sustainability (although it is given in the executive summary as Likely.	Financial sustainability rating included.
SU	#6	Annexes	In addition to the annexes already included, the evaluators should include the TE audit trail as a final annex.	Annex with TE audit trail added (Annex XIV)
Dr. Robert Nabanyumya, Technical Advisor/UNDP (RN)	#1/30/05/2016	Pg-Vi/Abbreviation	Not Uganda SLM Investment Framework?	Made USLMIF. Earlier it was taken from one of the document related to project.
RN	#2	Pg-Vii/Project Summary	Expenditure as of project end?	Yes, it is as of project end.
RN	#3	Pg-Viii/Brief Description	General comment: Kindly do editorials. I have attempted to make some to either make the sentences better understood or correct some misrepresentations. Kindly go through the entire document for this, as they are extensive. I think Dr. Wasige can help make the English easier to understand…e.g. Section 2.1 and others….	Edited whole document to make it more easier to understand.
RN	#4	Pg-X/Key Problem Areas	This is a repetition, Kindly remove!	Removed.
RN	#5	Pg-X/Key Problem Areas	Reference could clarify this as there now many variations in this data!	Reference added.
RN	#6	Pg-4/Key time line planned	These two dates don't make logical sense; so kindly adjust	One is date of agreement on project document and another is submission date.
RN	#7	Pg-10/output indicators	Kindly note that these are indicators and so we should label them as such and not outputs as earlier indicated. I have inserted the summary table of outputs; it would then flow to the indicators!	It is mentioned as output indicators so no need to add table with outputs.
RN	#8	Pg-11/Table 1	This table doesn't seem to make sense here! Suggest we delete;	This required as per report format of GEF.
RN	#9	Pg-12/Assumption and Risk	Or we could refer to the NDPII?	NDP is developed to achieve the National Strategy 2020 so referring strategy will be better.
RN	#10	Pg-13/Planned Stakeholder Participation	I don't think there were opinion polls! Like for an election?	Collecting opinion is also an opinion polls and it is not necessary that poll means only election.
RN	#11	Pg-15/3.1.7 Project Linkage	This is not clear as to how it brings out linkages….	Farmers visits helps to establish linkage between farmers' groups.
RN	#12	Pg-18/Partnership Arrangement	There is no single charcoal management policy in the country; and actually one of the outputs from this was a recommendation for development of one!	Yes, here it talk about partnership arrangement for creating enabling environment. But your suggestion added in the text.
RN	#13	Pg-29 Overall Results	More appropriately….. supported development of pilot land use plans and the mainstreaming of SLM issues into the district plans	Edited to reflect your suggestion.
RN	#14	Pg-29 Overall	We need to make most of these more clear and	Edited to make language

		Results	understandable by the subsequent users of the report… Kindly adjust…	simpler.
RN	#15	Pg-33/Cost effectiveness	Did the project really exceed ALL budget figures… Not quite sure; May be Sarah/Elias Help here with the CO finance summaries!	Earlier financial figures provided to us showed exceeding situation but latter another figure provided which indicates less than budgeted so it is now corrected.
RN	#16	Pg-33/Cost effectiveness	What does this mean? The quality was rated good see section 3.3.9, Table 9 below!!!!!	Yes, here also we mentioned 'no lack of quality' so it agrees with what was rated in 3.3.9 of Table 9.
RN	#17	Pg-33/Cost effectiveness	This is confusing if compared with the first assessment under this section kindly clarify?	Though the total cost had not exceeded the budget, not all activities are completed and also management cost had increased then budgeted amount.
RN	#18	Pg-34 /Table 7	Policies were reviewed (and not revised!) and recommendations made; most important of which was specific policy to ensure sustainable charcoal production as well institutional framework to properly address charcoal issues.	Correction made.
RN	#19	Pg-46 /Conclusion	The project itself did not form the groups but rather supported existing CBOs..	Correction made
RN	#20	Pg-46 /Recommendation	The edits on the recommendation in the executive summary apply here as well, kindly cross check and adust accordingly….	Editing done.
RN	#21	Pg-48/Action to follow up	Does not bring out the issue clearly, kindly edit as in the summary suggestions	Editing done to make more understandable.
RN	#22	Pg-62/Annex IV	I hope the rating is not based on these figures which was clearly ambitious… so in the real sense it would be MS rather than MU	Yes, it is based on the initial targets. Since project was not able to receive approval for revised targets from GEF, We have to use the original targets for rating. If approval was received for revised targets then the rating would be different.
RN	#23	Pg-81 /Annexes VIII Field Visit Summary	I think this is covered under Annex II? Kindly cross check!	Annex II is itinerary while this section is explanation of visit and this is as per suggested in the GEF format for the report.
Phemo karen Kgomotso, Technical Advisor/UNDP (PK)	#1 6/06/2016	P-ix/Key Success	Evidence of the statement	Reference added
PK	#2	P-x/Key Success	Not well formulated	Deleted as suggested.
PK	#3	P-xi/Conclusion	Not clear, what do we mean here?	Rephrased to make clear
PK	#4	P-xi/conclusion	The GEF SEC does not get involved in this.	Edited and changed
PK	#5	P-Xi/Conclusion	Which ones?	Ministry's name mentioned
PK	#6	P-Xi/ Recommendation	What was cleared from the area?? Invasive species? What was wrong with the area that needed to be cleared?	*Lantana camara*. It was mentioned there. But now rephrased to make it easier to understand.

PK	#7	P-xi/ Recommendation	Which Group?	Community group from Kasolwe.
PK	#8	P-xii/ Recommendation	This sounds more like a lesson, than a recommendation. Most projects include a comprehensive M&E system, the problem is implementation.	It is recommendation based on example from the project. Now rephrased to make clearer.
PK	#9	P-xiii/Lessons learned	Please reformulate this sentence and use correct grammar.	Reformulated.
PK	#10	P-1/Scope and Methodology	Add new dates after this round of comments	Replaced with new date.
PK	#11	P-2/Scope and Methodology	This sentence contradicts itself. Please reformulate.	Reformulated.
PK	#12	P-2/Scope and Methodology	This sentence is incomplete. Need to list the outcomes here.	Outcomes listed.
PK	#13	P-4 /Project Start and Duration	It can't be August?	It was in number but now made in text 'August'
PK	#14	P-16/ Linkages between Project and other interventions within the sector	This is a terminal evaluation, so should this be in past tense? Has this happened or it's envisaged to happen in the future?	Correction made.
PK	#15	P-17/3.1.8 Management arrangement	What reason why given for this?	Reason provided.
PK	#16	P-19/3.2.2 Partnership Arrangement	Which of these two is the chairperson	It is not two persons. It is name of the department and the ministry to which this department belongs. Now made more understandable.
PK	#17	P-20/3.2.3 Gender	What groups?	Community groups
PK	#18	P-20 /3.3.4 Feedback from M&E	All this is a repetition!	The provided format of the report makes repetition. Repeated text deleted.
PK	#19	P-20 /3.3.4 Feedback form M&E	How many?	12. But accepted only half.
PK	#20	P-20/Feedback from M&E	Not sure what is mean to be communicated here. Please rephrase and make clear.	Rephrased to make it clear.
PK	#21	P-21/ Feedback from M&E	please rephrase to make clear.	Rephrased.
PK	#22	P-21/Feedback from M&E	?? what does this mean?	Edited to make it clear.
PK	#23	P-21/Feedback from M&E	What does this mean? Please rephrase or delete.	Rephrased.
PK	#24	P-21/Feedback from M&E	To where?	To Meteorology Department. Rephrased.
PK	#25	P-22/ Project Finance	Not, please rephrase to make clear.	Rephrased.
PK	#26	P-22/ Project Finance	What is the explanation for this? Especially the GEF amount?	Rephrased to make understandable.
PK	#27	P-22/ Project Finance	Is this a rating?	No, it is view of stakeholders.
PK	#28	P24/ Table 4	How was the conclusion reached on the % then?	UNDP CO provided total Budgeted figure and total actual expenses figure and from this percentage of actual expenses of the budgeted figure is calculated.

PK	#29	P-28 /Project Oversight	How many?	PM, TA, admin and finance staff, driver and office helper. Since more than one project is managed by the PMU, it is not possible to count staff of this project only. Hence, besides PM and TA others are not quantified.
PK	#30	P-29/ Project Oversight	This seems misplaced.	Deleted
PK	#31	P-29/ UNDP Supervision	Where? CO?	UNDP CO Uganda
PK	#32	P-30/ Attainment of Objectives	What are these studies? Please name them.	Provided names.
PK	#33	P-30/ Attainment of Objectives	What exactly does this entail? A database?	Database.
PK	#34	P-31 /Summary of Achievements	Indicate here what this annex is. Evaluation questions are labeled as Annex XII	It is mentioned there as tracking tools and in bracket Annex XI.
PK	#35	P-34/ Cost effectiveness	What does this mean exactly? Seems contradictory.	Its not contradicting. It says quality is maintained.
PK	#36	P-34/ Cost effectiveness	This is contradictory to the first sentence on the paragraph. Please clarify.	It is also not contradicting. Project has not exceeded total project budget but the expenses of the management heading exceeded the budgeted amount without completing all tasks.
PK	#37	P-34/ Cost effectiveness	Unclear what this statement means, please rephrase.	Rephrased.
PK	#38	P-35/ Cost effectiveness	Of what? By whom?	Information added.
PK	#39	P-35/ Cost effectiveness	Need to qualify this, as use of charcoal is not necessarily a positive thing. Maybe say increase in sustainably produced charcoal?	Edited as suggested.
PK	#40	P-35/ Table 7	8 policies??	Yes, 8 policies.
PK	#41	P-38/ Achievement of project output & Outcomes	To what??	Participatory implementation approach.
PK	#42	P-38/ Achievement of Project Output & Outcomes	Please elaborate what you mean here?	Differences in interest of ministries. Ministry preferred to develop principles to be embedded in the charcoal law and to finalize the Biomass Energy Strategy (see in second paragraph of output 1.1.)
PK	#43	P-41/ Achievement of project output, Output 3.1	2017??	As per information provided to us it is March 2016
PK	#44	P-43/ Country Ownership	SDGs??	MDG Goal 7
PK	#45	P-44/ Sustainability	What does this mean? Please elaborate.	Creation of supportive environment. Edited to make clear.
PK	#46	P-44/Sustainability	To do what?	To implement project activities. Edited.
PK	#47	P-50/Lessons learned (strategic)	Not clear!	Deleted.

PK	#48	P-51/ Lessons (Management)	What is the evidence for this?	see output 2.3, 3.1 and 3.3 para 4.